



## **LAGOS STATE GOVERNMENT**

Civil Service Commission

# *Human Resources and Administration Implementation Report & HR Change Plan*

JULY 2014



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## Abbreviations and Acronyms

<b>CIPD</b>	Chartered Institute of Personnel Development
<b>CIPM</b>	Chartered Institute of Personnel Management
<b>CS</b>	Civil Service
<b>CSC</b>	Civil Service Commission
<b>DFA</b>	Director Finance and Administration
<b>DFID</b>	Department for International Development
<b>EXCO</b>	Executive Committee
<b>F&amp;A</b>	Finance and Administration
<b>G&amp;SI</b>	Gender and Social Inclusion
<b>GL</b>	Grade Level
<b>HOD</b>	Head of Department
<b>HOU</b>	Head of Unit
<b>HR</b>	Human Resources
<b>HR&amp;A</b>	Human Resources and Administration
<b>HRM</b>	Human Resource Management
<b>HRMIS</b>	Human Resource Management Information System
<b>ICT</b>	Information Computer Technology
<b>IWG</b>	Implementation Working Group
<b>KPA</b>	Key Performance Area
<b>KPIs</b>	Key Performance Indicators
<b>L&amp;D</b>	Learning and Development
<b>LASG</b>	Lagos State Government
<b>MDAs</b>	Ministries, Departments and Agencies
<b>METP</b>	Ministry of Establishment, Training and Pensions
<b>MTSS</b>	Medium Term Sector Strategy
<b>NGOs</b>	Non Governmental Organisations
<b>NYSC</b>	National Youth Service Corps
<b>OoT</b>	Office of Transformation



<b>PMB</b>	Personnel Management Board
<b>PS</b>	Public Service
<b>PS</b>	Permanent Secretary
<b>PSO</b>	Public Service Office
<b>SDU</b>	Service Delivery Unit
<b>SEAT</b>	State Evaluation and Self- Assessment Tool
<b>SMART</b>	Specific, Measurable, Achievable, Realistic and Time bound objectives
<b>SPADEV</b>	Staff Performance Appraisal Development and Evaluation
<b>SPARC</b>	State Partnership for Accountability, Responsiveness and Capability
<b>ToT</b>	Training of Trainers
<b>WP&amp;R</b>	Workforce Planning and Recruitment



## Executive Summary

In 2009 a State Evaluation and Self-Assessment (SEAT) exercise was carried out by Lagos State Government to identify development priorities. This led to the creation of an overarching, home-grown change programme and agreement that the existing Human Resources framework should be modernised in order to achieve the Lagos State vision. Over the last few years a number of Ministries, Departments and Agencies (MDAs) (including Civil Service Commission (CSC)) have been involved in detailed Human Resources (HR) pilot work to shape the new HR framework, and taken proactive steps to modernise and restructure their existing HR functions. Currently a detailed set of proposals are being presented to Executive Council (EXCO) with a prayer that a formal transition to professional Human Resources Management (HRM) should be rolled out service wide

### **The transition to Human Resource Management**

Professional HRM is a *strategic, proactive* approach to the *management* of people. The mandates of the MDA cannot be adequately defined without strategic HR partners and defined mandates cannot be assumed therefore a professional department which works to ensure that the right people with the right skills and attitude are in place to do the work is key to the eventual successful implementation of MDA mandates and the overall Lagos State Government (LASG) agenda. As such, none of the ambitious LASG change programmes can be successfully implemented without a strong and strategic HR approach.

This report details two key HR initiatives within the MDA:

1. A one-off **Human Resources and Administration (HR&A) Implementation Plan** which provides commentary on the immediate changes required to establish a new HR&A Department [see Sections Two and Three]
2. An **HR Change Plan** for 2014-2015 which outlines the MDAs medium term strategic HR priorities and actions. It is intended that this template is then used to describe a more comprehensive and expansive set of HR strategic priorities from 2015-2018 to coincide with the next Medium Term Sector Strategy (MTSS) cycle [see Section One and Appendix Two]

Section Four of this report provides an overview of the next steps for implementation, proposed evaluation and review strategy and lessons learnt within the MDA.

The report assumes no prior knowledge so some content may already be familiar to the reader. This is included for completeness and to show the evolution of the new CSC HRM framework.

### **Managed Transition**

The transition to modernised HRM is being carefully managed with a view that the current 'Finance and Administration Department' formally becomes the 'Human Resources and Administration Department', with the existing Directors Finance and Administration (DFA) now Director HR&A to Head the restructured Department. A series of professional HR functions and additional strategic responsibilities will be introduced, including a new workforce planning process.



## **Expected Outcomes**

- It is believed that with active support of the political leadership for modernisation of the HR framework, professional HRM will turn the vision of government into reality.
- Successful implementation of HRM should be a main priority for high-level attention.
- MDAs will have clearer performance, accountability and stronger people management.
- Professional HRM will show how new strategies set by government can actually be achieved.
- Staff will be proactive and respond better to the needs of the State and be more motivated to do so.
- Professional HR officers will make sure the pledges made in the Service Charters are delivered.



# **Section One: Strategy and HR Change Plan**

## **Transitioning to a new HR&A Model**

### **Professional HRM**

The focus on Lagos State becoming Africa's Model Megacity and Global, Economic and Financial hub that is safe, secure, functional and productive inspired the change programme of the State. Since Lagos State is focused on becoming one of the top 10 megacities in the world in terms of urban living indices, there is need for a comprehensive review to build HR capability in the State. To facilitate the change, the Office of Transformation (OoT) is working in collaboration with the Department for International Development (DFID) UK under the State Partnership for Accountability, Responsiveness and Capability (SPARC) programme to modernise the existing HR framework and transition from the practice of personnel administration to professional Human Resource Management.

Professional HRM is a means of moulding the activities of government in order to achieve set strategy and goals. HRM can only appropriately respond to capacity building and performance management when officers understand and are interested in the duties assigned; which is the core purpose of professional HRM as "change will not just happen". It needs to be driven.

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 insight into roles, staff skills, competencies, aspirations and needs.

The Civil Service Commission is the Ministerial Department responsible for HRM in the State therefore has powers for appointment, promotions, transfer, secondment and discipline of all civil servants except where delegated to other Ministerial Departments/Ministries. There is therefore a need to provide efficient, proactive and professional HRM services and insight.

### **HR Committee**

In 2011 an HR Committee was formed which developed a new, strategic HR framework for LASG which included a new set of HR policies, processes, structures and training recommendations. This HR Committee was established to act as a strategic think tank for HR, make approval recommendations prior to formal submission to EXCO, monitor proposed changes, and more formally support effective implementation and execution of professional HRM.

In 2012 it was determined by the HR Committee that this new model should be 'tested' and developed by 6 pilot MDAs to determine its suitability. The six pilot MDAs were: 1) Civil Service Commission, 2) Public Service Office, 3) Office of Establishment and Training, 4) Education District 1, 5) Ministry of Economic Planning and Budget, 6) Office of Works.



## HR Pilot

The HR Pilot ran from July to December 2012. The purpose of this phase of the pilot was to determine whether professional HRM should be introduced in Lagos State, what structure it should take, how this might be implemented and identify potential challenges. The pilot was not intended to disrupt present operations but served as an extended job analysis to assess the characteristics, level of responsibility, competences and experience required to perform new professional HRM roles, as well as the boundaries and level distinctions between each duty post.

Detailed HR Pilot findings for CSC can be found in Appendix One.

The 2012 HRM pilot proposed the following road map for HRM:

- **Do Nothing:** Finance and Administration (F&A) Departments continue to operate 'as is', without Planning or Procurement;
- **Quick Wins:** Reorganise the existing F&A Departments by establishing modern professional HR&A Departments and creating professional HRM duty posts;
- **Medium Impact:** Reorganise existing F&A Departments to focus only on professional HRM, realigning non-personnel duties to relevant specialist Departments;
- **Best Practice:** Established professional HRM Departments provide better service for citizens, with the potential introduction of a new HR cadre which accurately describes the professional HRM work undertaken.

The HR Committee adopted the 'quick wins' option, arguing that the environment was not yet ready for the full adoption of the best practice model. However, the quick wins option allows for a further transition to the full implementation of HR best practice in the nearest future.

In July 2013, an HRM memo was submitted to EXCO for approval and immediate implementation following the HR Pilot. There was a compelling case to introduce more professional HRM practices into LASG and the State identified the need for a modernised HR approach. The EXCO accepted HRM in principle, pending deliberations on the progress of other LASG reforms (still pending at the time of the memo). The delay in full implementation of HRM, service wide meant HR activities in the State were several months behind schedule. HRM was losing momentum and valuable learning from the pilot dissipating.

Subsequently, SPARC drafted and circulated in October 2013 "The LASG HRM Implementation Plan; October 2013" to State partners. The Pilot MDAs were keen to begin transition to the new HR&A model at MDA level with SPARC's support; while waiting for final sign-off from EXCO to go service wide. In December 2013, LASG therefore launched in-house implementation of the new HR model in nominated HR Pilot MDAs.

### Objectives of the In-house HR Implementation Phase

The objectives of the in-house implementation phase were accepted by the LASG HR Committee in April 2013. These included:

- Setting up the HR&A structure in nominated pilot MDAs to reflect the introduction of additional Professional HRM responsibilities and the more modern approach to people management;
- Establish four new distinct HR divisions in each new HR&A Department;
- Identify HR officers needed in each Division;





- Review the HR roles and responsibilities and working relationships between the HR shared service centres and the new HR and Administration Departments in each MDA;
- Identify additional on-going development required for the new HR professionals.

### **HR Implementation Workshop Jan-Feb 2014**

An HR Implementation Workshop commenced 8th January, 2014 and ended 12th February, 2014. It was held three days each week for this period and the officers nominated for the programme participated fully in the implementation of reform initiatives to reposition the Lagos State Service to deliver the vision of the State Government.

SPARC suggested 11 officers were nominated by each MDA from the Finance and Administration Department (to include their Director of Finance and Administration /Director Personnel Management); however some MDAs had more than 11 in attendance. Out of the 53 GL08-GL17 nominated only 40 completed the programme and the evaluation.

50% of the participants were officers who had successfully completed at least 80% of the HR Pilot phase 1, while the other 50% had little or no knowledge of HR. Participants included officers who could train other officers, as the workshop was intended as Training-of-Trainers (ToT).

The key activities which took place during the workshop were hands on work in the transition to the modernised HR&A and developing the HR transition work plan.

### **The HR Change Plan**

The HR Change Plan is a strategic document that forms the basis of all strategic HR activities in CSC over the next year, 2014-2015. The CSC HR plan is a functioning plan as some of the activities are already being implemented.

HR planning is important to tackle certain challenges in achieving the MDA's goals and CSC's HR change plan aims to address some of the following:

- Capacity and skills gaps in certain categories of employees and/or specialist skills, despite high unemployment in the State as a whole;
- The rapid changes in technology, marketing, management etc. and a consequent need for new skills and new categories of employees;
- Changes in the MDA's design and structure affecting workforce demands and the changing profile of the workforce in terms of age, sex, education etc;
- Changes to Federal policies or laws which have implications for certain regulatory systems within Lagos State;
- Pressure from trade unions which require a review of working practices;
- Job applications to ensure staffing the job with the most suitable candidate.
- HR planning anticipates not only the required profile and number of employees, but also determines the action plan for all the functions of the HR&A Department, guided by the overall strategy of the CSC as laid out below.

### **Mandate of the Commission**

The mandate of the Commission is to manage entry, retention, and exit of civil servants as provided for in the Constitution of the Federal Republic of Nigeria and other enabling statutes.



## **CSC Core Values and Competencies**

The Commission's core values guide the staff on the organisational culture thereby creating a sense of identity, collective ownership, direction and purpose. The Commission's shared values assure customers of timely provision of quality services guided by the ethical and integrity orientation of the staff. The values as articulated in CSC's corporate mandate are:

- Integrity;
- Team work;
- Excellence;
- Transparency and Accountability;
- Professionalism;
- Commitment<sup>1</sup>.

## **Service Delivery Principles**

Informed by the core values, CSC abides by the following basic service delivery principles:

- Set clear and explicit standards of service delivery;
- Provide clients with adequate information about the Commission's services in a straightforward and open manner;
- Communicate clearly and effectively;
- Serve clients with courtesy;
- Place public interest above self-interest in managing conflict of interest;
- Promote meritocracy with due regard to competence, qualifications, experience and suitability;
- Uphold the principles of natural justice in decision making;
- Utilise resources prudently to avoid waste or failure and to sustain best value for taxes and other resources;
- Cultivate continuous improvement of systems and processes by embracing best practices and innovation;
- Embrace monitoring and evaluation to keep track of performance and changing needs of the citizens;
- Discharge the Commission's mandate consistently, efficiently and effectively.

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<sup>1</sup> CSC Annual Report 2013



## Core CSC Functions

The core functions of the Commission as derived from the Constitution and relevant statutory provisions include the following<sup>2</sup>:

- Career management;
- Human Resources Management Information System (HRMIS) and performance management;
- Recruitment and appointment;
- CSC Secretariat;
- Discipline and exits;
- HR and Administration;
- Accounts.

## CSC Service Pledge<sup>3</sup>

The citizens legitimately expect efficient, effective and ethical public service delivery. To meet the expectations of Nigerian public and Lagos State residents in particular, CSC pledges:

- To uphold independence in the discharge of the constitutional and statutory mandate in order to enhance acceptability and legitimacy of decisions made;
- To undertake competitive recruitment and selection to achieve merit in appointments and promotions;
- To provide a One Stop Shop for enquiries and queries;
- To promote fairness in handling alleged misconduct in the public service;
- To promote good governance, ethics and integrity in the Lagos State Civil Service;
- To embrace contemporary practices in the discharge of human resource functions in the service;
- To review and make service regulations in line with the changing needs of the service;
- To assure professionalism in setting, marking and administering Commission's Examinations;
- To institute and implement a transparent performance appraisal system;
- To promote cost-effectiveness, value for money and avoidance of waste;
- To embrace courtesy and timely response to requests, complaints inquiries.

