



Workshop Resource Guide

GOSS Public Service Reform Implementation Workshop

June – August 2010



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Purpose, Goals and Outcome

As the workshop starts, we present the following statement of purpose, expected outcomes, approach and suggested ground rules to assist all participants in contributing to the completion of a productive workshop.

Purpose of the Workshop

- Develop among the participants an awareness of the Human Resource Development components of the GOSS Public Service Reform so they will be able to discuss and explain it with colleagues in their respective states.
- Development, by the participants, of a work plan that they will utilize within their respective states to:
 - Create an awareness of the Human Resource Dimension of the Public Service Reform Implementation Framework
 - Facilitate and support the development of an agreement on a state-specific approach to and work plan for the implementation of Human Resource reform within selected ministries;
- Clarify human resource development reform implementation roles, responsibilities and authority.

Outcome of the Workshop

- Participants will have the knowledge and resources to introduce and support the reform process within the respective states including, but not limited to:
 - Ability to explain the need for and goals of the reform process;
 - Ability to explain the roles and responsibilities of the organizations and individuals who will be leading and implementing the reform process;
 - Ability to describe and explain the major elements of reform and the relationship of the elements.
- Participants will have developed a work plan to:
 - Lay the ground work for the subsequent state workshops and for developing support within the state for the Human Resource Development reform process;
 - Share with colleagues in states the information and insights gained during the workshop;
 - Address difficulties or major questions raised during the workshop regarding the Human Resource Management reform process.

Workshop Approach

The workshop will consist of presentations by GOSS officials and other organizations related to the HRD process and work sessions that enable participants to gain further familiarity with the HRD reform process. Throughout the workshop participants are encouraged to make comments, seek clarifications, and raise questions.

Participants who actively participate will receive the maximum benefit from the workshop.

Ground Rules for Workshop

The cooperation of all participants is necessary for the completion of a successful workshop. Toward this end, we suggest the participants agree on a few ground rules

1. Keep cell phones off and do not accept or make phone calls during the workshop except during coffee or lunch breaks or other times when no scheduled activities are in progress.
2. Respect and adhere to the schedule, be present and ready to start at the scheduled times.
3. Make suggestions and comments that will help achieve the workshop goals.
4. Respect the ideas and comments of other participants even if you disagree with them.
5. Do not interrupt each other.
6. No smoking or spitting, please.

Functional Statement and Organizational Design

Editor’s Note: The material in this section is adapted from a draft Organization Structure Manual prepared by GOSS Ministry of Labor, Public Service and Human Resource Development with support and collaboration from SUDAN USAID’s Core Institution Project, implemented by Deloitte Emerging Markets.

The materials are for use in GOSS MLPSHRD Human Resource Development workshops in Juba, Northern Bahr el Ghazal, Warrap and Unity being conducted in June – July 2010.

This material is presented as background for workshop participants and, as appropriate, other government employees, in the development or refinement of function statements and the development of organization charts.

Organizational Terminology

The following terminology is presented for reference purposes and use during the workshops to assist participants in developing function statements, organization charts and job descriptions. The presentation and use of the terminology does not indicate official adoption of it by either GOSS or USAID SUDAN.

Directorate	A major organization unit within the Ministry or institution where the Director General or equivalent position reports directly to the Under Secretary or equivalent. A Directorate is typically sub-divided into Departments.
Department	A major organizational unit within a Directorate, headed by a Director who typically reports to a Director General. Departments often have additional subdivisions or work units headed by a supervisor or administrators performing tasks related to the primary division function.
Unit	A sub-group of positions grouped together to perform a similar function or provide common support within a Department.
Job Description	Broad, written statement of a specific job typically based on the findings of a job analysis. It generally includes duties, purpose, responsibilities, and requirements of a job along with the job's title, and the name or designation of the person to whom the employee reports. It is also known as Position Description.
Lines of Authority	The order in which authority and power in an organization is wielded and delegated from top management to every employee at every level of the organization. Instructions flow downward along the chain of command and accountability flows upward.
Organization Chart	A visual representation of how an organization intends authority, responsibility, and information to flow within its formal organizational structure. It usually depicts different management functions (accounting, finance, human resources, payroll etc.) and their subdivisions as boxes linked with lines.

