

Sustainable Strategic Human Resources Practice

Dr. Mallikarjuna NL

*Professor in Dept of Management Science, SEA College of Engineering & Technology. K.R. Puram ,
Bangalore-49*

Abstract: “Human Resources strategies to support organizational changes” is vast. Key external factors are driving radical changes to the way organizations work and shape the strategic context for managing people at present and in the coming years. These factors are for instance social and economical changes, technological evolution, operational environment, etc. In this context of major people challenges, the role of the HR function is more than ever at the centre of the action.

Therefore, this report does not claim to address all of the issues related to how much value people add to an organisation. In HR literature, a number of various models and approaches try to demonstrate how a strategic approach to HR can be translated into a set of coherent HR processes and practices. These models have value in highlighting some fundamental issues and demonstrating the importance of a strategic approach. However, they are generally focused on the development of HR strategies with an implicit assumption that the organization is relatively autonomous in developing its own strategy”

Key words: Sustainable, strategies, practices, social changes

I. Introduction

HR projects reveal the practical implementation of guidelines coming from strategic projects. There are real links between the “strategy” and the “operation”. Analyzing this large scope of HR projects, it is interesting to underline that HR actually translates its strategies on an “operational level”. The graph below gives some examples of projects that support the strategies in place, HR strategies are generally aligned with governmental strategies, supporting to a certain extent the organizational changes. Yet, in the public sector, HR strategy is not autonomous and needs to take into account a range of different stakeholder perspectives and to be focused at national level as well as lower local level. This study gives positive information on a general national perspective, where we see that HR strategies are “people oriented”, formalized and aligned with government strategies. When addressing the issue of HR management strategies, it is essential to understand and analyze all the HR dimensions: Organization, People, Processes and Systems. HR strategy includes all of these dimensions

Operational - HR processes and practices:

By looking at the operational side of the HR function, the report details that HR services in the public sector are going through an ongoing evolution and modernization. HR actors have realized how important the people issue is. Numerous and various types of HR projects are led and planned in order to improve the HR function, its processes and practices.

HR services and technology

Outsourcing services and HR information technology are being extensively used now in the public sector. Correctly implemented, these solutions remain key levers to enhance overall HR service levels and reduce costs. These means can help redefining the HR role and assist HR in becoming a real strategic partner.

Future HR challenges...

Sufficient attention has to be given to human resources management issues. Even if the results show general positive trends, it is necessary to be cautious and not to be excessively optimistic that once HR strategies are set and documented, the process of realization is quite simple and straightforward. It is a long way and an ongoing evolution in developing effective HR strategies and implementing them at all levels (central and local). To be successful, the HR function must develop both an operational and a strategic HR capacity. It is important for HR to support organizational changes and to act as a strategic partner, yet it has to find equilibrium between being a “strategic partner” and the operational, day-to-day reality, which forms the core of the profession. HR is in constant balance between:

Strategy and daily operations, Being proactive and less reactive, Implement tailored HR solutions for its specificities (there are multiple situations where “off the shelf” solutions are not applicable Combining skills as a specialist (solutions expert) but also as a generalist in order to cover all HR aspects and dimensions. “The HR function should not try to run before it can walk”. Sound HR policies and practices should be developed before attempts at more radical changes in employment practices are to be pursued.

HR equilibrium between

Strategy	Operational
Proactive	Reactive
Tailored	Off the shelf
Government driven	Personnel driven
Specialist	Generalist

II. HR STRATAGY

This report will first address the HR strategies, and will then look at the other HR dimensions that support this strategy: organization, processes and systems. The people dimension has not been addressed directly by the survey and is therefore not depicted in detail in the report. The main HR Strategies will enforce on Organization, **People, and Processes & Systems**

The trend that in recent years, it has become commonplace for institutions to advocate that human resources are their most important asset. Thus, it involves developing a rational HR approach with full support of the management and with a strong link between HR and government policies. On the top of the HR agenda, there is an emphasis on “people issues” that is favoring mobility, flexibility and efficiency of civil servants. HR actors have realized that direct organizational pay-offs are possible if specific configurations of “people policies” are adopted. These HR policies mainly aim to:

- Secure the commitment of the workforce,
- Ensure highly flexible and innovative working practices,
- Establish a high quality of work by developing a skilled workforce.