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<sup>2</sup> See CSC Annual Report 2013 (organisational structure) and Appendix 3

<sup>3</sup> See CSC Service Charter 2012



<b>CSC Service Provision and Delivery</b>	
<p><b>Services:</b> The Commission offers a wide range of services that include:</p> <ul style="list-style-type: none"> <li>• Issuance of service regulations;</li> <li>• Appointments and promotions;</li> <li>• Confirmation in appointments;</li> <li>• Auditing of the Human Resource functions in the public service;</li> <li>• Determination of discipline cases including appeals and reviews;</li> <li>• Translation of Terms of Service;</li> <li>• Extension of Service;</li> <li>• Re-designations and Secondments;</li> <li>• Protection of Pensions benefits including gratuity matters;</li> <li>• Approval of Schemes of Service and granting of waivers where necessary;</li> <li>• Administration of Civil Service Examinations and Occupational Tests;</li> <li>• Implementation of the Civil Service Ethics including the administration of the Public Service Code of Conduct;</li> <li>• Addressing complaints and grievances relating to human resource functions in the public service;</li> <li>• Approving retirement from the Service;               <ul style="list-style-type: none"> <li>▪ Age.</li> <li>▪ Ill health.</li> <li>▪ Re-organisation of Government or abolition of office.</li> <li>▪ In Public interest.</li> </ul> </li> </ul>	<p><b>Standards:</b> In service her esteemed customers the Commission will endeavour to abide by the following standards:</p> <ul style="list-style-type: none"> <li>• Advertised vacancies shall be disposed of (interviews and appointments) within 3 months from the date of closing of advertisement for promotional appointment and 4 months for direct entry appointments;</li> <li>• Commission decisions shall be communicated to a Ministry, Department, Agencies or the recipient within 3 days from the date the decision is made;</li> <li>• Disciplinary cases including appeals and reviews shall be processed and concluded within 30 days;</li> <li>• Results of the Commission's administered examinations will be released within 60 calendar days from the date of sitting;</li> <li>• Any obsolete property in the Commission in respect of an ending financial year will be disposed of within the year;</li> <li>• All telephone call will be attended to within the second ring (5 9. seconds);</li> <li>• A visitor will be attended to at the reception within one minute of arrival;</li> <li>• The Commission's Annual Report will be published in February for the preceding calendar year;</li> <li>• Routine correspondence will be replied to within 7 days from the date of receipt;</li> <li>• Technical correspondence will be replied to within 21 days from the date of receipt of the enquiry. All written complaints will be acknowledged within three (3) working days of receipt.</li> </ul>



### **Complaints Handling and Grievance Redress Mechanism:**

We encourage our customers to make genuine complaints, suggestions and compliments to the Permanent Secretary, in person, by post, telephone/fax or e-mail.

The Commission is committed to the following complaints handling process:

- Operate a Service Delivery Unit (SDU) with trained complaints handling staff;
- Maintain a register of complaints and commendations;
- Maintain a telephone Line dedicated to complaints, suggestions and commendations;
- Maintain a functional and user friendly website with an easy to identify section for complaints, suggestions and commendations;
- Maintain a functional suggestion box.

The Commission guarantees confidentiality and fairness in handling complaints. All complaints shall be acknowledged promptly and complainants informed on progress being made on their complaints. We will endeavour to resolve complaints within thirty working days (30). The Commission encourages complainants to:

- Disclose their identity and contact to facilitate due process and feedback;
- Make complaints at the service window where the complaints originates;
- Complain to the service provider's supervisor or line manager when not satisfied or;
- Complain in person, writing, phone or via the internet.

### **Strategic Vision and Mission Statements of CSC and HR&A Department**

#### **Vision:**

To become a world class Human Resource Organisation that is Dynamic, Efficient and Effective.

#### **Mission:**

To provide and motivate a highly qualified and competent workforce that is disciplined and productive, based on equity, justice and fairness.

#### **HR Vision:**

To deliver high quality HR programmes and services with expertise that will enable other Departments to take advantage of our collaborative efforts of making the CSC become a great and preferred place to work.

#### **HR Mission:**

Providing a positive HR service experience for officers and collaborating with other Departments to attract, develop, support and retain diverse and talented employees who are crucial to the reputation and success of the CSC.



## **Methods of Achieving the HR Strategic Vision of CSC**

- Making the Commitment to Change.
- Clarifying the Strategic Needs and Objectives.
- Clarifying the Current Status of the HR Function.
- Establishing a Future Vision for HR.
- Deciding on an Action Plan to Make the Transformation.
- Implementing the Action Plan.
- Evaluating the Transformation Process.

## **CSC HR Change Plan Objectives**

As detailed earlier, the HR Change Plan is an action plan to manage change which turns the MDA's unique strategy into action by running the new HR&A Department professionally. This requires a clear prioritisation and reallocation of people and resources by the Director of HR&A and the linking of specific, named HR activities to the MDAs overall strategy.

Human Resources does not begin with HR, it begins with the MDA's strategic vision. The two must be linked in order to move away from 'business as usual' towards a more tailored HR strategy. Hence the HR Change Plan is a tool to support change using specific, strategic HR objectives that provide systematic guidance and a timetable for change.

The HR Change Plan objectives for 2014-2015 has been aligned to CSC Vision and mission are therefore the following:

- Establish a modern and professional HR&A Department;
- Introduce HR strategic planning to all aspects of the HR framework;
- Develop specialist, in-depth knowledge of HR policy and process;
- Champion HR best practice internally and externally.

These objectives are broken down into achievable, measurable, individual HR activities in each Division, outlined in Appendix Two.

## **CSC HR Change Plan Outcomes**

In the short term (2014-2015), it is expected that the transition to HR&A and the launch of the HR Change Plan will signal a new approach to people management, with the establishment of new HR policies, processes, functions, roles and job descriptions for HR Personnel, Managers and Strategists.

In the medium term (2015-2018), HR practitioner skills will need to be developed on-the-job as officers gain practical experience in their new roles. This is something that should be actively encouraged, with coaching and mentoring by those who have participated in the SPARC programme, HR training workshops or attended courses run by the Chartered Institute of Personnel Management in Nigeria (CIPM).

In the long term (2018+), ongoing professional development and participation at accredited HR training programmes is encouraged to cement a fully functional professional HRM Department and lead a culture change in the Civil Service; providing a better service for citizens and realisation of the Service Charter.

## **Expected Challenges to Realisation of HR Change Plan**

Change by its nature causes stress and change in people's work and professional lives can cause a great anxiety. The expected challenges include:



- Lack of appropriate supportive technology;
- Unwillingness of officers to take risks or deal with complexity;
- Difficulties in dealing with bureaucracy;
- Dealing with organisational or international cultural differences;
- Lack of employee buy-in to HR transformation;
- Failure in building the strategic case to support the change;
- Lack of genuine senior management support and regulatory constraints.
- Trade unions.

### **Planned Transition to the new HR&A Model**

In order to achieve the objectives outlined in the HR Change Plan the new HR&A model first needs to be implemented. How the MDA intends to achieve this is outlined in detail in Section Two.



## **Section Two: Human Resources and Administration Implementation**

### **Expected Outcomes of HR&A Model**

Some anticipated advantages of the introduction of professional HRM to Civil Service Commission in Lagos State are outlined below:

- The existing F&A Department will be restructured to the modernised HR&A Department to address the HR issues in Civil Service Commission;
- HR officers would identify skills required for service delivery and achieving the MDA goals;
- HR officers will be better skilled to acquire, develop and retain high performing officers;
- Staff will be motivated and equipped to better respond to Civil Service needs;
- HR officers will be skilled to reinforce the concept of meritocracy;
- HR&A departments will ensure a link between people management and the strategic objectives of the MDA and State Government;
- HR officers will be skilled to provide professional, specialist advice in particular areas;
- CSC will be better positioned to anticipate the future needs of the State and its component parts;
- HRM will foster greater accountability and stronger management;
- Officers will be equipped with requisite skills for smooth transition from the practice of traditional Personnel Administration to the new era of professional HRM;
- HRM will lay foundation for the effective take-off of the new HR framework service wide;
- Professional HRM will ensure that officers understand the MDAs objectives and how it contributes to achieving the State's vision;
- Officers will understand the concept of professional HRM and how this differs from personnel administration;
- Core HR functions will be identified and addressed professionally;
- HRM will ensure the required linkages between government, MDA and HR strategy;
- HR will ensure that there are Job descriptions and job roles are clarified;
- HR will ensure communication within the professional HRM duty posts and the departments in the MDAs;
- Members of staff would understand and follow the HR policies and guidelines;
- Officers will have good understanding of the new units and functions and Individual HR officer responsibilities will be clearly defined;
- The departments will be staffed with the right officers, who have the right skills and attitude;
- A new Establishment Plan and workforce planning process will be introduced.





## HR&A Organogram and Duty Posts

The approved HR&A organogram has now been implemented in CSC. This organogram however has incorporated the recommendation of the Corporate Planning process for CSC which states that the Information Computer Technology (ICT) unit should report to the director HR&A. This is reflected in the organogram of the new HR&A model found in Appendix three. For reference, a model of the old Finance and Administration organogram can also be found in Appendix Four.

Officers in the new HR&A Department have now been assigned to the following six duty posts in the new structure:

1. Workforce Planning & Recruitment;
2. Learning & Development;
3. Employee Relations;
4. HR Measures and Accountability;
5. General Administration;
6. ICT.

## HR Roles

Three new HR roles will be introduced: HR Personnel, HR Manager and HR Strategist. Each new role will have a detailed, supporting job description, with staffing at the discretion of the Director of HR&A. A distinction is drawn between the new roles as described below:

Grade Level Distinctions	Description
<b>HR Personnel (GL8-10)</b>	<ul style="list-style-type: none"> <li>○ HR Personnel officer helps with the administration of all day-to-day operations of the HR Department and assists the HR Managers and Strategists with their duties as directed.</li> </ul>
<b>HR Manager (GL12-14)</b>	<ul style="list-style-type: none"> <li>○ The HR Manager is the acknowledged 'go to' for specific HR issues.</li> <li>○ They have intimate knowledge of all officers in given teams/Depts.</li> <li>○ They proactively seek to identify HR issues and work to develop tailored HR solutions to ensure each team/Dept can achieve their specific goals.</li> <li>○ They are responsible for ensuring individual officers have necessary knowledge/skills required for optimal performance.</li> </ul>
<b>HR Strategist (GL14-17)</b>	<ul style="list-style-type: none"> <li>○ The HR Strategist guides and manages the overall provision of Human Resources services for the entire MDA.</li> <li>○ They build capacity and advise on HR strategies and MDA specific tailoring of LASG HR policies to meet MDA needs and ensures that all HR functions are operating to an agreed standard.</li> <li>○ Originates and leads HR practices that provide an employee-oriented, high performance culture that emphasizes empowerment, quality, productivity and standards, goal attainment, and the recruitment and on-going development of a superior workforce.</li> </ul>

These roles are based on Ulrich (1998) and Reilly's (2000) well known and internationally respected 'best practice' HR practitioner models. The addition of the



HR Manager and HR Strategist roles together facilitate a professional, strategic and proactive approach to the management of people and alignment of the goals of CSC with the State's future direction.

## **HR Functions**

The following functions divided amongst each of the six units to be carried out by the HR&A department are to ensure the smooth transition from personnel management to modernised HRM. Though not all functions have made it into the 2014-2015 Change Plan, they will be included in the HR activities work plan as functions to be regularly carried out by the CSC HR&A department in the transition to professional HRM.

### **WORKFORCE PLANNING AND RECRUITMENT UNIT**

- Job evaluation.
- Job classification.
- [Establishment and] Workforce planning.
- Recruitment.
- Selection.
- Appointment.
- Interns/National Youth Service Corps (NYSC).
- Induction/Onboarding.
- Deployment.
- Transfers.
- Probation.

### **LEARNING AND DEVELOPMENT UNIT**

- Appraisal.
- Promotion.
- Advancement.
- Conversion.
- Career development.
- Career planning.
- Training.
- Talent management.
- Confirmation.

### **EMPLOYEE RELATIONS UNIT**

- Appeals.
- Discipline.
- Grievance.
- Whistleblowing.
- Sickness and medical.
- Leave and absence.
- Industrial relations.



- Workplace assessments.
- Health and safety.
- Staff welfare.

#### **HR MEASURES AND ACCOUNTABILITY UNIT**

- Exits.
- Pensions.
- Payroll.
- Salary reviews<sup>4</sup>.
- Benefits/ Insurance.
- Gender and social inclusion<sup>5</sup>.
- HRMIS/Oracle.
- Key Performance Indicators.
- Reporting.
- Registry.
- Monitoring and evaluation.
- Employee surveys.
- Nominal Roll.

#### **GENERAL ADMINISTRATION UNIT**

- In charge of general administration.
- Advising on general administrative matters.
- Preparing and approving minutes of administration meetings.
- Collating, storing and analysing data about administration processes.
- Taking responsibility for administrative development planning.
- Coordinating project management.
- Assisting in the formulation, execution and review of administration policies and processes.
- Preparing statutory and periodic reports.
- Setting of internal operating standards.
- Scheduling management tasks.
- Providing support for daily executive duties.
- Handling correspondence.
- Screening, monitoring, recording and tracking internal/external MDA correspondence.
- Registry management
- Preparing annual estimates of office expenditure

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<sup>4</sup> MDAs can work with Ministry of Establishment Training and Pension (METP) and Office of Transformation (OoT) to look at the pay structure in line with pay bands and State policies

<sup>5</sup>All divisions have due attention to Gender and Social Inclusion issues and ethical behaviour across the functions



## **ICT UNIT**

- Taking charge of general ICT issues.
- Advising on ICT matters.
- Taking charge of in house ICT training.

## **HR Job Descriptions**

Prior to the transition to modernised HRM, CSC did not have job description for officers in the MDA and as a result found it difficult to set targets for them or measure their performance. A series of detailed HR job descriptions have now been developed for the HR&A department (see Appendix Five). The department is now tasked with developing job descriptions for the whole MDA in the HR change plan.

## **Building HR Competence**

All HR officers are expected to demonstrate the competences outlined in the new HR job descriptions. These will be used to review, manage, promote and train HR staff.

HR competences will also be developed through the use of planned in-house HR training, on-the-job training, individual development and professional certification, coordinated by the Head of Learning and Development as part of the overall Training and Development Plan for the MDA.



## **Section Three: HR Work plan/Gender and Social Inclusion/Ministerial Personnel Management Boards/Communication Strategy**

### **HR Work plan**

CSC HR work plan has been developed to assist in the transition to the new HR&A model. A copy can be found in Appendix Six. At the heart of this new, practitioner based approach lies the introduction of a new set of HR policies and operational guidelines.

