

Presentation
by
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“People @ the Core...Revamp...Soar, a Value Viewpoint”

SALUTATIONS...

Throughout the world, the cry for change and a new way of doing things is evident in almost every sphere of national life. Despite what you may think about the outcome of the recently concluded US elections, at the heart of that result is no doubt a yearning for a different type of political administration and governance... a cry from the people for a new dispensation.

Here at home, one of our most topical public discourses is around public sector transformation. The topic, however, is not simply about how to make government work better, but also how to get business (the private sector) to themselves raise their game. So, conversations are centred around government as a facilitator reengineering its systems, procedures and policies to create the climate that will allow the private sector to become the touted engine of growth.

But of course, Ladies and Gentlemen, all this is not being done in a vacuum, and with no objective in sight. Business processes are re-engineered to ensure that the establishments remain viable and stay profitable for a long time, hence, continuity and longevity.

For this continuity to be achieved, it requires the cooperation and input of multiple stakeholders in the workplace... it requires managers whose roles and functions include ensuring that adequate resources are available and accessible in a timely manner to support the operations. It requires supervisors to execute their functions in such a way that those under their charge are motivated enough to feel that they should be contributing to the possible success of the organization... and it requires the appropriate human resource practitioners being the glue between management and worker, thereby ensuring the desired cooperation and appropriate industrial relations climate.

Ladies and Gentlemen [**HR Practitioners**], your role is so very different from the other actors in this environment...while the role of managers [**Financial Controllers, Engineers, Economists, Policy Analysts, etc.**] very rarely sees people, yours as HR Professionals is an appeal to the hearts and minds. You must therefore appreciate how significant your role is in an organization.

There is a saying that some of us in human resource management often share among ourselves... and that is... "**It all begins at recruitment.**" Colleagues, it is at recruitment that we ought to seek to ensure that we attract the most appropriate candidate for the organization. Too often, we make bad recruitment decisions and expect that somewhere down the road we will get it right.

Who remember this line from song?... "**Wha gone bad a mawning caan come good a evenin...**"

So what is required is for us to ensure that our recruitment practices are sharp, are fair, and are credible. Our recruitment tools need to be constantly reviewed

to ensure their currency and suitability for the modern workplace. Don't go introducing recruitment tools just because it is fashionable so to do. Not every tool is suited for every environment.

But of course, success is not guaranteed simply because we identify the right candidate. You now need to settle that person in the organization (On-boarding, Induction, Orientation). It is here where people start to feel that you really care...and this is where it is most likely to have people starting to believe that they are part of the team. BUT that's not enough, because that novelty will also wear off.

So... what else is there to be done to keep people in tune with the organization?

Human beings are dynamic beings... they don't remain static. And so, what was okay for them in 2016 will not be fine for them in 2017. And this, now, is where training, re-training, rotation, mentoring, coaching, reward and recognition... and all of those tried and proven human resource management techniques become necessary. One that is not so well practiced in our workplaces today is the delegation of functions. ***Pause...***

Where it is actually done... isn't it true that is more about sharing the workload? However, that's not delegation of functions. Delegation of functions in its proper use has a greater value in developing your staff than simply to give them those tasks that you don't want to carry out or cannot manage at a point in time. It is however, a very effective staff development tool that I strongly recommend.

Colleagues, there are lots of initiatives that we can use to get people in the workplace more aligned with a commitment to continuity of the organization, and to guarantee its longevity. There is, however, another group of stakeholders that must be identified in this construct.

In any organization, somebody has to set the “tone at the top.” Here is where we are talking about our governors. Here is where we are talking our executive leadership team. Here resides the people who communicate the vision that will guide the rest of the organization. [***acknowledge executives in the audience***]

But of course, people’s lives are not confined to the workplace environment. Critical to them being motivated around the vision of the organization, and to a commitment to the sustainability of the organization, is a feeling of care from those who lead. ***“People don’t care how much you know, until they know how much you care.”*** This is the driving credo of every human being. For some, it is known, and realized for many. For others, it’s a silent desire. And so, it is important that together in the workplace, we demonstrate that love...that sense of brotherhood...that sense of collegiality...that sense of everybody being important.

I close appropriately, by reminding us that how we treat people at the end of their tenure is as important as how we treat them in active service. I know there is always a temptation to see the departing colleague as history, and hence, not very important. But I caution you to recognize that just like HIV and AIDS, ***“there is the infected and the affected.”*** Those who are leaving the organization can easily be seen as no longer your responsibility, but bear in mind that those who

remain take account of how you treat those who are leaving. Their commitment and resilience will be tested by the imagery you paint in their own minds.

Colleagues, Ladies and Gentlemen, I want to thank you for being a good audience. I hope that I have at least spurred some thoughts, as it is with an idea that concepts, principles, and in fact... revolutions... begin.

THANK YOU!