This evolution focusing on adopting a more strategic approach to HR suggests a developing consensus that human resources are the key source to competitive advantage because it is the skills, behaviors and values of staff that are principal in an organization’s success. Institutions doing well are those that systematically identify, use, develop and renew their core competences.

III. The Main Hr Strategies

Favoring mobility of employees, Enhancing flexibility of employees, Improving work quality, Leadership development, Change in HR (HRIS) technology, Implementation of tools and working teams for improving information accessibility, Improving internal communication Restructuring of the HR role, Reform of the remuneration system, Reform of the main HR processes, Progressive implementation of an appraisal system, Implementing proven HR procedures for a top-of-the-line recruitment, Reducing headcount (people who retire will not be replaced),Introducing competency management Introducing actions to support the changes in values, Reducing labour costs, Demographical change of the population structure ,Pension reform, Introducing concrete measures related to sustainable development, Reducing the number of HR projects

Furthermore, better accessibility to information (i.e.: HR technology, tools for improving information accessibility) *and HR reforms* (i.e.: reform of the remuneration system, reform of the main HR processes) confirm that HR is taking into account these important strategic issues. HR strategies according to the type of HR organization (centralized/decentralized). Issues like “implementation of tools for improving information accessibility”, “restructuring of the HR role”, “reform of the HR processes” or “enhancing flexibility of civil servants” are more important in an HR organization mixing centralization and decentralization. It can be explained by the fact that as HR is on 2 levels, a central and a local:

- More efforts are developed on handling an efficient communication between a central body and local administrations
- In a mix HR organization, there is often a move from a very centralized model to a decentralized model, implying some changes like restructuring of the HR role and reform of HR processes When it is fully decentralized, HR services can dedicate more time on very precise processes such as recruitment and sustainable development “HR procedures for a top-of the- line recruitment” & “Introducing concrete measures related to sustainable development”.

Formalization of HR strategies

It is not only a matter of talking about a conceptual view of HR strategic issues, but also to examine in practical terms if HR strategy is formalized in a government plan, with a precise timeframe, or if it is not documented at all.

HR related projects

Analyzing the open questions related to the “HR projects” and to the “HR challenges and issues”, we have summarized the results underneath. The numerous projects that have been stated by the respondents are regrouped along the HR dimensions mentioned in the introduction of this report.

- **Strategic HR projects:** competency development, reform of civil service tenure, decentralization topics, equality/diversity promotion, strategic role of HR, etc. first steps towards the unification of the employment status of all employees through a new
 - **Operational HR projects:** training, learning, recruitment projects, research on personal motivation and development, analysis of administrative issues in HR management.
 - **HR information technology projects:** implementation of various HRIS tools, such as PeopleSoft HR package, SAP HR, teleworking, national web page creation, etc. For example, in India, an eGovernment project has been initiated by the central government and the regional and local administrations in order to promote and to coordinate the transition to eGovernment in the public sector. And the implementation of an electronic HR organization system is being done.
 - **Remuneration projects:** they regroup development of new payment systems, performance related and career progression programs as well as flexible payment possibilities.
- Pension projects:** they include online program for pension calculation, reform and harmonization of pension systems.

The numerous projects confirm the motivation of HR to become real partners for civil servants. Interestingly, most operational HR projects reveal the practical implementation of guidelines coming from strategic projects. There are real links between the “strategy” and the “operation”.