### **HR Policies**

A new, comprehensive set of HR policies<sup>6</sup> has been developed by the HR Committee for service wide implementation, pending EXCO approval.

### **HR Processes/Operational Guidelines**

A series of new HR operational guidelines<sup>7</sup> will be tested BEFORE and AFTER implementation using the Process Implementation Checklist, a copy of which can be found in Appendix seven. These have been validated by the HR Committee.

It should however be noted that in the Civil Service Commission, the HR operational guidelines are not yet in full use because the revised Civil Service Rules which the operational guidelines is dependent on is still awaiting EXCO approval. HR best practice is however being adopted. There is already a marked improvement in HR efficiency and effectiveness in the MDA and officers are now challenged, proactive and accountable.

Additional HR operational guidelines are yet to be developed; probation and confirmation guidelines have been developed by the HR&A department in CSC and currently being reviewed by the Implementation Working Group.

Once service wide approval is given, it is suggested that the introduction of the HR processes/operational guidelines should adopt a phased approach as follows:

1. The introduction and training;
2. The test run;
3. The final phase of full use.

Below is a list of the key HR processes and their definitions covered in the Implementation and Change Plan.

### **Workforce planning**

Workforce planning is a new concept within the service. Previously, the practice was mainly the use of annual establishment plans for the purpose of recruitment. However it should be noted that MDAs only submit their Personnel Budgets to Ministry of Establishment Training and Pensions (METP) without carrying out any annual establishment planning exercise. The guideline for workforce planning compels HR practitioners to plan strategically for the workforce both in the short and long term. CSC is now working on the MDAs Establishment Plan using the establishment and workforce planning guideline.

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<sup>6</sup> Lagos State HR Policies 2012

<sup>7</sup> Lagos State HR Operational Guidelines (revised) 2014



## **Recruitment, selection and appointment**

The guideline for recruitment, selection and appointment covers the activities from the point where an MDA commences the process of filling a planned vacancy identified in the approved MDA workforce plan or an unplanned vacancy approved by the Permanent Secretary (PS)/Head MDA to the induction of the new employee into the Civil Service (CS), the MDA and to his/her specific duty post.

Key points in this guideline are (a) the use of workforce plan as the underpinning rationale for recruitment policies and (b) the extension of employee induction to both the MDA and job level. A workforce plan should limit the incidence of ad hoc and non-strategic recruitment, while induction will promote easy integration of the new employee into a new work environment. This guideline is largely dependent on a Workforce plan and the central HRM Agencies and will be effective when the MDAs have developed a workforce plan and HRM is approved service wide.

## **Deployment**

Currently, deployment appears to be a thorny issue within the service. The guideline has recognised the need for deployment to be based primarily on the capacity needs of MDAs and capacity building needs to fulfil the potential of individuals as identified in their performance review rather than by individual discretion or whim. So, whilst Public Service Office (PSO) may be currently responsible for the main operational activities within deployment, their actions will be MDA demand driven, make reference to individual development needs and also be in consultation with the Parent MDA of the pool staff. Deployment is done secretly so MDAs are at a loss when to send in their recommendations to PSO based on their capacity needs

## **Appraisal**

The appraisal guidelines highlight the need for one-on-one meeting between the appraiser and the job holder to make explicit the requirements of the job and what is expected from the job holder, to discuss the job holder's performance on the job and also plan for future performance and career. To guard against fears for undue subjectivity in reviews, it retains the role of the Personnel Management Board (PMB) in moderating performance ratings.

## **Promotion**

The guidelines on promotion preserve most of the existing procedures in the service and the provisions of the revised CS/Public Service (PS) rules. However, to strengthen these provisions, it includes two major controls that should guard against manipulation of the interview outcomes. Firstly, each CSC representative is required to prepare a written report on the interviews for the PS, CSC so this can be reviewed against the PMB report. Secondly, rather than only the PS, all interview PMB members must endorse the final recommendations for promotion sent by the MDA to the CSC.

It is important to note that the emphasis in the revised CS/PS rules on tenure as a condition for eligibility, though included in the guidelines, does not promote high performance and ultimately leads to inefficient utilisation of resources. Only staff eligible for promotion should be considered<sup>8</sup>. The available vacancies identified in the MDA workforce plan and individual performance on the job should be the core criteria for promotion if LSG is to have a high performing workforce.

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<sup>8</sup> As recommended in the HR Policy



### **Discipline - Misconduct and Serious misconduct**

The guideline stipulates informal and formal steps that should be taken in addressing issues of misconduct. It states the informal actions the offender's supervising officer is expected to take at the initial stage of misconduct. It also reflects the formal provisions in the revised CS/PS rules for addressing issues of misconduct and serious misconduct, such as interdiction or suspension.

### **Discipline - Poor performance**

This guideline details the steps to be taken in addressing poor performance on the job. The supervising officer or line manager is expected to not just identify instances of poor performance but with support from HR, proactively support the staff in addressing these issues through setting improvement targets and agreeing improvement actions.

These steps are an addition to the CS/PS rules provisions for termination of appointment in the case of poor performance on the job and three attempts at the promotion process. Ideally poor performers should not be considered for the promotion exam.

### **Grievance**

As with workforce planning, grievance resolution is a new concept within the CS but is included in the revised CS/PS rules. The documented guidelines are divided into two main sections – informal and formal resolution. The HR officer is expected to encourage employees to resolve their grievances informally, but the employee retains the right to pursue a formal resolution if he/she so chooses.

### **Leave - Maternity leave**

In addition to ensuring that any staff entitled to maternity leave gets to go on leave, the guideline states explicitly the need for HR to ensure that the employee's line manager plans for adequate cover during the period of absence and also ensures a smooth assimilation for the employee when she returns to work.

### **Leave - Paternity leave**

Paternity leave is another recent introduction yet to commence in the CS. The guidelines require the expectant father to give at least a 2-month notice before the expected due date so that provisions for duty relief can be made during his period of absence. However, he can only proceed on leave after submitting a valid birth certificate recognising him as the father. This is one of the processes yet to commence using the operational guideline. This process is new in the revised Civil Service Rules and it's yet to be approved at EXCO level. A circular has however been released approving 10 days paternity leave. This guideline will now be followed in the implementation of this process.

### **Oracle/nominal roll/payroll reconciliation**

This guideline is an interim measure to address the inconsistency that currently exists in employee data housed in the MDAs and service-wide MDAs. It details steps for sharing employee data between MDAs, and central agencies to enhance data accuracy and completeness. However, the proposed activation of the Oracle HRMIS at the MDAs should eliminate the need for this procedure as employee data entry and access will be done in real time, accurately and reliably. CSC is currently using the template in the HR Resource Suite<sup>9</sup> to develop an employee database at the MDA level pending the activation of Oracle HRMIS at the MDA level. The HR Measures and Accountability has the responsibility to ensure that the data is regularly up dated on Oracle at the central HRM Agencies,

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<sup>9</sup> SPARC HRM Resource Suite 2013



## **Development and training needs analysis**

One of the key elements in this guideline is the role of MDAs as the primary identifier of development needs through the conduct of detailed development and training needs analysis. The training needs draw from the strategic needs of the MDA and individual performance reviews and are categorised at various levels such as individual, team, department, cadre etc. The output from this guideline will inform the service-wide training calendar rather than what currently exists where service-wide training is predetermined without adequate input from the MDAs.

## **Exit - Retirement (Voluntary, Compulsory and Statutory)**

The steps in the documented retirement guideline are largely similar to the existing procedures and the provisions in the revised CS/PS rules. It includes steps from the point of notification to retire, to post service support to retirees. However, CSC will now be the single source of notification of commencement of statutory retirement from the State rather than both CSC and PSO as previously. The highpoint of this procedure is the introduction of timelines to the processing of retirement benefits to ensure more efficient service delivery.

## **Resignation/ Withdrawal**

The high level of similarity in the procedure for resignation and withdrawal of service informed the decision to include withdrawal of service in the guidelines. As with retirement, the documented guidelines closely match the existing procedures. Similarly, the timelines provided enhance the effectiveness of the documented steps.

## **HR Budget**

CSC HR&A department has been introduced to the concept of strategic HR budgeting and the different processes in which budgets can be strategic, linking with MDA strategies and HR initiatives in liaison with the Planning Unit. A series of draft budget templates can be found in Appendix eight. A budget for each Division is collated by the General Administration Division into a single draft budget for discussion and analysis. The first HR budget for the HR and Administration Department will be drafted by the end of August 2014 to enable the Planning officers to work on the MDA's budget in compliance with the Budget timetable set out by MEPB.

## **Diversity, gender and social inclusion**

Diversity, gender and social inclusion (G&SI) are mentioned briefly in the CS/PS rules with regards to recruitment but are explicitly captured in a new set of HR policies. The guideline focuses on monitoring the incorporation of these concepts within HR activities. It looks at calculating trends over a period of time and following up on anomalies that are noted in analysis. It is highly dependent on the accuracy and completeness of employee data from HR activities and so may be ineffective in a poor data environment. Further guidance on G&SI is set out below.

## **Gender and Social Inclusion**

The key underlying principle of HRM is meritocracy. The meritocratic ideal is that positions in the civil service should be based on the abilities and achievements of the individual rather than on characteristics such as ethnicity, religion, gender, disability etc. As such, an individual's work should be assessed by objective criteria because this is an outcome of their talent, and not their sub-group.

A number of different strategic HR activities can facilitate the inclusion of sub-groups potentially at risk of exclusion in the civil service. When designing inclusive programs, it is important to understand existing HR decision making processes and the wider cultural context. It is also important not to think that a programme that was once





inclusive will always remain so; issues of inclusion will require periodic attention throughout the life of any organisation.

Some general guidelines for furthering social inclusion include:

- Identify sub-groups in the civil service, especially those potentially at risk of exclusion;
- Structure HR project rules and procedures to promote their participation;
- Determine participatory techniques that can help facilitate their involvement (e.g. new focus groups or social inclusion committees may need to be established);
- Ensure that intermediaries (e.g. non-government organisations (NGOs), local government) working with communities or sub-groups potentially at risk of exclusion have expertise in working with these groups and using participatory techniques;
- Investigate how the MDA and intermediaries can be made more responsive and inclusive of these groups; and
- Include specific measures/Key Performance Indicators (KPIs) related to these sub-groups in monitoring and evaluation systems, and involve all stakeholders in monitoring and evaluation.

Because gender cuts across other forms of exclusion, specific gender-sensitive approaches are needed to ensure the participation of both women and men. Some general guidelines for building in gender inclusion are:

- Determine the gender profile of those in leadership positions and their access to resources;
- Identify any barriers to promotion, career development, objective performance assessment etc;
- Structure HR policies and operational guidelines to reduce barriers and facilitate participation;
- Ensure that intermediaries working with communities have expertise in gender issues;
- Provide necessary capacity building; and
- Include gender-specific measures/ KPIs in monitoring and evaluation systems. Collect disaggregated data and involve all stakeholders (men and women) in monitoring and evaluation.

Other strategic specific gender and social inclusion choices might include the following:

<b>Concept</b>	<b>Description</b>
<b>Affirmative Action</b>	This lays out the conditions necessary to bring the person from a named, disadvantaged sub-group to the minimum level of competition, or where other things become equal
<b>Reservations</b>	Setting aside a percentage of positions for certain identified disadvantaged sub-groups, which can be filled by competitive promotion or election
<b>Quotas</b>	Requiring that a minimum number of people are appointed from disadvantaged sub-groups



Affirmative action as a lever for social inclusion in a larger process of change (such as the transition to professional HRM adopted by LASG) is a necessary but not sufficient intervention in bringing about significant and sustainable positive outcomes for marginalised sub-groups. Greater representation of hitherto excluded groups in the political process and bureaucracy can be a stepping stone to structuring of opportunities and incentives that help those voices and interests gain influence in policy decision making and positive discrimination interventions that help to better distribute materials and resources. But to be effective and sustainable, affirmative action requires a broader commitment by government to gender and social inclusion and professional HRM.

The Civil Service Commission itself employs based on merit but there are instances of employment based on exceptional candidates who would immensely benefit the Service being employed on the basis of physical disability. The state is already running on a more female gender bias and a greater proportion of women are being included in key positions.

It is hoped that through professional HRM a focus on clear and accountable functions, policies and job descriptions will bring transparency and a meritocracy to Lagos State to reinforce the importance of gender and social inclusion in the Service.

Specific Gender and Social Inclusion responsibilities have also been assigned to the HR Measures and Accountability Unit.

#### **Ministerial PMBs (Set Up & Function)**

A new Ministerial In-House Training PMB has been suggested but is yet to commence as year 2014 training collation is closed, but plans are underway to put up year 2015 training which would create more time for the PMBs to hold before final decisions are taken and submitted to METP.

A new Grievance PMB is also currently being considered, in line with the new HR grievance policy. The implementation working group is developing a guideline for the implementation of this policy.

#### **Communication Strategy**

The new HR&A model is in full gear within the Civil Service Commission with specific Officers in charge of the units to ensure smooth running of the activities of the units.

The Director HR&A department is ultimately responsible for the department, however the department is broken down into divisions and the Heads of Divisions are held accountable for their own divisions has the Find below the officers to be contacted as relates to the Units:

<b>S/N</b>	<b>Division</b>	<b>Officer in Charge</b>
1	Workforce planning & recruitment	Head of Division
2	Employee Relations	Head of Division
3	HR measures and accountability	Head of Division
4	Learning & development	Head of Division
5	General administration	Head of Division
6	ICT	Head of Division

The new HR&A Department, in order to mitigate challenges that may arise in implementing HRM, are to ensure that the CSC is properly sensitised and officers aware of the HR changes as it affects them. The HR&A Department is to ensure memos and executive orders on the new HR &A Department are circulated and that the Permanent Secretary, Directors and officers in the MDA are informed of the changes in the Department, including any new processes as it affects them and the



expected outcome. Example HR sensitisation materials for senior stakeholders can be found in Appendix nine.



## **Progress to Date**

A large number of HRM materials are already available for immediate in-house implementation e.g. the HRM Resource Suite 2013 and HR Pilot materials already distributed. Best practices are also being implemented internally in all areas; independent of any broader HR Policy changes which may affect the service wide MDAs (refer to the In-House HR MDA Implementation Report, August 2014 for more information). It is hoped that over the course of the next 6 months that CSC will begin implementation of these key practitioner led activities, with specific responsibilities and targets assigned to the Head of each new Unit.