Responsibility	The duty to satisfactorily perform or complete a task (assigned by someone, or created by one's own circumstance) that one must fulfill, and which has a consequent penalty for failure.
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Function and Organization

The two factors, functions and structure, as reflected in an organization chart, are critical to the development of effective government organizations. Becoming familiar with and acquiring the ability to address these dimensions is therefore the starting point of the workshop and anticipated future HRD activities.

Function Statements Preparation and Use

Functional statements are brief general descriptions of the major area of activity and responsibility of an organization and may refer to such functional areas as administration, financial management, program areas, and so on. Such statements are useful at all organization levels. That is to say, each unit of an organization as well as the overall organization benefits from clear function statements.

Carefully and thoroughly prepared function statements can

1. Increase employee understanding of the various programs administered and services provided by each organizational component.
2. Serve as the basis for organizational charts and job descriptions.
3. Help avoid duplication of services.

Sample Functional Statements

The following statements are for illustration purposes only and do not necessarily reflect official functional statements

Directorate for Establishment and Budget (MoLPSHRD)

The Directorate of Establishment and Budget will be responsible for the following functions:

- Defining and administering the Public Service Employment Policy and the Public Service Act and Regulations;
- Controlling the GOSS Establishment through setting policy and procedures on appointments and promotions and vetting those made by individual ministries;
- Advising the Minister on the Public Service Grade Structure, salary rates and personal allowances and upon the Terms of Service of the Public Service;
- Liaising with Ministry of Finance on annual personnel expenditure ceilings for each Ministry and with individual Ministries to ensure Nominal Rolls and budget submissions on personnel

emoluments do not exceed budget allocations;

- Provision of guidance and advice to all ministries and other public institutions on their organisation, establishment structure and other matters of personnel management to improve their performance and capacities;
- Management of the General List of Clerks throughout GOSS; and,
- To establish and maintain a computer-based personnel data base for all public service employees which is integrated with the payroll data base operated by the Ministry of Finance;

Directorate for General Administration and Finance (MoLPSHRD)

The Directorate of Administration and Finance (MoLPSHRD) will be responsible for the following functions:

- Coordinating the general administration and provide administrative support and appropriate supervision in administrative matters to all Directorates;
- Preparing and submitting, through the Minister, the annual budget proposal for the Ministry and organise and monitor its implementation
- Operating a rigorous expenditure control system in the Ministry
- Appointment and management of unclassified employees of the Ministry;
- Maintaining attendance and leave record of all employees of the Ministry;
- Coordinating security matters;
- Overall maintenance of office services, buildings, vehicles, conservancy functions, plant and equipment;
- Managing human resources;
- Processing of all payments;
- Procurement of goods and services as well as asset management.
- Designing a programme for human resources development and personnel management;
- Organising and updating the general inventory of the Ministry and ensuring the proper maintenance of all infrastructures, equipment and furniture
- Creating and maintaining the IT Unit that will maintain all computer equipment, and assist, upgrade and rationalise IT systems within all units in the Ministry;
- Organising and centralising the administration of transports in the Ministry.

Developing a Functional Statement

Instructions: The following section is drawn from information provided by an African country's Department of Agriculture, Forestry and Fisheries. The section includes the department's vision statement, values and functional statements. Your assignment is to develop a functional statement from the information provided (leaving aside the vision statement and values statements). This means you must focus on what the department's actual functions are. There is one overarching function and 6 supporting functions. As you carry out the assignment, keep in mind the department for which you are developing a functional statement (i.e. an Agricultural Department).