Analyzing this large scope of HR projects, it is interesting to underline that HR actually translates its strategies on an “operational level”. The graph below gives some examples of projects that support the strategies in place:

HR Strategies	HR Projects
<ul style="list-style-type: none"> • Favours mobility of civil servants • Enhancing flexibility of civil servants • Improving work quality • Leadership development • Change in HR technology Implementation of tools and working teams for improving information accessibility • Restructuring of the HR role • Reform of the remuneration system • Reform of the main HR processes • Implementation of an appraisal system 	<ul style="list-style-type: none"> • New Personnel and Management Policy • New management strategy • Career development Programmes • Analysis on factors of motivation of various civil servants groups • Programmes for newly appointed managers • Development of talent and career planning • Tools for developing personnel and management policies • Implementation of HRIS (SAP, PeopleSoft) • Creation of HR-Portals • Programme for Pay Analyses • Introduction of electronic signature • Development of the HRM model • Reform of the civil servant status • Strategic audit of the HR role • Simplification of procedures • New pay systems • Performance related pay • Tools for management appraisal and evaluation

Regarding HR issues and challenges, interestingly the results show no real differences between issues and challenges. Issues that HR face at present become challenges in the future. Below are some examples of mentioned issues and challenges:

- Organization: centralization, more flexible structures, sharing services, competitiveness between public and private sectors, reforms and modernization of the public sector,
- Processes: harmonization of procedures, modernization of remuneration systems, obtaining sufficient process quality, introduction of competency management and professionalization of HR services,
- People: improving flexibility of civil servants, demographic changes and citizen satisfaction, the development of leadership and individual accountability,
- Systems: introduction of HRM information system, technological modernization and e-government.

IV. Government strategies

As already mentioned before, public administrations today are increasingly realizing the need to undertake significant changes in order to modernize public sector and private sector and to get it more flexible and efficient. In this scope, they understand just how important human capital issues are becoming. A tight

coupling between HR and government strategies is needed in order to go through organizational changes with success. The governmental strategy must not only be in accordance with legislation norms and regulations, but also take into account a large variety of factors, such as economic growth, demographic situation, human factor and technological progress. In other words, governmental strategy is a result of a balance between legal regulations and non-legal factors which are able to impact the existing patterns within organizations. In accordance with the idea of modernization, flexibility, accessibility of information, quality of services, etc. The governmental strategies indicated beneath go in the same direction.

- **Economical changes:** The implementations of overall cost-reduction programs have been an area of major change.

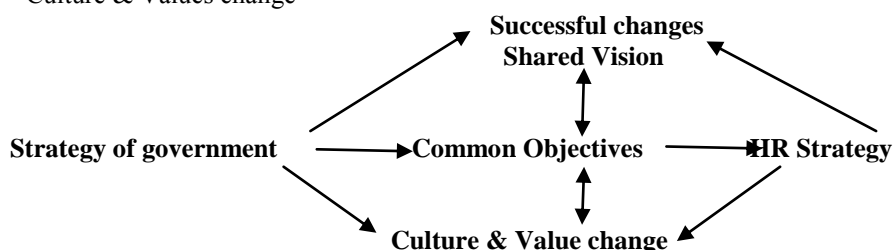
- **Organizational/Structural changes:** the main governmental strategies have focused on decentralization of tasks, harmonization of procedures, accessibility of information and improvement of quality of services. All these issues are supported by HR strategies and are in line with European Union guidelines.

- **Social changes:** demographic changes come across as one of the most important issues over last years. In the same way, public administrations become aware of the need to reinforce the government image in the labor market in order to assume competitiveness with the private sector.

- **Technological changes:** last but not least, technological modernization of the public sector becomes a new reality, which implies the critical analysis of the existing organizational structures and methods of management and the search of appropriate IT solutions. Moreover, technological modernization does not only mean the implementation of IT tools, but also the ability to share knowledge through various collaborative interfaces.

This synergy relies on the alignment of the following factors:

- Vision
- Objectives
- Culture & Values change



According to the above scheme, sharing common vision gives the possibility to move in the same direction and to set up common objectives. Although these objectives could be supported by different action plans, all of them should meet the shared vision. Only by realizing how important the role of human capital is in the context of organizational changes, even while dealing with non-HR related issues, governments will be able to meet their ambitious goals. Indeed, organizational changes imply critical review and redefinition of some of the existing values, and this process, before it becomes common, starts at individual level. That is the reason why the individual flexibility and accountability of civil servants could be seen as a response to support organizational changes.