## **Absence Management**

It was determined in February 2014 that a good starting point for best practice implementation would be to tackle absence recording and management. That is, to introduce the following:

- To start proactively managing absence and advise the top management of the MDA accordingly;
- To consistently use and apply the CS Rules;
- To properly document and monitor absence;
- To provide a baseline against which future trends in absence could be tracked;
- To estimate the cost of absence to CSC;
- The specific findings and outcomes are described in detail in the In-House HR MDA Implementation Report, August 2014.



## **Section Four: Next Steps/Evaluation and Review**

### **Next Steps**

Currently, CSC is moving on a fast paced track. Objectives are clear and members of staff are optimistic. The HR work plan (Appendix Six) outlines the next steps for immediate action.

### **Evaluation and Review**

The introduction of professional HRM is a long term goal with tremendous benefits now being accepted positively and widely in the service. The Implementation Working Group (IWG) are continuously monitoring implementation of the new HR&A model and await full transition and use of the new HR policies, once EXCO have approved service wide implementation.

The strategic HR Change Plan has performance measures/KPIs and review dates (see Appendix Two).

### **Lessons Learnt**

Lessons learnt within CSC include the following:

- The depth of professional HRM and the HR practitioner model;
- The importance of the development of an accountable HR Change Plan to support delivery of the MDA's strategic goals;
- Continuous learning and performance improvement means that the HR&A model is expected to continue to evolve as MDA specific HR issues are identified, with lessons for service-wide consideration shared with other relevant MDAs.

### **Challenges to be addressed**

While HR implementation has commenced successfully in CSC, a number of challenges, risks and potential issues should be acknowledged in looking forward towards the overall success of implementation of professional HRM in LASG:

- HR officers are yet to be certified as professionally trained. METP was expected to commission accredited training from PSSDC and Peoplesource (an approved Chartered Institute of Personnel Management (CIPM) training provider). METP is awaiting EXCO approval;
- An action point to provide professional qualification training accredited by CIPM or Chartered Institute of Personnel Development (CIPD) is still pending;
- Knowledge and skills which are not applied will dissipate. Newly deployed officers have not received the implementation training;
- Any future deployment of HRM staff has to be strategic to avoid replacing skilled and trained officers with officers without HR training or skills;
- The new CS Rules which should be applied consistently and in conjunction with the HR policies and operational guidelines are yet to be approved;
- Implementation of the new HR&A Department and its impact on the MDA will not be possible without significant support and leadership from top/senior management;



- Implementing HRM will require ongoing communication and commitment in the CSC
- Godfatherism is still a real challenge to meritocratic HR decision making.



## Appendix One: Summary of 2012 Pilot Findings

A summary of CSC's HR Pilot findings are stated below:

ACTIVITIES	FINDINGS
Workforce Planning:	<ul style="list-style-type: none"> <li>▪ Developing job description by which to hold people to account</li> <li>▪ Doing proper job analysis and job evaluation</li> <li>▪ Putting in place sufficient individual performance</li> <li>▪ Subjective application of the existing Civil Service Rules</li> <li>▪ Application of formal process outside the service rule</li> <li>▪ Confusing Establishment and Workforce planning</li> </ul>
Recruitment:	<ul style="list-style-type: none"> <li>▪ Teaching Profession the last resort for employment</li> <li>▪ Hiring people without going through due process</li> <li>▪ Hiring people without considering the necessary skills and competences</li> <li>▪ Employing people without serious consideration for induction</li> </ul>
Deployment:	<ul style="list-style-type: none"> <li>▪ Vertical promotion without consideration for a succession plan, required skill and competences</li> <li>▪ Deployment not strategic or skill based</li> </ul>
Talent Management	<ul style="list-style-type: none"> <li>▪ Apprehension of being tagged a non-conformist manager.</li> <li>▪ Unrelatedness of training to employee's development needs</li> <li>▪ Lack of succession plan</li> <li>▪ Progression not based on meritocracy but on performances in examinations</li> <li>▪ Requirement of significant education talent mapping and management</li> </ul>
Employee Relations: Appraisal	<ul style="list-style-type: none"> <li>▪ Abuse of Staff Performance Appraisal Development and Evaluation (SPADEV) and the appraisal process in promotions (vertical and horizontal) and duty post appointments</li> <li>▪ No pre-agreed individual performance objective hence, people cannot be held to account for non-performance</li> <li>▪ Managers lack of coaching development on succession planning</li> <li>▪ Some senior officers feel threatened by junior officers who make suggestions or show initiative</li> <li>▪ Influence of god-fathers, fear and subjectivity in appraisal</li> <li>▪ Formal review bench-marking or normalization of appraisal before communication</li> </ul>



<p>Employee Relation: Discipline &amp; Appeal</p>	<ul style="list-style-type: none"> <li>▪ Application of consistent disciplinary process</li> <li>▪ Proper coaching of managers in their people management role</li> <li>▪ Discipline of officers for poor performance as a result of lack of proper documentation and individuals performance objectives</li> <li>▪ Excessive empathy for notorious offenders and over indulgence of offenders for fear of being identified with officers' loss of job</li> <li>▪ Misconception about appeal and petition</li> </ul>
<p>Grievance &amp; Whistle blowing</p>	<ul style="list-style-type: none"> <li>▪ Misunderstanding of the difference between grievance, petition and appeal</li> <li>▪ Lack of communication skill on whistle blowing process</li> <li>▪ Confidentiality and trust-worthiness</li> <li>▪ Fear of reappraisal and protectionism prevent officers from whistle blowing</li> <li>▪ Fear of spiritual attack</li> </ul>
<p>Welfare</p>	<ul style="list-style-type: none"> <li>▪ Inadequate information on available welfare packages</li> <li>▪ Lack of communication skills</li> </ul>
<p>Human Resources Measures and Accountability KPIs</p>	<ul style="list-style-type: none"> <li>▪ Identifying and writing skills</li> <li>▪ Strategy of the MDA not defined</li> <li>▪ Interconnectivity of network among the division in the MDA</li> <li>▪ Developing survey items</li> <li>▪ Inadequate record keeping</li> </ul>
<p>Score cards Reporting</p>	<ul style="list-style-type: none"> <li>▪ Most activities are ad hoc with no targets so it is difficult to measures whether thing are actually being done</li> <li>▪ Lack of proper education in HR and limited access to internet and computer</li> <li>▪ Lack of up-to-date filing system or correspondence documentation</li> <li>▪ Lack of accurate data storage device</li> <li>▪ Adequate provision of systems and soft copy data</li> </ul>





## Appendix Two: CSC HR Change Plan

### CSC HR CHANGE PLAN

TIMEFRAME: 2014-2015<sup>10</sup>

#### MDA Strategy

##### Modernisation:

- To proactively manage entry, retention, conduct and exit of civil servants
- Set clear and explicit standards of service delivery

##### Planning:

- Utilise resources prudently to avoid waste or failure and to sustain best value for taxes and other resources.
- To create a sense of identity, collective ownership, direction and purpose
- Timely provision of quality services
- Embrace monitoring and evaluation to keep track of performance and changing needs of the citizens

##### Knowledge & Communication:

- Provide clients with adequate information about the Commission's services in a straightforward and open manner
- Promote meritocracy with due regard to competence, qualifications, experience and suitability
- Communicate clearly and effectively

##### Best Practice:

- Ethical orientation and integrity of staff
- Uphold the principles of natural justice in decision making.
- Place public interest above self-interest in managing conflict of interest.
- Cultivate continuous improvement of systems and processes by embracing best practices and innovation.

<sup>10</sup> The HR Planning period should coincide with the MTSS cycle



### **HR Strategic Priorities & Change Plan Objectives**

**HR Vision:**

To deliver high quality HR programmes and services with expertise that will enable departments have advantage of our collaborative efforts to make the CSC a great and preferred place to work.

**HR Mission:**

Providing a positive HR service experience for officers and collaborating with departments to attract, develop, support and retain diverse and talented employees who are crucial to the reputation and success of the CSC.

**HR Change Plan Objectives (2014-2015):**

1. Establish a modern and professional HR&A Department;
2. Introduce HR strategic planning to all aspects of the HR framework;
3. Develop specialist, in-depth knowledge of HR policy and process;
4. Champion HR best practice internally and externally.



HR Leadership Team	Policy Area	Key Activities	HR Change Plan Objective	Implementation Phase	Status	Lead Officer	Performance Measure/KPI	Freq. of Measurement
<b>Dir HR&amp;A and Head of Divisions</b>	Strategic HR Partnering	Coordinate and assign named HR officers to every team/department in the MDA to act as the ongoing HR liaison and front line 'go to' for Heads of Departments (HOD) and Divisions Work with other departments to coordinate and assign named officers in all departments in the MDA to act as ongoing HR liaison for HR&A Divisions/Department	1. 2. 3. 4.	2014	YET TO START	HOD	<ul style="list-style-type: none"> <li>List of named HR 'go to's circulated to all Heads of Departments</li> <li>HR officers held working sessions with all Heads of Divisions and /Heads of Departments on concept of HR strategic partnering</li> </ul>	List reviewed bi-annually or on change of officers (HR&A and HoDs)
	Tailoring the HR Approach	Each HR 'go to' to prepare a short, confidential briefing on their assigned unit, summarising any HR issues arising (+ve and -ve), and solutions/best practice adopted	1. 2.	2014	YET TO START	HOD	<ul style="list-style-type: none"> <li>HR 'go to' meets fortnightly with their Heads of Divisions/Department to discuss each officer/role</li> <li>HR 'go tos' to deliver high level presentation to HR Leadership Team on tailored HR needs and approach</li> </ul>	Monthly briefings
	HR Policies	Leadership Team to develop a phased series of working sessions to ensure all HR officers have detailed knowledge of new HR Policies	1. 2.	2015	YET TO START	HOD	<ul style="list-style-type: none"> <li>Each HR Head of Division to have held working session with HR officers on at least 4 separate functions in their Unit by end of 2015</li> </ul>	Bi-annual review of progress
	HR Processes	Determine how the HR processes should be implemented to ensure	1. 2.	2014	IN PROGR	HOD	<ul style="list-style-type: none"> <li>A phased HR process implementation plan is</li> </ul>	Annual review



		all HR officers are clear of their responsibilities			ESS		approved •50% of new HR operational guidelines implemented by end 2015	
	HR&A Model Implementation	Ensure all actions and steps described in the HR Implementation Report are carried out	1. 2.	2015	IN PROGR ESS	HOD	<ul style="list-style-type: none"> <li>All officers transitioned to new HR &amp; Administration model by end 2014</li> <li>Quarterly report submitted to HR Leadership Team highlighting issues to be addressed</li> </ul>	Quarterly review of implementation progress
<b>HR Division Name</b>	<b>Policy Area</b>	<b>Key Activities</b>	<b>HR Change Plan Objective</b>	<b>Implementation Phase</b>	<b>Status</b>	<b>Lead Officer</b>	<b>Performance Measure/KPI</b>	<b>Freq. of Measurement</b>
<b>Workforce Planning and Recruitment (WP&amp;R)</b>	Establishment Planning	Determine what jobs and no. of employees required to deliver the MDA's objectives Develop Establishment plan to inform the personnel budget	1. 2. 4.	2014	IN PROGR ESS	HOD	<ul style="list-style-type: none"> <li>An Establishment Plan has been created</li> <li>New posts, redundant posts and posts to be modified are identified.</li> </ul>	QUARTERLY
	Workforce Planning	Define all responsibilities, skills and competences required for each role to perform CSC statutory responsibilities	1. 4.	2014	IN PROGR ESS	HOD	<ul style="list-style-type: none"> <li>Job descriptions have been developed for all roles.</li> </ul>	ANNUAL
	Workforce Planning	Match current personnel with the jobs required in CSC Implementation plan to PS	1. 2.	2015	YET TO START	HOD/ HOD	<ul style="list-style-type: none"> <li>Jobs staffed with suitable officers.</li> <li>Gaps identified.</li> <li>Jobs filled</li> <li>Excess staff action plan in place</li> </ul>	QUARTERLY



	Recruitment	Develop job competency criteria to assess potential candidates against	3. 4.	2014/2015	IN PROGRESS	HOD/ HOD	<ul style="list-style-type: none"> <li>•MDA specific competency-based assessment and scoring has been introduced for all potential new hires to CSC.</li> </ul>	BI-ANNUAL
	Recruitment	Sensitise all Heads of Departments/hiring managers on the new WP & Recruitment process	3. 4.	2015	IN PROGRESS	HOD	<ul style="list-style-type: none"> <li>•HR officers have completed briefing sessions for all HODs/hiring managers</li> <li>•New processes implemented</li> </ul>	BI-ANNUAL



HR Division Name	Policy Area	Key Activities	HR Change Plan Objective	Implementation Phase	Status	Lead Officer	Performance Measure/KPI	Freq. of Measurement
Learning & Development (L&D)	Appraisal	Introduce Specific, Measurable, Achievable, Realistic and Time-bound (SMART) objectives for all officers to ensure clear performance standards	1. 2. 4.	2014	YET TO START	HOD	<ul style="list-style-type: none"> <li>All appraising managers to attend an in-house appraisal training working session prior to 2015 appraisal round</li> <li>Targets have been set for all officers in the MDA and recoded on the JD prior to 2015 appraisals</li> </ul>	ANNUAL
	Appraisal	Introduce review of proposed appraisal scores by Head of Department <i>prior</i> to face-to-face appraisal meetings	1. 3. 4.	2015	YET TO START	HOD	<ul style="list-style-type: none"> <li>Appraising managers submit <i>confidential proposed</i> overall appraisal scores to Head of Unit (HOU) for discussion one month <u>before</u> launch of appraisal round</li> <li>All appraising managers to hold face-to-face appraisal meetings to give performance feedback and agree future performance objectives</li> </ul>	ANNUAL
	Training	Work with other HR Depts. to organise new HR Policy and Process working sessions for all HR officers on a different topic each month e.g. recruitment, appraisal, reporting etc to pool knowledge on implementation	3. 4.	2015	YET TO START	HODs	<ul style="list-style-type: none"> <li>All HR officers to have attended HR policy and process working sessions on at least 3 separate topics by end 2015</li> </ul>	MONTHLY



