Improving Human Resource Management to Reflect Social Diversity Profile and to improve service Delivery

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Government of Nepal

Nepal is a new republic in the world which suffered from poverty, illiteracy and above all recent internal conflict. Conflict in Nepal took place between 1996 to 2006 and claimed more than 13,000 lives. In 2006, a Comprehensive Peace Agreement was signed between the Maoists and the main political parties in Nepal. After Conflict the nation and government is focused on sustaining peace through social inclusion, participation and development. The National Planning Commission has prepared this plan to define the strategic goals for government as a whole and also outlined target for different sectors. The ministry of General Administration is Central Personnel Agency of Nepal, and the department of Civil Personnel Records is Central Record Keeping Agency of Civil Service catering around 80000 employees. The paper deals with policies on Human Resources and social inclusion issues, mainly focusing on how to obtain authentic and primary data on diversity profile in civil service.

Policies on Human Resources Development

Policies on Good governance in Nepal : The main challenge of the country at present is to make state mechanisms inclusive and manageable and develop influential service flows.

- Reformation will be augmented through the application of a strategic information mechanism.
- Emphasis will be given to spirit of participation, transparency, responsiveness, responsibility, and rights.
- Service delays & corruptions will be checked through appropriate policy and law.
- **Use of information technology will be made extensive in civil services.**
- **E-governance will be implemented systematically.**

Training Policy: The ministry of General administration has issued a training policy for government employee currently in draft form for discussion. In according to the new policy effective and result oriented training will improve in the work performance of employees which will develop in work capability and effective service delivery. Employees can be motivated to work with full of strength and willingness in the service field by giving training. This policy will help to produce high value civil servant for the country. It will fulfill the service and technology oriented civil servants. The training institute will be developed as a noble office based on information technology.

Service Delivery improve and Work Culture Policies : There should reduce the number of levels in the process of decision making. There should be re-evaluation in the culture of writing notes. Note writing

process can be tie up with important decision making matter only. Normal works can be done unofficially discussion and written order of the organization head. The physical working environment should be according to work flow of the organization. One window system should be implemented in the organization so that the service holder does not have to run from one corner to another. The token system should be implemented for first come first serve. The front office lay out and location should be attractive, economized and easy for service deliver. By, taking the advantage of new technologies we can connect the service oriented organizations with service holders which will be great achievement in service delivery.

Concept Paper for Transfer Guideline: The major reason for failure of the projects run by government is due to rapid and irregular transfer of project employees, especially the project manager and the staffs working in account sector. To complete the projects smoothly and properly, there should be special transfer guideline and must follow by the ministries which runs development projects. To develop special transfer guidelines the following points should be addressed. Need of identifying essential Human Resource person before starting the project. Especially the project head & account head of the particular project will not be transfer during the project period unless and until no concrete reason. Transfer acceptance is necessary from MOGA for transfer other than regular transfer and must be significant reason. Compulsorily the upcoming employee and outgoing employee should work together for minimum 21 days and allow leaving after complete hand over.

Issue of Social Inclusion and policies of Social Inclusion in Civil Service : In accordance to the People's Movement of 2006 to Nepal has started state transformation into more inclusive and just state, the Interim Constitution guarantees social justice and affirmative action for women, Dalits, indigenous groups, the Madhesi community, and other excluded groups. In response the Government of Nepal has taken various steps to ensure the rights of citizens of all groups belonging to various caste, ethnicity, religion, sex, region, age and class. The amendment of the Civil Service Act in 2007 has provisioned that 45 percent of the vacant posts (advertised for recruitment) will be reserved for women, indigenous peoples/nationalities, Madhesis, Dalits, persons with disability and for persons from backward areas (9 districts). Of the reserved posts (considering 100 percent), 33 percent posts are reserved for women, 27 percent for indigenous peoples/ nationalities, 22 percent for Madhesis, nine percent for Dalits, five percent for persons with disabilities and four percent posts for persons from backward areas. The amended Civil Service Regulation states that "all women, indigenous peoples/ nationalities, Madhesis and Dalits are considered economically and socially backward as long as GoN does not publish notices in this regard in the Nepal gazette".

Social inclusion is one of the most vibrant issues raised strongly by indigenous peoples, women, *Madhesi, Dalits* and other marginalized communities in Nepal. At present, this issue has been a political agenda among political leaders, a subject of academic discourse among intellectuals and a field of development priority among development practitioners. Given the diversities in Nepal, with its own social, cultural, historical realities, the issue of social inclusions needs accurate data and information in addition to scientific deliberation and needs to reflect the realities of Nepal .