HR strategies are generally aligned with the governmental strategies, supporting thus the organizational changes. However, on the level of the various local administrations (not tackled in this survey), HR strategies formulated on a central level might be distant from the actual HR processes and practices in place. In other words, HR might be in line with certain government strategies on a more “conceptual” level. Yet, at a local level, these strategies are not automatically developed. It is the ability to build a strategy appropriate to local requirements and to implement it effectively that is also essential.

Shared Vision Strategy of government Common Objectives HR Strategy Successful changes Culture & Value change Summarizing the results of the survey, it is interesting to point out that main HR strategies, such as favoring mobility of civil servants, enhancing flexibility of civil servants or improving work quality go hand in hand with the governmental strategies, such as modernization/innovation of public sector, improving of quality of services or satisfaction of the citizen. Moreover, introducing actions to support the changes in values, mentioned among main HR priorities, clearly confirm the idea that HR strategies are actively supporting the Organizational changes as well as the modernization of public administrations.

Top governmental strategies	Top HR strategies
<ul style="list-style-type: none"> • Modernization/Innovation • Accessibility of information to support decision-making 	<ul style="list-style-type: none"> • Change in HR technology • Implementation of tools and working teams for improving information accessibility
<ul style="list-style-type: none"> • Improving the quality of services • Satisfaction of the citizen 	<ul style="list-style-type: none"> • Improving internal communication • Favoring mobility of civil servants, • Enhancing flexibility of civil servants

<ul style="list-style-type: none"> • Administrative reform 	<ul style="list-style-type: none"> • Improving work quality • Leadership development • Reform of the remuneration system • Reform of the main HR processes
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Pursuing the idea of supporting the organizational changes within the public/ private sector, HR Strategy may play a more strategic role in the future than it does today by advancing some important tendencies, such as demographic changes or technological evolution. In this context, governments and public administrations will be better prepared to anticipate a possible redesign of their strategy in order to be able to face fast growing and continuously changing environment. In other words, HR strategy may be seen not only as an efficient support to organizational changes, but also as a generator of changes.

V. HR Organization

The most common type of HR organization is a mix between a centralized and decentralized structure. The responsibilities are divided between a central body and local ministries, administrations and public institutions. There is a sharing of HR responsibilities:

- The central body has a more strategic role regarding HR by being responsible of HR strategies and directions. For instance, it plays an important role in changing civil service systems, in ensuring that public expenses and performance objectives are met.

The HR policies and guidelines are developed and controlled centrally. Policies and guidelines concern mainly HR processes such as recruitment, performance appraisal, career management and training. Apart from its more strategic role, the central body is still involved at a practical level in the running of processes like remuneration and pensions and in the management of Various countries to manage their top managers in a different manner. The local administrations have the responsibilities of the HR daily management.

In general, HR management has been extensively decentralized. Most of the states have moved towards some degree of decentralization of HR responsibilities, from central public-sector body to local administrations. There is a tendency to delegate HR practices to local public administrations. This allows the various public administrations more autonomy and flexibility in their daily HR management. Local public administrations can deal with their HR issues and tools following the central body strategies and regulations. The structure of the HR organization is not entirely decentralized, but a mix between a centralized and a decentralized system. In the future, the main challenge for governments will be to find ways of maintaining consistency while transferring on some HR responsibilities.

Yet, the extent and rapidity of delegation is different between the various states because there are differences between position-based systems and career-based. The variety of environments (political, economical, culture) has an impact on the way HR has been decentralized. A position-based system, being more decentralized than the career-based system, gives more flexibility and allows an individualized approach to Human Resources Management. There are also countries characterized by a “hybrid system”, presenting elements from the position-based and career-based systems. In these countries there is a relatively high level of delegation, giving a lot of responsibilities to line and definition and practices of Human Resources Management policies, and a relatively low level of individualization in the approach to Human Resources Management.