Report to IWG								
HR Division Name	Policy Area	Key Activities	HR Change Plan Objective	Implementation Phase	Status	Lead Officer	Performance Measure/KPI	Freq. of Measurement
Employee Relations	Grievance and Discipline	Establish an employee relations database where HR officers can track, manage and report against all informal and formal employee relations issues	1. 2. 3. 4.	2014	IN PROGRESS	HOD/HOU	Establish a discipline and grievance database by end of 2014, to be updated on a monthly basis with assigned actions for named HR officers	QUARTERLY
	Leave	Names of officers are collated into a leave roster at the end of a calendar year for the following year with Leave Advice sent to them at the approval of the PS while GL 13+ officers apply against the chosen dates	1. 2. 4.	2014	IN PROGRESS	HOD/HOU	<ul style="list-style-type: none"> <li>A leave roster has been created</li> <li>Named officers providing cover while colleagues take their leave are assigned to the roster</li> <li>A leave advice template has been designed</li> </ul>	MONTHLY
	Working Hours	Establish a procedure for officers to monitor attendance, absence and late comers. HR Managers to work with Head of Department/Division to ensure consistency of application Quarterly report to DHRM&A / PS	3. 4.	2014	IN PROGRESS	HOD/HOU	<ul style="list-style-type: none"> <li>Letter of advice sent to latecomers to advise them to come early</li> <li>Absentee officers are invited for chats and appropriate measures for improvement taken</li> </ul>	QUARTERLY



HR Division Name	Policy Area	Key Activities	HR Change Plan Objective	Implementation Phase	Status	Lead Officer	Performance Measure/KPI	Freq. of Measurement
HR M&A	Best Practice	<p>Research and analyse HR international benchmarking and adoption of best practices and standards</p> <p>In what?</p> <p>Are they not simply measuring delivery of the change plan so HRM&amp;A can be held accountable</p> <p>The good practice is covered by the HR policies and procedures; we don't need more input we want them to measure</p>	1. 3. 4.	2014	IN PROGRESS	HOD/HOU	<ul style="list-style-type: none"> <li>Monthly progress report</li> <li>Adoption of professional HR processes and practices, measured in the 2016-2018 HR Change Plan</li> </ul>	MONTHLY
	Oracle/ HRMIS	<p>Conduct a data cleansing exercise to ensure all HR MIS data is accurate and up-to-date</p> <p>Create an MDA level HRMIS to capture all personnel data</p>	1.	2014	IN PROGRESS	HOD	<ul style="list-style-type: none"> <li>HR officers to be trained in how to use systems and individual responsibilities clear</li> <li>HR Managers to have met with each HOD to review and update data as necessary e.g. confirmation of active officers; staff records and changes</li> <li>MDA HRM database filled and up to date by end 2014 and Oracle updated with the data</li> </ul>	MONTHLY





							<ul style="list-style-type: none"> <li>• Monthly reports run to ensure data updated correctly</li> </ul>	
	Reporting	With DHR&M and senior staff, HR Managers to determine what HR info. CSC needs on a regular basis to assist management and planning	2. 3.	2014	YET TO START	HOD	<ul style="list-style-type: none"> <li>• Proposed weekly, monthly, quarterly and bi-annual reports/release of HR data to be approved by the PS</li> <li>• Once approval's been granted, agreed reports to be run on an ongoing and confidential basis</li> </ul>	ONGOING REPORTING
	Monitoring and Evaluation	Establish an HR Committee to hold each Division accountable to the HR Change Plan	2. 3.	2014	IN PROGRESS	HOD/ HOU	<ul style="list-style-type: none"> <li>• HR Committee established and HR Change Plan agreed by end Jul 2014</li> </ul>	WEEKLY

Approved by Director HR&A

Name: \_\_\_\_\_

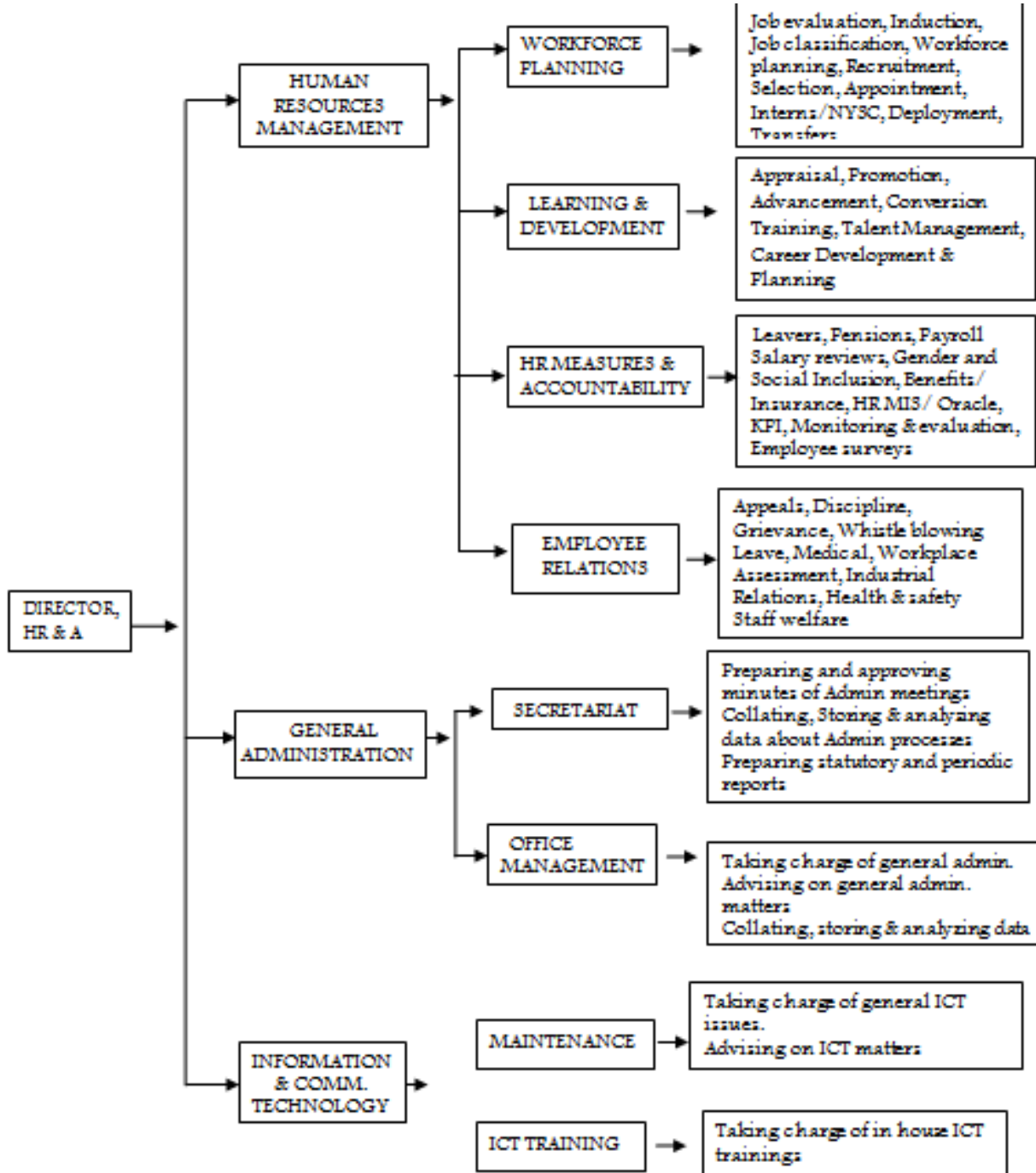
Agreed Review Date: \_\_\_\_\_

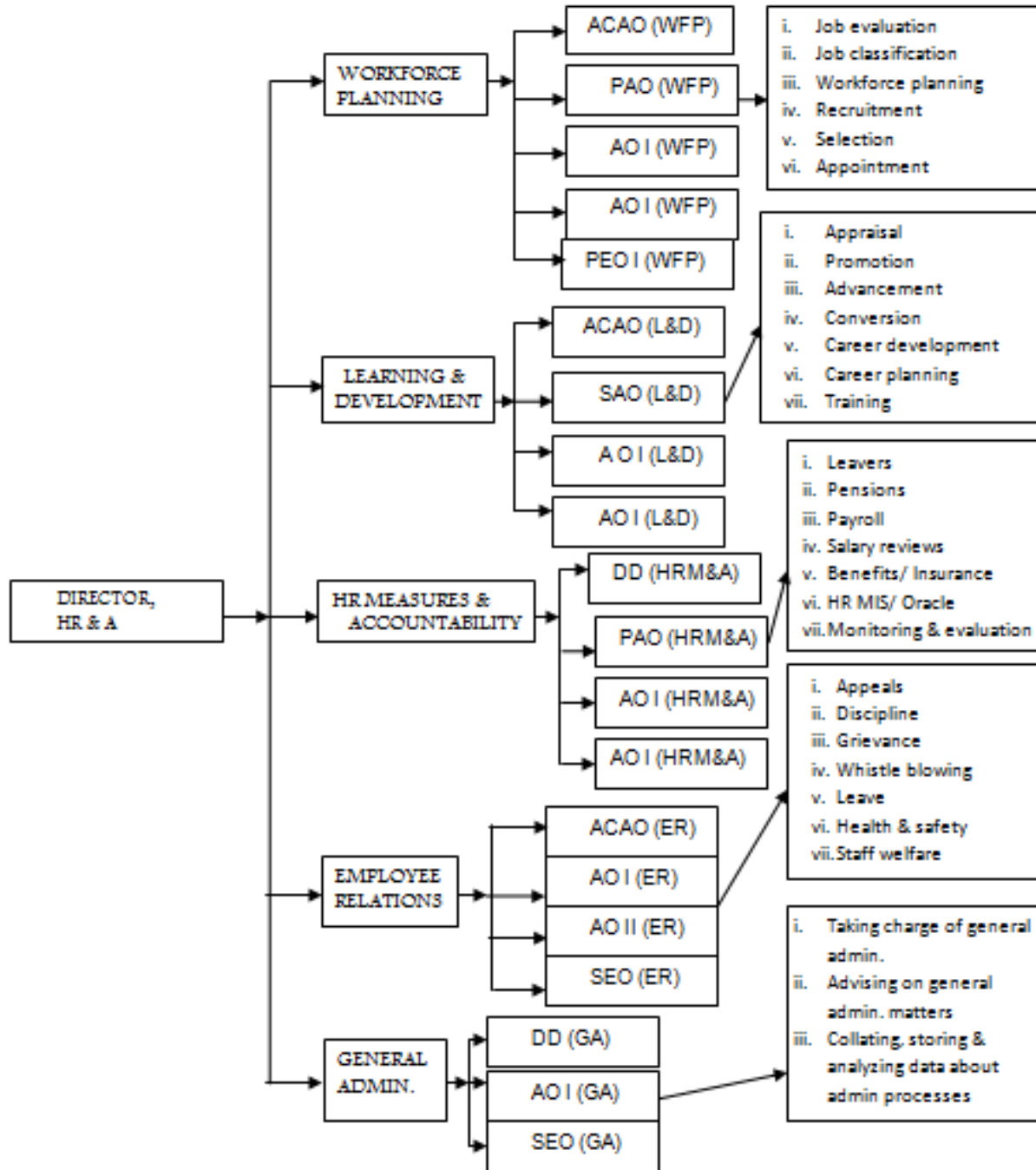
Signature: \_\_\_\_\_

Date: \_\_\_\_\_



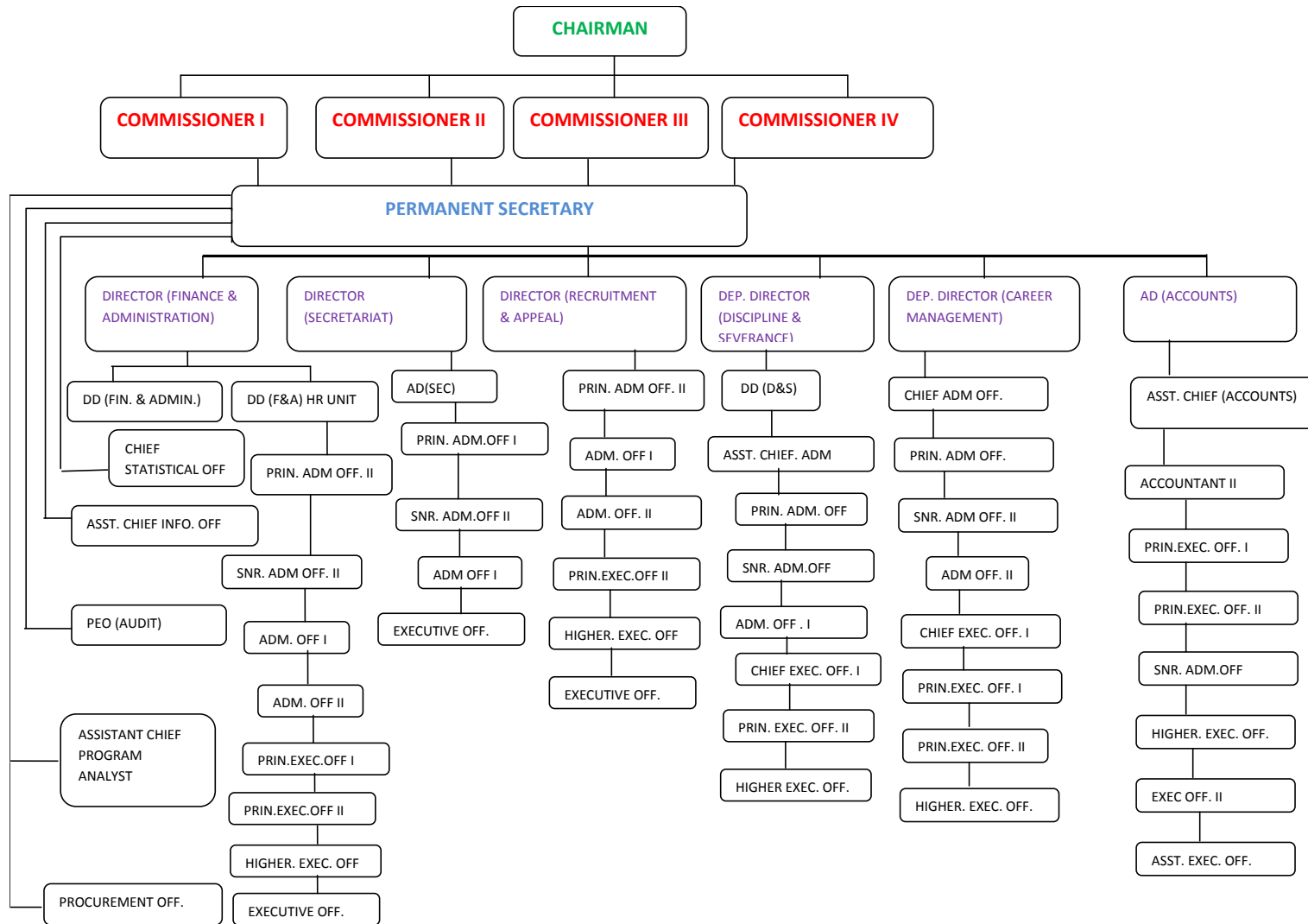
## Appendix Three: New HR&A Directorate Organogram