The Department of Agriculture, Forestry and Fisheries

The Department of Agriculture, Forestry and Fisheries (DAFF), serves the public by delivering public services following the Constitutional principles of:

- Promoting and maintaining high standards of professional ethics;
- Providing service impartially, fairly, equitably and without bias;
- Utilizing resources efficiently and effectively;
- Responding to people's needs; the citizens are encouraged to participate in policy-making; and
- Rendering an accountable, transparent, and development-oriented public administration

We seek to develop a united and prosperous agricultural sector and believe the sum of our collective efforts will and should be greater than the total of our individual efforts. We seek to ensure efficient and effective governance and are committed to exceeding our customers' expectations for quality, responsiveness, and professional excellence as we ensure access to sufficient safe and nutritious food. The DAFF aims to lead and support sustainable agriculture and rural development and to work to eliminate skewed participation and inequity in the sector. We motivate and reward creativity, innovation and new knowledge generation that support outstanding performance. We maintain the highest standards of ethical behavior, honesty and professional integrity as we maximize growth, empowerment and income in the agriculture sector and as we ensure knowledge and information management. We enhance the sustainable management of natural agricultural resources and ecological systems in a purposeful and energized manner.

Function Statement

Overarching Function: *State the overall function of the organization. This should include a broad description the work of the organization, its relations with other organization or units and quality criteria related to its work [How well the work is to be performed or is expected.*

Contributing sub-functions: *Identify and describe each support or lower level Function that is carried out as the organization works to fulfill its broad function. Again, the descriptions should include what is done, how it relates to the broad function of the organization, what relations with other organizations or units are required and the quality or quantity of work that is required to fulfill the function.*

1. General function description

Relation or contribution to overarching function

Required or likely relations with other organization units

Other factors or conditions that will help present a clear description and understanding of the function

2. General function description

Relation or contribution to overarching function

Required or likely relations with other organization units

Other factors or conditions that will help present a clear description and understanding of the function

3. General function description

Relation or contribution to overarching function

Required or likely relations with other organization units

Other factors or conditions that will help present a clear description and understanding of the function

4. General function description

Relation or contribution to overarching function

Required or likely relations with other organization units

Other factors or conditions that will help present a clear description and understanding of the function

5. General function description

Relation or contribution to overarching function

Required or likely relations with other organization units

Other factors or conditions that will help present a clear description and understanding of the function

6. General function description

Relation or contribution to overarching function

Required or likely relations with other organization units

Other factors or conditions that will help present a clear description and understanding of the function

There may be more or fewer contributing or sub-functions. The object here is to be as thorough as possible within the available time.

Please state what, if any, additional information you believe you would need to have to fully develop the functional statement.

Organization Chart

Organization charts, or organograms, that are constructed on the basis of clear statements of functions and responsibilities are valuable tools for individuals as well as management in that they:

1. Provide a clear picture of each organization structure using a standard format. The structure shows reporting relations and formal authority relations;
2. Enable employees and the public to obtain a quick pictorial view of the organization and its parts;
3. Help identify and avoid overlapping functions;
4. Aid in the planning and budgeting processes.

An organization chart can be based on a variety of considerations. The most common organization charts tend to combine the following

Functions: A functional approach reflects the grouping of related, contributing, or sub-functions. As an example, such charts, or structures, might have administrative or program functions grouped together.

Relations (Reporting and Authority): The relationships depicted in a typical organization chart reflect authority and reporting relations. Thus, a tall organization chart would suggest that each level would report to the one above it. A broad, but short, organization structure would indicate that many people report directly to one individual or office.

Regardless of the approach that is used, it is vital that the organizational chart be based on:

- A clear definition of the respective functions;
- The relation of the functions to each other; and
- A consideration of possible management implications.

Work Assignment

The work assignment is to start with the functional analysis and statements you prepared for the Department of Agriculture, Forestry and Fisheries and develop a rational organizational chart. While a variety of organization charts maybe developed, each group should be able to explain why a specific structure is developed.

Human Resource Management Job Descriptions

Introduction

JOB DESCRIPTION COMPONENTS Job descriptions typically have several parts

1. Clear, short statements of the purpose of the job. This often can be a broad one- or two- sentence description of what the job involves.
2. Information regarding reporting requirements, supervisor responsibilities, financial responsibilities or duties (such as handling money), the location of the job, and any travel requirements.
3. Clear statements of the job's requirements. Job requirements can include education, specific knowledge or skills in a technical area, language, and personal qualities.