The various forms of political and economical models across Europe have an influence on the management of relations between workers and employers. These differences influence Human Resources Management. Particularity as the system is much decentralized and the Human Resources Management is the responsibility of each management. Each local management develops its own strategy and policy within the regulations set up by law and relevant agreements between the social partners. The relationship between heads of agencies and the Government is both informal and formal. There are formal steering documents for each agency. There also is a strong tradition of loyalty and informality between heads of agencies and the Government such as, for instance, the annual individual meeting of each minister with his/her subordinate Directors General. The scope of these talks is on general business matters, budget and use of resources including HR matters such as development of staff, competence needs, etc. The HR and management strategic issues of decentralization of certain tasks, of harmonizing procedures, of conducting administrative reforms, of improving accessibility of information to support decision-making are some of the major types of changes over the last couple of years. All these issues encourage more efficiency and flexibility for instance by transferring some HR responsibilities to local administrations, simplifying rules and procedures, developing more flexible HR processes, ...

HR Processes and Practices

HR strategies are focused towards modernization, improving the quality of services, satisfaction of the citizen, mobility and flexibility of civil servants, work quality, leadership development. HR processes such as recruitment and career management are therefore essential in supporting these strategies. The recruitment of skilled staff and their subsequent career management focus on “selecting” and “developing” people who bring to public institutions the skills and competences to attain the strategies decided. In fact, in order to reach a certain

level of quality of services and innovation, the right people should be found and developed. As stated by the former President of India Abdul Kalam of “our clear aim is to achieve more and better jobs in a more dynamic, Innovative and attractive Europe. With this strategy I believe we now have the right tools to achieve our goals.”

Recruitment

Recruitment is important because other HR policies are heavily dependent on the effectiveness of this process. One of HR challenges is identifying, motivating and retaining talent. Recruitment is attracting the right skills to do the job. Yet, the public service, just like the private sector, has to compete in the “search for talent” in the face of demographic change. The public sector has to compete with everyone else for attracting talent. The “search for talent” is not to compete for a mass of numerous talents but rather to target for key individuals, focusing then on continued development of people who are going to be the leaders of the future. The society is asking people to do more efforts to prevail over enormous organizational and economical challenges. Unfortunately today fewer people have the combination of right skills that institutions need. Thus HR has

- To have a good understanding of government issues,
- To locate talent that can help achieve the goals,
- To develop and retain that talent.

Recruitment difficulties

Recruitment difficulties. Interestingly, 60% of them have difficulty recruiting specialized profiles. These profiles are for instance in information technology, legal skills, lawyers, etc. In general, specific expertise in various domains is difficult to recruit. Yet, this could progressively have an effect on the governmental and HR strategies targeted. It can affect for instance modernization or innovation. For some countries, the recruitment at the level of senior management and senior government officials may represent a problem. In countries with very decentralized and flexible HR organization, in general in position-based system, recruitment difficulties are less critical the department concerned also establishes the requirements candidates need to comply with for being selected as well as the rules that will govern the selection process.

In order to attract and retain the right skills, more and more efficient and varied selection methods are used. The use of technology to streamline the hiring process is not surprising, given the direction the society in general is heading to. Many public administrations have taken steps to keep up with the use of the Internet by such methods as putting job application materials online, the use of assessment centers written/oral examination in this system, the decisions about recruitment and selection are frequently handled by a central government body using staff ratios that are often inadequately linked to local administrations’ requirements. The selection procedures are part of a formalized recruitment process where official exams have little links with the particular job vacancies.

The initiatives of the HR agenda are in practical terms supported by the recruitment reviews under way and projected. the importance of an efficient recruitment process by reviewing their procedures, improving the information flow, reducing bureaucracy and paper-documents and implementing IT tools. The 2 graphs beneath underline this tendency.