## Appendix Four: Old HR&A Directorate Organogram





## Appendix Five: HR Job Descriptions

### LAGOS STATE CIVIL SERVICE COMMISSION (CSC) JOB PROFILE

<b>Title of the position:</b> Director HR and Administration	<b>Location of the job (Department &amp; Division):</b> HR and Administration
<b>Number of direct subordinates:</b>	Reports to: Perm. Sec.
<b>Core purpose of the job</b>	
<p>The position holder will be required to provide effective support to the commission's Human Resources Planning (staffing, promotion, compensation and succession), Organisation (structure, job design, training, and organisational development), Leadership (motivation, communication and recognition), Control (Performance Management System) and Office administration (Logistics, procurement). He will take lead in recruitment, retention of staff, reward management and management of staff exit. The job Holder will also be responsible for Coordination , setting a direction and supervision of all the activities of the HR and Administration Functions to ensure effective support services within the Organisation.</p>	
Key performance area <b>Core, essential responsibilities/outputs of the position (KPA's)</b>	
<b>Role complexity:</b> <ul style="list-style-type: none"> <li>▪ Human Resources Planning – staffing, promotion, compensation succession, recruitment and selection</li> <li>▪ Organisation – Structure management, organisational development, training and development, job design and evaluation</li> <li>▪ Retention – staff motivation, internal communication, staff recognition and team work</li> <li>▪ Control – performance management</li> <li>▪ Logistic management</li> <li>▪ Management of support services and service providers</li> <li>▪ Procurement management</li> </ul>	



**Task complexity:**

- Provide overall guidance and direction in the execution of the Unit's functions and activities and provide approval where necessary.
- Oversee the planning and forecasting of Organisation 's workforce requirements, including the tracking and monitoring of the organisation structure and manning levels;
- Responsible for supervising and facilitating the management of Organisation's Human Resources and Administration activities that include; staff deployment and transfers, Promotion and Discipline of staff.
- Facilitate the Development and implementation of effective system of Office administration that will create a conducive and secured environment for the staff
- Ensure the formulation and implementation of a n objective and merit-driven performance and career management strategies that would help sustain a performance driven culture and ensure appropriate balance between staff's personal and organisational goals;
- Carry out activities to determine the training / development all needs of employees across the organisation and facilitate the subsequent development of comprehensive training plans to address identified needs
- Manage the human and material resources of the division to optimize performance and enhance output
- Provide effective supervision on the processes and Management of Organisation's procurement
- Ensure periodic meetings to define divisional and departmental goals/ targets, and agree work plans, consistent with the overall divisional business objectives,
- Assign responsibilities to Heads and monitor them to ensure timely delivery of high quality results,
- Oversee the preparation of the Division's annual budget and monitor its implementation,
- Review and authorize key divisional expenditures in line with approved divisional budget and organisation's manual of authority,
- Oversee and approve career development plans (in conjunction with Career and Performance Management Department) and conduct periodic performance appraisal sessions for divisional staff in line with stipulated career and performance management policies and procedures;



<b>Leadership Complexity:</b> <ul style="list-style-type: none"><li>• Provide clear direction and mentoring to direct reports.</li><li>• Promote and encourage teamwork among subordinates.</li><li>• Motivate subordinates towards the attainment of goals.</li><li>• Develop subordinate's management skills through effective delegation of authority</li></ul>
<b>Minimum Requirements</b>
<b>Education:</b> <ul style="list-style-type: none"><li>• Bachelor's degree in social sciences or related field, master's degree or additional qualification in relevant field will be added advantage</li></ul>
<b>Experience:</b> <ul style="list-style-type: none"><li>▪ Management Programs</li><li>▪ Employee Performance Management</li><li>▪ Change Management</li><li>▪ Project Management</li><li>▪ Relationship Management</li><li>▪ Workforce planning and management</li></ul>
<b>Skills / physical competencies:</b> <ul style="list-style-type: none"><li>Interpersonal skills</li><li>Business management and development skills</li><li>People management skills</li><li>Customer service skills</li><li>Change management skills</li><li>Project management skills</li><li>Presentation skills</li><li>Problem solving</li><li>Analytical skills</li><li>Process implementation</li><li>Communication skills at all levels</li></ul>



<b>Behavioural qualities:</b> <ul style="list-style-type: none"> <li>▪ Effective delegation of authority.</li> <li>▪ Good relationship management.</li> <li>▪ Proactive identification and elimination of inefficiencies.</li> <li>▪ Good work habit with minimal turnaround time.</li> <li>▪ Continual self and subordinate development.</li> <li>▪ Goal and quality oriented</li> </ul>		
<b>Quality Standards</b>		
<ul style="list-style-type: none"> <li>▪ Ensure effective provision of support services to the Organisation</li> <li>▪ Ensure effective implementation of financial management system</li> <li>▪ Ensure internal customer satisfaction</li> <li>▪ Ensure achievement of agreed KPI's</li> <li>▪ Ensure that the client /customer experience lives up to the brand promise</li> </ul>		
<b>Sign-off / Approval</b>		
Perm Secretary:	The staff:	HR and Administration Director
Date:	Date:	Date:





## LAGOS STATE CIVIL SERVICE COMMISSION (CSC) JOB PROFILE

<b>Title of the position:</b> Head HR Management	<b>Location of the job (Department &amp; Division):</b> HR and Administration. (HR Management)
<b>Number of direct subordinates:</b>	<b>Reports to:</b> Director HR and Administration
<b>Core purpose of the job</b>	
<p>The job holder will be responsible for Coordinating, directing and supervising all the activities of the Human Resource Management functions of the organisation.</p> <p>Ensure timely and efficient execution of organisation-wide Human resource management activities and monitor the entire process to ensure adherence to guiding policies.</p>	
Key performance area <b>Core, essential responsibilities/outputs of the position (KPA's)</b>	
<p><b>Task complexity:</b></p> <ul style="list-style-type: none"> <li>▪ Provide overall guidance and direction in the execution of the Unit's functions and activities and provide approval where necessary.</li> <li>▪ Responsible for Coordinating and facilitate the development Organisation's Recruitment Plan and Strategy and ensure effective implementation.</li> <li>▪ Coordinate, direct and supervise the day to day activities of the unit, coach and supervise Unit Staff in order to maintain an effective workforce.</li> <li>▪ Assist in evaluating the workforce needs/requirements and personnel budget of the organisation.</li> <li>▪ Responsible for facilitating the management of Organisation's staff Appointment, Promotion and confirmation.</li> <li>▪ Facilitate the management of Staff Welfare matters including Pension, Health and related issues as may be applicable to members and staff</li> <li>▪ Facilitate the management of Staff's records i.e. Personnel record, committee's record and as well confidential records.</li> <li>▪ Support the development and implementation of discipline and grievances procedure in the Organisation</li> <li>▪ Assist in the development of the Organisation's Human Resource Management Manual and ensure its effective implementation</li> </ul>	

**Leadership Complexity:**

- Provide clear direction and mentoring to direct reports.
- Promote and encourage teamwork among subordinates.
- Motivate subordinates towards the attainment of goals.
- Develop subordinate's management skills through effective delegation of authority

**Minimum Requirements****Education:**

- Bachelor's degree in social sciences or related field, master's degree or additional qualification in relevant field will be added advantage

**Experience:**

- Management Programs
- Employee Performance Management
- Change Management
- Project Management
- Relationship Management
- Workforce planning and management

**Skills / physical competencies:**

Interpersonal skills  
Business management and development skills  
People management skills  
Customer service skills  
Change management skills  
Project management skills  
Presentation skills  
Problem solving  
Analytical skills  
Process implementation  
Communication skills at all levels



<b>Behavioural qualities:</b> <ul style="list-style-type: none"> <li>▪ Effective delegation of authority.</li> <li>▪ Good relationship management.</li> <li>▪ Proactive identification and elimination of inefficiencies.</li> <li>▪ Good work habit with minimal turnaround time.</li> <li>▪ Continual self and subordinate development.</li> <li>▪ Goal and quality oriented</li> </ul>		
Quality Standards		
<ul style="list-style-type: none"> <li>▪ Ensure effective provision of support services to the Organisation</li> <li>▪ Ensure internal customer satisfaction</li> <li>▪ Ensure achievement of agreed KPI's</li> <li>▪ Ensure that the client /customer experience lives up to the brand promise</li> </ul>		
Sign-off / Approval		
Perm Secretary:	The staff:	HR and Administration Director
Date:	Date:	Date:



## LAGOS STATE CIVIL SERVICE COMMISSION (CSC) JOB PROFILE

<b>Title of the position:</b> Head Administration	<b>Location of the job (Department &amp; Division):</b> HR and Administration. (General Administration.)
<b>Number of direct subordinates:</b>	<b>Reports to:</b> Director HR and Administration
<b>Core purpose of the job</b>	
<p>Coordinate, direct and supervise all the activities of the Office Administration of the Organisation. Ensure timely and efficient office repairs and maintenance.</p> <p>Provide strategic support to the management of Organisation's procurement and logistic functions</p>	
<p>Key performance area</p> <p><b>Core, essential responsibilities/outputs of the position (KPA's)</b></p>	
<b>Task complexity:</b>	
<ul style="list-style-type: none"> <li>▪ Facilitate and coordinate the maintenance of office equipment's i.e. generators, Cars and Assets to ensure effective operations in the offices of the Organisation</li> <li>▪ Responsible for coordinating Transportation activities of the Organisation as well as support in managing fleet of drivers to ensure efficient movement of Organisation's staff</li> <li>▪ Responsible Supervision and ensuring efficient cleaning of Organisation's offices and environment</li> <li>▪ Supervise and Coordinate the security activities of the Organisation to ensure a safe environment for staff and other members of the Organisation.</li> <li>▪ Saddle with the responsibility of coordinating procurement function of the Organisation</li> <li>▪ Create, control, and monitor all administrative requirements of other departments.</li> <li>▪ Support in Preparing financial plans, budgets and forecasts and also developing records and monitor office expenses</li> <li>▪ Monitor on-going activities and revise contracts and Maintain stationary supplies and coordinating deliveries.</li> <li>▪ Maintain office efficiency, plan and implement office systems, layouts, and equipment procurements.</li> <li>▪ Ensure the development of the Organisation's IT requirements, plan and solutions</li> <li>▪ Effective supervision to ensure the smooth running of systems, programs and technology hardware within the organisation through the provision of specialist and technical support.</li> <li>▪ Administrative policies</li> </ul>	



<b>Leadership Complexity:</b> <ul style="list-style-type: none"><li>▪ Provide positive feedback to support mentoring of direct reports.</li><li>▪ Promote and encourage teamwork among subordinates.</li><li>▪ Develop subordinate's management skills through effective delegation of authority.</li></ul>
Minimum Requirements
<b>Education:</b> BSc, in Management science, Social Science or Humanities
<b>Technical Skills</b> <ul style="list-style-type: none"><li>- In-d depth knowledge and understanding of office administration processes and systems</li><li>- In depth appreciation of the workings (processes, parameters and systems) of evaluating, managing and enhancing employee performance</li><li>- Broad knowledge and understanding g of HR and Administration management.</li></ul>
<b>Skills / physical competencies:</b> <ul style="list-style-type: none"><li>- Interpersonal skills</li><li>- Business management and development skills</li><li>- People management skills</li><li>- Customer service skills</li><li>- Change management skills</li><li>- Project management skills</li><li>- Presentation skills</li><li>- Problem solving</li><li>- Analytical skills</li><li>- Process implementation</li><li>- Communication skills at all levels</li></ul>
<b>Behavioural qualities:</b> <ul style="list-style-type: none"><li>- Goal and quality oriented</li><li>- Multi-tasking</li><li>- Patient</li></ul>
<b>Quality Standards</b> <ul style="list-style-type: none"><li>- Ensure effective provision of support services to the Organisation</li><li>- Ensure effective implementation of financial management system</li><li>- Ensure internal customer satisfaction</li><li>- Ensure achievement of agreed KPI's</li></ul>



Sign-off / Approval		
Perm. Sec.	The staff:	Director HR and Administration
Date:	Date:	Date:



## LAGOS STATE CIVIL SERVICE COMMISSION (CSC) JOB PROFILE

<b>Title of the position:</b> HR Officer	<b>Location of the job (Department &amp; Division):</b> HR and Administration.
<b>Number of direct subordinates:</b>	<b>Reports to:</b> Head Human Resource Management
<b>Core purpose of the job</b>	
Provide operational and administrative support service to the Human Resource team and assist in the implementation of HRM Functions across the Organisation	
Key performance area <b>Core, essential responsibilities/outputs of the position (KPs)</b>	
<b>Task complexity:</b> <ul style="list-style-type: none"> <li>▪ Provide operational and logistic staff recruitment that involved designing job descriptions, vacancy announcement, interview and selection</li> <li>▪ Assist in the evaluation of the workforce needs/requirements of the organisation through conducting organisation wide personnel survey</li> <li>▪ Assist in the Interpretation of approved scheme of service and civil service rules, circulars and other relevant rules and regulations to the staff members</li> <li>▪ Facilitate the management of Organisation's records i.e. Personnel record, committee's record and as well confidential records.</li> <li>▪ Assist in facilitating the management of Organisation's staff Appointment, Promotion, confirmation, deployment and transfer</li> <li>▪ Support in the management of staff retirement, resignation and withdrawal of service of staff</li> <li>▪ Providing Support in the management of disciplinary and grievances procedures within the organisation</li> <li>▪ Assist in management of employee relation function in the organisation</li> <li>▪ Support in development and communication of Organisation's Human Resource Management Manual to the entire staff.</li> </ul>	
<b>Leadership Complexity:</b> <ul style="list-style-type: none"> <li>▪ Provide positive feedback to support mentoring of direct reports.</li> <li>▪ Promote and encourage teamwork among subordinates.</li> </ul>	
Develop subordinate's management skills through effective delegation of authority.	
Minimum Requirements	
<b>Education:</b> BSc, in Management science, Social Science or Humanities	