Introduction to Department of Civil Personnel Records

Department of Civil Personnel Records (DoCPR) is a central record-keeping agency for government employee. The traditional nature of work has been continuously being modified to make record-keeping practice scientific developing computerized record-keeping system known as Personnel Information System (PIS). The record keeping practice has been modified and improved to develop effective service delivery. The DoCPR has completed the optical fiber networking at Central Government Ministries Premise as back-bone infrastructure for government network which makes it possible for policy maker and executives to make HR related decision with proper access to the PIS. **DoCPR Mission: To have Scientific Recordkeeping and deliver Effective Service acting as Human-Resource Information Center for government**

The department has three primary functions

a. Record keeping of all civil servants
b. Human Resource Information System providing MIS
c. Deliver Pension and Gratuity to retired employee and family

Introduction of Personnel Information System: Personnel Information System (PIS) is an Oracle based database system that has been designed and deployed at the Department of Civil Personnel Records (DoCPR) to maintain and keep track of all the activities of civil service employees, right from the date of appointment until retirement to death. The system maintains the vital information of a civil servant such as name, address, birth date, retirement date, service history and staff movements, salary and grade, pension and gratuity amount, award, leave, medical, educational, training, disciplinary actions etc.

DoCPR plans to use PIS as a centralized primary information provider of MIS on Human Resources by means of a state of art computerized system which will function as:

- the basis for Affirmative Action of Government of Nepal in Civil Service

- a tool to streamline working procedures & automate payroll and pension processing for effective and efficient personnel management

- a tool to improve service delivery of the government, increase transparency & facilitate e-governance

- a centralized decision support and planning system for policy makers

At this point of time, the system records personal details of government employees with sex disaggregation but does not reflect other important social components e.g. the caste/ethnicity, regional identity, geographical remoteness and disability. These elements are essential for the Government to understand the existing diversity profile within the Civil Service and to identify areas for improvement. Records of civil servants maintained by DoCPR are disaggregated by sex but not by social identity. Thus it has been challenging for the Ministry of General Administration to support the Government in its efforts to address inclusion effectively

Process to develop authentic and primary information regarding Inclusiveness of Civil Service

There is an urgent need to obtain concrete data to support social inclusive initiative in public sector Nepal following objectives needs to be met:
- develop a common understanding on social identity categories to be applied across Government bodies

- design inclusive Personnel Record System based on self-identification by government employees

- Build capacity for maintaining inclusive Personnel Record System as part of the Personnel Information System and for informing government policies

Consensus on social identity categories and groupings: The existing classification of Indigenous People, Dalits, Other Backward Class (OBC) and the caste/ethnic groupings used in the census will form the basis for social identity categories to be used by the Government bodies. Consultations and workshops with concerned government agencies & representative organizations, and other stakeholder agencies will be held have better understanding on the categories and the groupings.

Design format and Data Collection: The data required for the Inclusive Information has to be acquired from the concerned employee before this can be entered in the system. Thus there should be mechanism developed for the employee to fill a new form designed for this purpose (sample form is presented in Annex 1), verify themselves and along with the supporting documents deliver to DoCPR. The Form must be accompanied by an explanatory note regarding social identity categories and groupings. This will provide the background information required for filling in the Form properly. Approximately 80000 forms would have to be fed in the Information System using the existing program software.

Publication and Dissemination: Training programs must be conducted to disseminate information on use of PIS and generating reports. The data and reports thus available will be important tools to help better policy making including federal administration setup. Comprehensive and executive reports thus obtained if published as a booklet will be important document. As the core Department handing Civil Personnel Records, DoCPR will be able to support MoGA in facilitating a process for continuous dissemination and orientation for individual ministries/other government bodies to recognize existing levels of diversity and develop necessary policies, strategies, and procedures for increasing diversity in the Civil Service.

Way Forward and Conclusion

Human Resource Development Theme: To run smoothly and managing properly in the organization there should be capable, knowledgeable, creative and skilled human resource is necessary. Human resource development policy basically related in capacity development of the employees and also address in so many sector of human resource management. In Civil Service, human resource management addresses following issues: Lack of planning process, development strategy, and training for career development, ambiguous transfer mechanism, lack of competitive qualification, low motivation,

challenges occur from unions, political interference, nominal use of information technologies. Human resource development policy includes/discusses following points. Human resource as central agency, unified civil service, Code of conduct, Clear role of trade unions, and rule of law. The proposed human resource development policy address accountable towards service holder, transparency, capable of civil service. Different strategies are introduced to obtain the objects of civil service human resource development.

The implementation of Performance Based Incentive System (PBIS) and extensive data update strategy in the Department of Civil Personnel Records has brought upon positive changes in both data update and service delivery. The data update has been effective and a complete Business Process Redesign (BPR) has been implemented to align the daily work practices with PIS and decentralized service. Even though the data update has yet to be completed we can get a more accurate picture of existing HR scenario, the status charts of HR in accordance to the current PIS are given below. Public service in Nepal government has large skills base, but the tremendous potential are under-utilized due to rigid organizational structure and lack of information. Whereas the growing use of Information Technology in the department in spite of many challenges and limitation has created sufficient momentum for major change in business operations.