HR Strategies	Recruitment process » reviews
<ul style="list-style-type: none"> • Implementation of tools and working teams for improving information accessibility • Improving work quality • Improving internal communication • Reform of the main HR processes • Change in HR technology 	<ul style="list-style-type: none"> • Review of procedures Improving the information flow between the HR department and other departments • Reducing the flow of paper-based documents • Implementation of an IT tool

Career Management

In order to achieve the status of an employer of choice, the sectors must provide challenging work, progressive human resources policies and opportunities for promotion and career development that they experience difficulties to find some specific profiles, such as specialists in information technology and legal matters. Indeed, this problem concerns not only the public sector, but also private companies, because skilled employees are hard to find in many professional areas. Sometimes, they even could be in short supply due to the high demand. Best practice companies and administrations try to create and to implement specific career management programs for high skilled people in order to retain them and to reinforce the image of the company/administration on the labor market. Most of them qualify the internal promotion as one of the incentives able to assure to the civil servant the recognition of his/her personal involvement in the ministry/administration activities. An approach to career management can consist in the implementation of a performance management cycle as indicated follow.

VI. Mission and objectives

Responsibilities and accountabilities Competences

Planning- Defining individual objectives

Measuring- Selecting performance criteria and standards: Requirements, Tests, Interview , People skills management, Technical skills ability, Seniority , Mandatory training days

Appraisal & feedback: Appraise performance and competences Characteristics considered: Responsibilities, Technical abilities, People skills, Individual training and development, Objectives achieved and give feedback

Development: Define development plan to shorten gaps

Recognition: Recognize value created, Results: Promotion new grade/level , remuneration: salary increase , Training , Internal mobility

Performance management system and appraisal:

Comparing public and private sectors, the main difference generally consists in different approaches to career management. Although seniority and experience are considered as ones of the main career advancement factors in the private sector, a significant part of its career management relies on performance-based systems. Today, a majority of public administrations have introduced appraisal systems and performance assessment, changing progressively their career system. Performance appraisals have an important role to play in ensuring that civil servants are aware of the expectations and objectives required and that transparent promotion criteria are developed. This HR process also forms an important element of the general HR strategy because it provides important information for HR planning and training purposes and can also help communicate key messages. The emphasis is more on individual performance. As the survey results underline, the public sector in EU member states indicates that performance assessment and appraisals are extensively used supporting thus HR strategies like:

- Mobility and flexibility of civil servants
- Improving work quality
- Leadership development.

The HR strategies (stated at the beginning of this document) are in practical terms translated in HR departments. The performance management system is usually applied to middle management positions followed by senior management or senior government officials and support staff. Not surprisingly, management is in general primarily concerned by settling and achieving objectives; therefore when introducing a performance management system, the management is first concerned, then it is in general extended to the rest of the staff. Performance related pay is being introduced, with performance pay contracts for senior management also. The performance assessment influences, in a greater or lesser extent, training, advancement/promotion, remuneration and internal mobility the latter being of less influence. This is not surprising as training is seen as a way to improve the person's competence in order to help him/her in achieving the desired objectives. Regarding the appraisal process a scale of assessment criteria is established in order to get more objectivity. Obviously, some of them may be considered as more important than others

Personal and leadership development programs

The promotion process is not only linked to change of grade, internal mobility or financial incentives, but may also include non financial initiatives, as for example, programs focused on personal development of employees or leadership programs. Leadership development is a top HR In recent years, many management have positioned leadership development as a high priority. Personal and leadership development programs enhance the individual potential of civil servants in order to help them better respond to the professional situation and consequently to deliver high quality services to the citizen Furthermore, in a more decentralized organization, with local administrations working independently, there is a need to ensure sound coherence and coordination between central government policies and local administrations. Therefore, sound leaders must be recruited and trained. to promote leadership development programs. Training is still the most utilized method. E-learning solutions and 360° feedback are less favored. These methods, highly used in the private sector, have to enter progressively in the culture of the public sector and be adapted to its specificities.

The focus on leadership, people skills performance, appraisal feedback as opposed to on-the job training or e-learning shows that, for the leader level, the importance is very much on the ability to manage people, to provide colleagues with a constructive feedback during appraisal process as well as the capacity to assume the role of leader. It is less on the individual way of working.