<b>Technical Skills</b> <ul style="list-style-type: none"> <li>- In- depth knowledge and understanding of HRM processes and systems</li> <li>- In-depth appreciation of the workings (processes, parameters and systems) of evaluating, managing and enhancing employee performance</li> <li>- Broad knowledge and understanding g of HR management.</li> </ul>		
<b>Skills / physical competencies:</b> <ul style="list-style-type: none"> <li>- Interpersonal skills</li> <li>- Business management and development skills</li> <li>- People management skills</li> <li>- Presentation skills</li> <li>- Problem solving</li> <li>- Analytical skills</li> <li>- Process implementation</li> <li>- Communication skills</li> </ul>		
<b>Behavioural qualities:</b> <ul style="list-style-type: none"> <li>- Goal and quality oriented</li> <li>- Multi-tasking</li> <li>- Patient</li> </ul>		
<b>Quality Standards</b> <ul style="list-style-type: none"> <li>- Ensure effective provision of support services to the Organisation</li> <li>- Ensure effective implementation of financial management system</li> <li>- Ensure internal customer satisfaction</li> <li>- Ensure achievement of agreed KPIs</li> </ul>		
Sign-off / Approval		
Perm Sec:	The staff:	Director HR and Administration
Date:	Date:	Date:





## LAGOS STATE CIVIL SERVICE COMMISSION (CSC) JOB PROFILE

<b>Title of the position:</b> Performance Management Officer	<b>Location of the job (Department &amp; Division):</b> HR and Administration. (L & D)
<b>Number of direct subordinates:</b>	<b>Reports to:</b> Head, Performance Management
<b>Core purpose of the job</b>	
Provide both strategic and operational/administrative support service to the Performance management team and assist in the implementation of Performance Management Plans and strategies	
Key performance area <b>Core, essential responsibilities/outputs of the position (KPA's)</b>	
<b>Task complexity:</b> <ul style="list-style-type: none"> <li>▪ Provide a logistic support in development and implementation a performance management plan across the organisation.</li> <li>▪ With the support of Head PM, ensure effective Performance Management Assessment in the organisation</li> <li>▪ Assist in carrying out objective and transparent staff appraisal across the organisation</li> <li>▪ Support in the Administration of staff promotion and advancement</li> <li>▪ Coordinating and compilation of results of written and oral examinations</li> <li>▪ Making recommendations of staff for promotion</li> <li>▪ Assist in the preparation of Organisation's performance appraisal reports/ updates for management action.</li> <li>▪ Providing operational support in the implementation of performance management recommendations.</li> <li>▪ Assist in Conducting periodic needs-based training on the performance management process for staff in the Organisation</li> <li>▪ Responsible for identifying and managing staff appraisal issues and or conflicts, including post- appraisal appeals.</li> </ul>	
<b>Leadership Complexity:</b> <ul style="list-style-type: none"> <li>▪ Provide positive feedback to support mentoring of direct reports.</li> <li>▪ Promote and encourage teamwork among subordinates.</li> <li>▪ Develop subordinate's management skills through effective delegation of authority.</li> </ul>	



<b>Minimum Requirements</b>		
<b>Education:</b> BSc, in Management science, Social Science or Humanities		
<b>Technical Skills</b>		
<ul style="list-style-type: none"> <li>- Basic knowledge of up to date Performance Management system and practice</li> <li>- Knowledge of up to date human Resources development strategies and principles</li> <li>- Sound knowledge of Performance appraisal and reporting</li> <li>- Sound understanding of the components of HR management.</li> </ul>		
<b>Skills / physical competencies:</b>		
<ul style="list-style-type: none"> <li>- Interpersonal skills</li> <li>- Business management and development skills</li> <li>- People management skills</li> <li>- Presentation skills</li> <li>- Problem solving</li> <li>- Analytical skills</li> <li>- Process implementation</li> <li>- Communication skills</li> </ul>		
<b>Behavioural qualities:</b>		
<ul style="list-style-type: none"> <li>- Goal and quality oriented</li> <li>- Multi-tasking</li> <li>- Patient</li> </ul>		
<b>Quality Standards</b>		
<ul style="list-style-type: none"> <li>- Ensure effective provision of support services to the Organisation</li> <li>- Ensure effective implementation of financial management system</li> <li>- Ensure internal customer satisfaction</li> <li>- Ensure achievement of agreed KPI's</li> </ul>		
<b>Sign-off / Approval</b>		
Perm Sec.	The staff:	Director HR and Administration
Date:	Date:	Date:



### LAGOS STATE CIVIL SERVICE COMMISSION (CSC) JOB PROFILE

<b>Title of the position:</b> Administration Officer	<b>Location of the job (Department &amp; Division):</b> HR and Administration. (Gen. Administration.)
<b>Number of direct subordinates:</b>	<b>Reports to:</b> Head, Administration
<b>Core purpose of the job</b>	
Provide operational and administrative support service to the Administrative team and assist in the implementation of effective office management functions across the Organisation	
Key performance area <b>Core, essential responsibilities/outputs of the position (KPA's)</b>	
<p><b>Task complexity:</b></p> <ul style="list-style-type: none"> <li>▪ Provide operational support in carrying out effective office maintenance and repairs of machines and equipment</li> <li>▪ Coordinating Office repairs and maintenance activities</li> <li>▪ Fuelling of Organisation's vehicles and generators</li> <li>▪ Repair and maintenance of air conditioners and other assets</li> <li>▪ Management of Organisation's Transport Services</li> <li>▪ Coordinating Organisation's drivers and posting to relevant departments</li> <li>▪ Supervision of Organisation's Vehicles and generators repair and maintenance</li> <li>▪ Management of Organisation's Cleaning Services</li> <li>▪ Coordinating cleaners and posting to relevant departments</li> <li>▪ Ensuring cleaning of the Commission environment, offices and halls</li> <li>▪ Supervising and managing Organisation's Security Services</li> <li>▪ Coordinating security guards and posting to relevant areas of Secretariat</li> <li>▪ Ensuring safeguarding of the Commission environment, offices and halls</li> <li>▪ Management of Registries</li> </ul>	
<p><b>Leadership Complexity:</b></p> <ul style="list-style-type: none"> <li>▪ Provide positive feedback to support mentoring of direct reports.</li> <li>▪ Promote and encourage teamwork among subordinates.</li> <li>▪ Develop subordinate's management skills through effective delegation of authority.</li> </ul>	
<b>Minimum Requirements</b>	
<p><b>Education:</b> BSc, in Management science, Social Science or Humanities</p>	



<b>Technical Skills</b> <ul style="list-style-type: none"> <li>- Basic knowledge of Office Management</li> <li>- Good Knowledge and skills of managing office correspondents</li> <li>- Sound knowledge and experience of Service level agreement</li> <li>- Good skills and experience of record management</li> </ul>		
<b>Skills / physical competencies:</b> <ul style="list-style-type: none"> <li>- Interpersonal skills</li> <li>- People management skills</li> <li>- Presentation skills</li> <li>- Problem solving</li> <li>- Analytical skills</li> <li>- Process implementation</li> <li>- Communication skills</li> </ul>		
<b>Behavioural qualities:</b> <ul style="list-style-type: none"> <li>- Goal and quality oriented</li> <li>- Multi-tasking</li> <li>- Patient</li> </ul>		
<b>Quality Standards</b> <ul style="list-style-type: none"> <li>- Ensure effective provision of support services to the Organisation</li> <li>- Ensure internal customer satisfaction</li> <li>- Ensure achievement of agreed KPI's</li> </ul>		
<b>Sign-off / Approval</b>		
Perm Sec:	The staff:	Director HR and Administration
Date:	Date:	Date:



## LAGOS STATE CIVIL SERVICE COMMISSION (CSC) JOB PROFILE

<b>Title of the position:</b> IT Coordinator	<b>Location of the job (Department &amp; Division):</b> HR and Administration
<b>Number of direct subordinates:</b> 2	<b>Reports to:</b> Director HR and Administration
<b>Core purpose of the job</b>	
<p>The job holder will be responsible for assuring qualitative IT service by assisting in the design, development and implementation of industry-best ICT policies, processes and procedures in the organisation. He will also be accountable for the smooth running of systems, programs and technology hardware within the organisation through the provision of specialist and technical support.</p>	
Key performance area <b>Core, essential responsibilities/outputs of the position (KPA's)</b>	
<b>Task complexity:</b> <ul style="list-style-type: none"> <li>▪ Responsible for developing the Organisation's IT requirements, plan and solutions</li> <li>▪ Ensure effective security of the Organisation's network system, protection against external threat.</li> <li>▪ Directs the procurement and implementation of information systems</li> <li>▪ Consults with management to ensure that organisational requirements are reflected in future IT initiatives</li> <li>▪ Provides current knowledge and future vision of technology/industry as it relates to the Organisation's mandate</li> <li>▪ Prepares budget, financial analysis, estimation and evaluation for all IT initiatives</li> <li>▪ Plans, organises and develops standard for data administration, operation and access rights to ensure integrity, confidentiality, security and availability of information</li> <li>▪ Review project reports, output, system documentation, and service request etc. to evaluate system performance.</li> <li>▪ ICT training of staff</li> </ul>	
<b>Leadership Complexity:</b> <ul style="list-style-type: none"> <li>▪ Provide positive feedback to support mentoring of direct reports.</li> <li>▪ Promote and encourage teamwork among subordinates.</li> <li>▪ Develop subordinate's management skills through effective delegation of authority.</li> </ul>	
<b>Minimum Requirements</b>	



<b>Education:</b> BSc./HND in Computer Science, or related field		
<b>Technical Skills</b>		
<ul style="list-style-type: none"> <li>- Ability to gather and analyse facts draws conclusions, define problems, and suggest solutions.</li> <li>- Ability to adapt, integrates, and modifies existing programs or vendor-supplied packaged programs for use with existing information systems.</li> <li>- Ability to use programming procedures and techniques in the implementation of computer programs.</li> <li>- Ability to conduct training and informational sessions.</li> <li>- Ability to communicate effectively.</li> <li>- Provide individual training and support on request</li> </ul>		
<b>Skills / physical competencies:</b>		
<ul style="list-style-type: none"> <li>- Interpersonal skills</li> <li>- People management skills</li> <li>- Presentation skills</li> <li>- Problem solving</li> <li>- Analytical skills</li> <li>- Process implementation</li> <li>- Communication skills</li> </ul>		
<b>Behavioural qualities:</b>		
<ul style="list-style-type: none"> <li>- Goal and quality oriented</li> <li>- Multi-tasking</li> <li>- Patient</li> </ul>		
<b>Quality Standards</b>		
<ul style="list-style-type: none"> <li>- Ensure effective provision of support services to the Organisation</li> <li>- Ensure internal customer satisfaction</li> <li>- Ensure achievement of agreed KPIs</li> </ul>		
Sign-off / Approval		
Perm Sec:	The staff:	Director HR and Administration
Date:	Date:	Date:



## LAGOS STATE CIVIL SERVICE COMMISSION (CSC) JOB PROFILE

<b>Title of the position:</b> Head Performance Management	<b>Location of the job (Department &amp; Division):</b> HR and Administration
<b>Number of direct subordinates:</b> 2	<b>Reports to:</b> Director HR and Administration
<b>Core purpose of the job</b>	
Coordinate, direct and supervise all the activities of the Performance Management Unit of the Organisation. Ensure timely and efficient execution of performance management activities organisation-wide and monitor the entire process to ensure adherence to guiding policies.	
Key performance area <b>Core, essential responsibilities/outputs of the position (KPA's)</b>	
<b>Task complexity:</b> <ul style="list-style-type: none"> <li>▪ Provide overall guidance and direction in the execution of the Unit's functions and activities and provide approval where necessary.</li> <li>▪ Ensure timely and efficient execution of performance management activities in the Organisation and monitor the entire process to ensure adherence to guiding policies.</li> <li>▪ Coordinate, direct and supervise the day to day activities of the unit and coach and supervise Unit Staff in order to maintain an effective workforce.</li> <li>▪ Ensure effective implementation of the annual performance management plan/ calendar in the Organisation only.</li> <li>▪ Coordinate the preparation of Organisation's performance appraisal reports/ updates for management action.</li> <li>▪ Liaise with Training and development unit to ensure effective implementation of performance management recommendations.</li> <li>▪ Conduct periodic needs-based training on the performance management process for staff in the commission only and identify staff appraisal issues and/ or conflicts, including post- appraisal appeals.</li> <li>▪ Keep abreast of best practice in career and performance management and discuss with the Director HR and Administration.</li> <li>▪ Manage the material resources of the Unit to optimize performance and enhance output and authorize key expenditures/ transactions of the Unit in line with approved departmental budget and manual of authority</li> </ul>	
<b>Leadership Complexity:</b> <ul style="list-style-type: none"> <li>▪ Provide positive feedback to support mentoring of direct reports.</li> <li>▪ Promote and encourage teamwork among subordinates.</li> <li>▪ Develop subordinate's management skills through effective delegation of authority.</li> </ul>	



Minimum Requirements		
<b>Education:</b> BSc./HND in Management Science/ Social Science or related field		
<b>Technical Skills and knowledge</b>		
<ul style="list-style-type: none"> <li>- In-depth knowledge and understanding of Career and Performance Management processes and systems</li> <li>- - In depth appreciation of the workings (processes, parameters and systems) of evaluating, managing and enhancing employee performance</li> <li>- Broad knowledge and understanding of HR management.</li> </ul>		
<b>Skills / physical competencies:</b>		
<ul style="list-style-type: none"> <li>- Interpersonal skills</li> <li>- People management skills</li> <li>- Presentation skills</li> <li>- Problem solving</li> <li>- Analytical skills</li> <li>- Process implementation</li> <li>- Communication skills</li> </ul>		
<b>Behavioural qualities:</b>		
<ul style="list-style-type: none"> <li>- Goal and quality oriented</li> <li>- Multi-tasking</li> <li>- Patient</li> </ul>		
<b>Quality Standards</b>		
<ul style="list-style-type: none"> <li>- Ensure effective provision of support services to the Organisation</li> <li>- Ensure internal customer satisfaction</li> <li>- Ensure achievement of agreed KPI's</li> </ul>		
Sign-off / Approval		
Perm Sec:	The staff:	Director HR and Administration
Date:	Date:	Date:





## LAGOS STATE CIVIL SERVICE COMMISSION (CSC) JOB PROFILE

<b>Title of the position:</b> Head Training and Development	<b>Location of the job (Department &amp; Division):</b> HR and Administration
<b>Number of direct subordinates:</b> 2	<b>Reports to:</b> Director HR and Administration
<b>Core purpose of the job</b>	
Facilitate the development and implementation of learning and development plans organisation-wide Facilitate the sourcing of learning and development interventions/programmes to meet identified staff developmental needs	
<b>Key performance area</b> <b>Core, essential responsibilities/outputs of the position (KPA's)</b>	
<b>Task complexity:</b> <ul style="list-style-type: none"> <li>▪ Provide overall guidance and direction in the execution of the unit's functions and activities and provide approval where necessary.</li> <li>▪ Carry out activities to determine the training/developmental needs of employees in the Commission and facilitate the subsequent development of comprehensive training plans to address identified needs</li> <li>▪ Liaise with all other HR staff to identify knowledge and skills requirement and prepare training schedule accordingly</li> <li>▪ Facilitate the sourcing and evaluation of learning and development solutions along defined/approved staff developmental.</li> <li>▪ Facilitate the scheduling and organisation of approved learning and management development programs for various levels of employees of the Commission only.</li> <li>▪ Conduct and ensure proper documentation of post-training evaluations and assessment.</li> <li>▪ Organize corporate orientation/induction programs for new hires</li> <li>▪ Design suitable job schedules for Industrial Trainees, Interns, e t c, in the Commission.</li> <li>▪ Coordinate the provision of logistics support in the implementation and execution of Training and development programmes for all levels of employees across the Commission.</li> </ul>	

**Leadership Complexity:**

- Provide positive feedback to support mentoring of direct reports.
- Promote and encourage teamwork among subordinates.
- Develop subordinate's management skills through effective delegation of authority.