PURPOSE AND VALUE OF JOB DESCRIPTIONS Job descriptions that are well prepared serve several functions that can benefit both the individual and the organization. Among these are

1. To identify the main responsibilities of individual posts or a group of posts with the same title doing the same work;
2. To help supervisors make clear to staff the duties they must perform;
3. To serve as the basis for vacancy announcements and job interviews;
4. To serve as the basis for assessing training needs;
5. To establish criteria for performance evaluations;
6. To help management reorganize work units or restructure jobs

PREPARATION OF JOB REQUIREMENTS

Job requirements should be based upon a careful and thorough analysis of what must be done to fulfill a job. As job requirements are identified and listed it should be possible to clearly explain why any specific requirement is included, or how or it is related to the job.

Keep in mind that too stringent requirements may disqualify otherwise well-qualified

applicants. For instance, if a Bachelor's Degree is the minimum requirement, avoid listing a Master's Degree as one of the requirements in the mistaken belief that the pool of applicants may be better with only Master's Degree holders. When designing job requirements, it is important to ask oneself why a particular requirement is important.

Following is a sample form that can be used as a guide in preparing a job description.

Job Description

JOB PURPOSE: *One sentence description of how the job fits into the overall responsibilities of the organizational unit. This should be brief.*

REPORTS TO: *(Title of direct supervisor)*

SUPERVISES: *(Approximate number of professional and sub-professional positions supervised)*

PRINCIPAL JOB RESPONSIBILITIES: *(Responsibilities refer to actions or achievements that one is expected to be sure are done, but are not necessarily ones that are directly performed by the individual.)*

JOB TASKS OR DUTIES: *List the main tasks or duties that must be done in performing the job. This is what a person does and is based on the purpose of the job and major responsibilities.*

JOB REQUIREMENTS: *These should be the minimum requirements based on the responsibilities and tasks/ duties that constitute job performance.*

EDUCATION *List the highest level of formal academic education required, e.g. Undergraduate Degree, Secondary Leavers Certificate.*

WORK EXPERIENCE: Number of years of related work experience required

KNOWLEDGE: Specialized knowledge in a specific professional area of a technical nature required to perform the job. Clarify level of knowledge required thorough general or basic knowledge.

SKILLS: The capability to perform specific tasks (typically physical tasks) with ease and precision, e.g., data entry, keyboarding, calculation.

SPECIAL REQUIREMENTS: Certificates and/or licenses; physical demands; special working conditions, e.g., long periods of standing, heavy lifting.

LANGUAGE AND COMMUNICATION REQUIREMENTS: Specify language and the level of written and spoken ability.

OTHER CHARACTERISTICS OR QUALITIES directly related to the successful performance of the job, which may include honesty, ability to work without close supervision, reliability.

Action Plan Development

ORGANIZATION _____

INSTRUCTIONS: This is a first step toward implementing the Human Resource Management component of the GOSS Public Service Reform. This task is designed to help participants clearly think about and plan for reasonable and achievable steps to be taken within the next three months.

This task is to be completed by people from the same organization. Your work group is asked to:

1. Identify, agree upon and list the top three Human Resource Management goals your organization will accomplish by **October 15, 2010**.
2. Define the specific steps or actions that will need to be taken to reach each goal;
3. Identify and list the person or persons who will be responsible for taking the steps;
4. List the deadline by which each goal is to be reached.

During the next three months your group should plan to meet to review the progress that is being made toward the achievement of the goals and what, if any, additional action can be taken to meet the deadline.

Goal: Describe what is to be accomplished	Specific steps/ actions to be taken. <i>[If additional space is needed, please use additional paper. It is possible that more than five steps will be required to meet a given goal.]</i>	Who will do the actions	Date work will be completed
1.	i.		
	ii.		
	iii.		
	iv.		
	v.		
2.	i.		
	ii.		
	iii.		
	iv.		
	v.		
3.	i.		
	ii.		
	iii.		
	iv.		
	v.		

Notes