Being a leader in the sector is not easy; many challenges have to be faced. As specified in a Financial Times/PricewaterhouseCoopers study titled "Mastering Leadership"⁴, executives in the public sector face challenges like:

- Developing strategies that create benefits, as opposed to profits, at an acceptable rate of return on "political capital employed",
- Navigating the dynamics of power and politics,
- Harnessing the power of organizational mission and shared values.

Public-sector executives face a variety of obstacles and challenges when implementing strategies. For example, measures of success and service effectiveness are notoriously difficult to establish, making evaluation and accountability problematic. They face unique obstacles in leading organizational change, in part because of entrenched civil service bureaucracies, procedural constraints such as managing performance and firing people, and dealing with many different stakeholders with competing priorities.

HR Services and Information Technology

The persistent pressure to enhance service (both internally and externally), to modernize the work environment, to ensure good accessibility to information and maintain efficient first class systems seem incessant. Government and HR both realize these challenges have accepted the notion that they need to decrease the percentage of effort devoted to utility functions and increase the time spent on partnering and value added activities. The concepts of outsourcing and HR technology address this issue, by helping HR professionals in lightening their administrative burden. Correctly implemented, these solutions remain key levers to enhance overall HR service levels and reduce costs. These means can help redefining the HR role and help HR in becoming a real strategic partner.

HR Services

Outsourcing brings in some flexibility as it can be used only when needed and for defined time intervals, from short to longer periods. The flexibility it provides, allowing controlling costs in a better way, is a means favored by HR services. Outsourcing is not only an emerging trend anymore, but is present in HR practices.

The HR function has realized that outsourcing is a major channel to free up more time for value added activities and to improve its efficiency on the road towards real strategic partnership. According to the results, when used, this channel serves mainly two purposes:

Outsourcing of administrative tasks such as maintenance of HRIS, allowing to free more time for the HR function to focus on delivering quality service to the employees. It allows companies to assign high-performing personnel to critical initiatives. In **Italy** for instance, they benefit from a helpdesk service for IT.

Outsourcing of activities where specialist expertise is needed: such as training delivery or assessment centers is a means to benefit from high-level external expertise services. A majority of respondents seem to use mainly the external services of HR consulting companies and training centers. In **Poland**, opinion poll companies are used. In **Cyprus**, a consulting company has been appointed for the introduction of a new appraisal system. In **Sweden** all kinds of outsourcing services are used. A supporting agency in Sweden, the Swedish Agency for Quality and Development, carries tasks to support local agencies with quality management, courses about being a civil servant, advices through seminars and networks in the field of competence management.

In fact, interestingly in the public sector, as the organization is often a mix between central bodies and local administrations, the outsourcing can be done “internally”. That is local administrations benefiting from the services of a central body, specialized in a type of service such as payroll or training. For instance, the Personnel Department, is the main body responsible for designing and implementing training programs in the aiming at contributing to the efficiency and effectiveness through the development of the capabilities/skills of staff and the enhancement of the ability of organizations and individuals to learn. This central body in the framework of its activities also uses external outsourcing (i.e. uses HR outsourcing Consulting companies and training organizations from the private sector, to design and deliver specific training programs. **HR technology**

As mentioned various times in this document, public administrations are further experiencing an increase in the use of technology, whether web-based tools or integrated HR information systems (HRIS). The survey results indicate that the change in HR technology and the implementation of tools for improving information accessibility stated as top HR strategies are supported by various

HR IT projects like:

- Tools for developing personnel and management policies
- Implementation of HRIS (SAP, PeopleSoft, Oracle)
- New electronic personnel organization system
- Implementation of electronic file
- Creation of HR portals
- Introduction of the electronic signature

These initiatives are in line with the more precisely the eGovernment program promoting the information society and a better use of technological tools. As mentioned on the web site, “eGovernment is defined as the use of information and communication technologies in public administrations combined with organizational change and new skills in order to improve public services and democratic processes and strengthen support to public policies. Advanced technology is needed to provide for smarter, personalized, time-

saving interaction with clients.” Indeed, by promoting innovation and quality of services, governments reinforce the efficiency of day-to-day activities and consequently the delivery of services to the citizen.

