



Human Resource Management Manual *Reference Group (Social Sector)*

Social Sector HRM– Important Considerations

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Important Considerations

- ❑ **HRM Issues invariably take us into the policy domain**
- ❑ **Institutional Weaknesses: Coordination Problems; Lack of effective Horizontal and Vertical Linkages**
- ❑ **Weak HRM & Lack of Continuity & resultant lack of ownership**
- ❑ **Gaps/Deficiencies in the Quality & Relevance of Training & Institutions; TNA is clearly weak area**
- ❑ **An inadequate focus on norms, values & attitudes of public officials**
- ❑ **Brain Drain is a serious problem in the social sector**



Important Considerations

- ❑ **The problem with incentives**
- ❑ **Reluctance to innovate for generating efficiency**
- ❑ **No idea of competence-enhancing innovations**
- ❑ **Problems in attracting, recruiting, training & retaining appropriate HR**
- ❑ **Failure in instituting an ethical regime that dissuades public servants from corrupt practices**
- ❑ **A veritable 'Elite Capture' of HRM !! At LG level in particular**
- ❑ **Corruption & Rent-seeking Behaviour itself compromises HRM**

Important Considerations

- ❑ Initiative Overload of late; a greater concern at the LG level
- ❑ Change related chaos; worst case scenario: MSDS could become a victim
- ❑ Employee Cynicism; far too many *fence-sitters*; e.g. not many convinced about the utility of the Contract Policy
- ❑ No idea of when & where the *Tipping Point* comes; Change Management not understood well
- ❑ Then at a more functional level, too much reliance on institutional memory resulting often in *heuristics* (mental short-cuts)