**Minimum Requirements****Education:**

BSc./HND in Management Science/ Social Science or related field

**Technical Skills and knowledge**

- Basic knowledge of up to date training strategies and learning principles.
- Knowledge of up to date human capital development strategies and principles
- Sound knowledge of training needs analysis and design
- Sound understanding of the components of HR management

**Skills / physical competencies:**

- Interpersonal skills
- People management skills
- Presentation skills
- Problem solving
- Analytical skills
- Process implementation
- Communication skills

**Behavioural qualities:**

- Goal and quality oriented
- Multi-tasking
- Patient

**Quality Standards**

- Ensure effective provision of support services to the Organisation
- Ensure internal customer satisfaction
- Ensure achievement of agreed KPI's



Sign-off / Approval		
Perm Sec:	The staff:	Director HR and Administration
Date:	Date:	Date:



## Skills and Competencies

All HR officers are expected to demonstrate the under-listed qualities in the discharge of their duties. These competencies will be used to review, manage, promote and train HR staff:

- **Strategic thinking:**  
Should be able to create a vision for the future, foresee longer-term developments, envisage options, select actions and challenge the status quo.
- **People Management and leadership:**  
Should be able to motivate others, lead by example, establish professional credibility and create trust.
- **Value for money and resource awareness:**  
Understand the MDA's priorities and demonstrate an awareness of accountabilities of processes and operations, 'customer' priorities and cost/benefit.
- **Personal drive and effectiveness:**  
Exemplify a positive, 'can-do' mentality; find ways round obstacles and show willingness to use all available resources to accomplish objectives.
- **Professional behaviour:**  
Demonstrate ability to apply professional skills, technical capability and specialist subject knowledge and show integrity in decision-making and operational activity.
- **Results achievement:**  
Demonstrate a desire not to concentrate solely on tasks, but rather to select meaningful accountabilities and meet value-added goals.
- **Continuous learning:**  
Be committed to continuous improvement/change through application of self-managed learning techniques.
- **Intuitive/creative thinking:**  
Seize opportunities to be proactive and have a systematic analytical approach leading to the generation of innovative solutions.
- **'Customer focus':**  
Show concern for 'customer' perceptions and a willingness to seek feedback and act upon it.
- **Communication:**  
Should be able to transmit information to others, listen, comprehend and understand whilst showing sensitivity to the emotional/political issues in the MDA.



## Appendix Six: HR Work plan

PERIOD	MILESTONE	TIMELINE	RESPONSIBILITIES	SPARC'S INPUT
FEB	Setting up HR&A Structure Staffing the Structure Setting up Implementation working group (IWG)	15 <sup>th</sup> FEB, 2014	D HR&A /PS	Done
	HR&A Sensitisation i) Permanent Secretary ii) Directors iii) Colleagues in the MDA	20 <sup>th</sup> FEB, 2014	HR&A director and heads of Divisions	Support
	Service wide sensitisation of DFAs	TBC	PS PSO	Support
	Send Memo/Executive order to All Staff on implementation/transition to HR&A departments in your MDA	24 <sup>th</sup> February, 2014	PS/HR&A director and heads of Divisions	
	HR Implementation Working Group meets i) Membership is Agreed ii) ToR set up and agreed iii) Meeting dates and venue agreed iv) Communicating the transition through the PROs	February 28 <sup>th</sup> 2014	HR&A directors and 1 other HR&A officer	Attendance/ Support
	Up to date HR Documentation starting from– i) The HR&A Dept ii) Grade levels 01-06 iii) Grade levels 07-12 iv) Grade Levels 13 -17	20 <sup>th</sup> MAR, 2014	HR&A	Support
	Setting Up Ministerial Training PMB	31 <sup>ST</sup> MAR, 2014	HR&A director/ L&D	Support
MAR	e-Registry Process Begins Commence work on HR processes with operational guidelines (e.g. Process for Absence) Creation of Job descriptions in line with performance targets for officer in at least 1 department in the MDA	10 <sup>th</sup> APRIL, 2014	HRM & A All Divisions  HR&A Director/Head of nominated Department & L&D division	
	Promotion Roster in line with the HR operational guidelines in preparation for the promotion exercise	20 <sup>th</sup> APRIL, 2014	L & D	
	Deployment process	20 <sup>th</sup> APRIL, 2014	WFP & R	
	Draft Operational Guidelines on Probation	30 <sup>th</sup>	L & D/IWG	



	and Confirmation	APRIL, 2014		
APR	Draft PMB Template for Promotion by CSC	10 <sup>th</sup> MAY, 2014	HR&A CSC/ IWG	
MAY	Generating Ministerial Appraisal Template (Former Spadev)	24 <sup>th</sup> MAY, 2014	L & D / IWG	
JUN	1 <sup>st</sup> Draft of HR Budget	10 <sup>th</sup> JUNE, 2014	All HR divisions/IWG	



# Appendix Seven: Process Implementation

## Checklist & Process Assessment Template

### Process Implementation Checklist

This tool is intended to outline some suggested steps to facilitate successful process implementation.

Process Name:				Date:	
	Verification				
Activity	Yes	No	N/A	Date	Comments
Is the process and implementation timeframe included in the HR Change Plan?					
Has the HR Change Plan been approved?					
Has the HR process/operational guideline been approved and a 'go live' date agreed?					
Have the process implementation stakeholders been sensitised?					
Have all HR officers been briefed?					
Have relevant HR officers been trained in their individual responsibilities?					
Have HR process implementation troubleshooting and feedback officers been identified?					



Is the HR process/operational guideline clear, measurable and accountable?					
Has the HR process/operational guideline been printed and distributed to all HR officers?					
Has a Process implementation Quality Review date been agreed?					
Has the HR&A Director approved any actions agreed at the Process Quality Review meeting?					

### Process Implementation Assessment

This tool is designed to facilitate the Process Quality Review meeting and identify areas where additional resources, communication, training or support may be required. Its purpose is NOT to find fault or attribute blame but instead to test the effectiveness of the *process* and demonstrate whether day-to-day operations have been enhanced.

Think about who is best placed to make an accurate assessment. The scoring can be anonymous to encourage an honest appraisal but the same individuals should assess the process BEFORE and AFTER implementation. At least 10 separate officers must complete the assessment.

#### **BEFORE IMPLEMENTATION**

Assessment Date: \_\_\_\_\_

Scores Reviewed By: \_\_\_\_\_

#### **1. Is the wording in the HR process/operational guideline consistent with the fundamental principles outlined in the HR policy?**

No, not at all

Consistent with  
some principles

Yes, consistent with  
all principles

**1**

**2**

**3**

**4**

**5**





**2. Is the HR process/operational guideline clear, easy to read and accountable?**

No, not at all		In some respects		Yes, in all respects
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. Do the HR officers involved have detailed knowledge of the HR process/operational guideline?**

No, in no way familiar		Familiar to a good number		Yes, familiar to all
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4. Have the HR officers involved had on-the-job training on the HR process/operational guideline?**

No on-the-job training		Some officers trained on-the-job		All officers trained on-the-job
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**5. Is the HR process/operational guideline demonstrated in practice?**

Not at all		Demonstrated to some extent		Demonstrated by all
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**AFTER IMPLEMENTATION**

Assessment Date: \_\_\_\_\_

Scores Reviewed By: \_\_\_\_\_

**1. Is the wording in the HR process/operational guideline consistent with the fundamental principles outlined in the HR policy?**

No, not at all		Consistent with some principles		Yes, consistent with all principles
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. Is the HR process/operational guideline clear, easy to read and accountable?**

No, not at all		In some respects		Yes, in all respects
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**3. Do the HR officers involved have detailed knowledge of the HR process/operational guideline?**

No, in no way familiar		Familiar to a good number		Yes, familiar to all
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4. Have the HR officers involved had on-the-job training on the HR process/operational guideline?**

No on-the-job training		Some officers trained on-the-job		All officers trained on-the-job
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**5. Is the HR process/operational guideline demonstrated in practice?**

Not at all		Demonstrated to some extent		Demonstrated by all
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# Appendix Eight: HR Budget

## LAGOS STATE GOVERNMENT BUDGET PROPOSALS RECURRENT EXPENDITURE: OVER HEAD COSTS

DEPARMENT: HR&ADMINISTRATION

DIVISION: WORKFORCE PLANNING & RECRUITMENT

CODING									BUDGET PROPOSALS					
FUND	MIN.	DIR	SEC T	LOCATIO N	PROG .	ACC T	COST ITEM	EXPLANATION	2014	(=N=)	2015	(=N=)	2016	(=N=)
00	00	00	000	100	0000	0000	TRAVEL AND TRANSPORT	Transportation- N100,000; Incidental- N50,000	<b>150,000.00</b>					
01	01	01	000	101	0001	0001	PUBLICITY AND ADVERTISEM ENT	This vote caters for newspaper adverts at quarter page of N 200,000 x 2 in 2 newspapers quarterly + N 800,000 and also on electronic media at N 30,000.00 per minute for 2 days = 30,000x2x4 quarters =N 240,000.00	<b>100,000.00</b>					
02	02	02	000	102	0002	0002	PRINTING	The vote is for the Printing of application forms for 200 candidates	<b>200,000.00</b>					



04	04	04	000	103	0004	0004	SERVICING OF MEETINGS (STATUTORY)	To cater for refreshments of recruitment members & consultants @ N10,000per meeting x 2 meetings per month = (N10,000x2x4 quarters)=N80,000 yearly	<b>100,000.00</b>		
05	05	05	000	104	0005	0005	PROFESSIONAL FEE	Logistics for recruitment exams and interviews etc.	<b>300,000.00</b>		
<b>TOTAL</b>									<b>850,000.00</b>		



**LAGOS STATE GOVERNMENT  
BUDGET PROPOSALS  
RECURRENT EXPENDITURE: MONITOR**

CODING							ACTUAL				
FUND	MIN	DIR.	SECT	LOCATION	DIVISION	2013	Jan -Jun 2013	% Performa nce (pro - rata)	2014	2015 (=N= )	2016 (=N=)
						(=N=)	(=N=)		(=N=)		
00	00	0010	000	0000	GENERAL ADMIN.	6,000,000.00	3,000,000.00	50.00	10,115,000.00		
01	00	0011	000	0001	HR MEASURES & ACCOUNTABILITY	1,000,000.00	800,000.00	80.00	1,025,000.00		
02	00	0012	000	0002	LEARNING & DEVELOPMENT	1,200,000.00	800,000.00	60.00	8,252,000.00		
03	00	0013	000	0003	WORKFORCE PLANNING & RECRUIMENT	1,100,000.00	650,000.00	66.48	850,000.00		
04	00	0014	000	0004	EMPLOYEE RELATIONS	680,000.00	600,500.00	91.49	4,600,000.00		
					<b>TOTAL</b>	<b>9,980,000.00</b>	<b>5,850,500.00</b>	<b>63.85</b>	<b>24,842,000.00</b>		



## Appendix Nine: HR Sensitisation Materials



### MODERNISATION OF HUMAN RESOURCES FRAMEWORK TO ACHIEVE LAGOS STATE VISION INTRODUCTION OF PROFESSIONAL HRM

#### Make it about people, not paper

- ❖ With active support of political leadership for modernisation of the Human Resources (HR) framework, professional Human Resource Management (HRM) will turn the vision of government into reality
- ❖ Successful implementation of HRM should be a main priority for high-level attention
- ❖ MDAs will have clearer performance accountability and stronger people management
- ❖ Professional HRM will show how new strategies set by government can actually be achieved
- ❖ Staff will be proactive and respond better to the needs of the State and be more motivated to do so
- ❖ Professional HR officers will make sure the pledges made in the Service Charters are delivered



Budget/MTSS does not exist in vacuum

Requires clearly defined MDA mandates

HR professionals align workforce with gov't objectives to ensure MDAs actually deliver

Put right people, in right place, at right time

Without key HR and corporate planning linkages right info can't feed into MTSS process for MDAs to deliver

Size and shape of service needs to be congruent with gov't strategic priorities and affordable

Service becoming increasingly bloated with few improvements in service delivery

Currently lack of workforce planning and recruitment process that doesn't meet present and future gov't needs

#### MANAGED TRANSITION

'Finance & Admin' Depts to become 'HR & Admin'; DFAs to Head new Depts

Intro. of professional HR functions & additional strategic responsibilities

New workforce planning

□





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