Among the ERP used, the mainly SAP, PeopleSoft and Oracle. This is not surprising since these companies are leaders on the market offering a wide range of possibilities all across the various functions of the organization. For instance, SAP-HR is currently implemented in moreover SAP system comes across as a tool used for harmonizing HR processes and facilitating administrative tasks. In an HR integrated technological tool is used. In each local department to decide which IT tools to use. Most departments are moving towards SAP or Oracle solutions. In the PeopleSoft HR package is being implemented. However, with the multiple sets of tools available on the market, it is necessary that HR departments select the most appropriate system for their specific needs. Parameters such as administration size, process complexity, work philosophy, existing systems, etc...must be closely looked at before moving to system implementations, which can be time-consuming and unmanageable

VII. Conclusion

This report has outlined some major issues surrounding the field of human resources management. It aims at helping participants to get a clear picture of current HR trends, practices and outcomes. The subject of “human management strategies to support organizational changes” is vast and complex; this report does not claim to address all of the issues related to how much value people add to the public sector. Nonetheless, it is an attempt to share some findings and ideas, and give a broad view in terms of HR strategies in India

The key points are:

- By implementing its strategies, HR services support organizational changes. HR actors have realized that direct organizational pay-offs are only possible if specific configurations of “people policies” are approved. Therefore, the main policies are “people” oriented towards mobility, flexibility and efficiency of civil servants.
- HR strategies are generally aligned with the governmental strategies, supporting thus the organizational changes. Yet, even if HR is an efficient support to organizational changes, it is not yet a generator of changes. Furthermore, on the level of the various local administrations HR strategies formulated on a central level might be distant from the actual HR processes and practices in place. In other words, HR might be in line with certain government strategies on a more “conceptual” level, yet, at a local level, these strategies are not automatically declined.
- The HR strategies are in practical terms translated into numerous HR projects and they do not “become a dead letter”. They have furthermore a direct impact on the HR organization and the way HR is practiced like recruitment and career management.
- HR organization has been extensively decentralized in some organizations. The main common HR organization is a mix between a central body and local administrations. It ensures more flexibility and efficiency, supporting thus the HR agenda. Yet, the extent and rapidity of delegation is different between the various differences between position-based systems and career-based systems.
- A combination of strong public / private sector specificities and new HR tools and methods can be seen in recruitment and career management. This reinforces the public sector diversity and ongoing evolution and modernization.
- There are recruitment difficulties on specialized and high-level expertise profiles. In order to attract and retain the right skills, more and more efficient and varied selection methods are implemented. The use of technology to streamline the hiring process is very common.
- Performance assessment and appraisals are extensively used supporting thus HR strategies like mobility and flexibility of civil servants, improving work quality or leadership development. And performance management system.
- Leadership development is a top HR strategy. In recent years, many governments have positioned leadership development as a high priority. Personal and leadership development programs enhance the individual potential of civil servants in order to help them better respond to the professional situation and consequently to deliver high quality services to the citizen.
- There is no best way to deliver HR service. Outsourcing services are however becoming more important, helping HR to improve its service delivery. Furthermore, HR information technology is today extensively used in the public sector, supporting HR services in modernizing and becoming real strategic partner.

To continue gaining a strategic positioning within the both sector, HR executives need to develop a strategic HR architecture which clearly shows employees and management how people create value and how the value creation is measured. HR actors can only become strategic partner if the administrative issues are implemented and working. HR actors have various roles to assume in an intelligent equilibrium (see picture below).

CHANGES IN HUMAN RESOURCES

Strategic Partner	.Human resources are the key to the success of change and they help enhance productivity in the public sector • HR provide advice in critical situations which could have an impact on objectives
Solutions expert	Act to bring solutions to the Management in terms of HR • Help to resolve complex specific problems
Service provider	Service provider on: • Strategic issues • Consulting issues • Administrative issues

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