



THE UNITED REPUBLIC OF TANZANIA  
PRESIDENT'S OFFICE

TALKING NOTES

# ***THE ROLE OF HUMAN RESOURCE ON PERFORMANCE MANAGEMENT IN PUBLIC SERVICE***

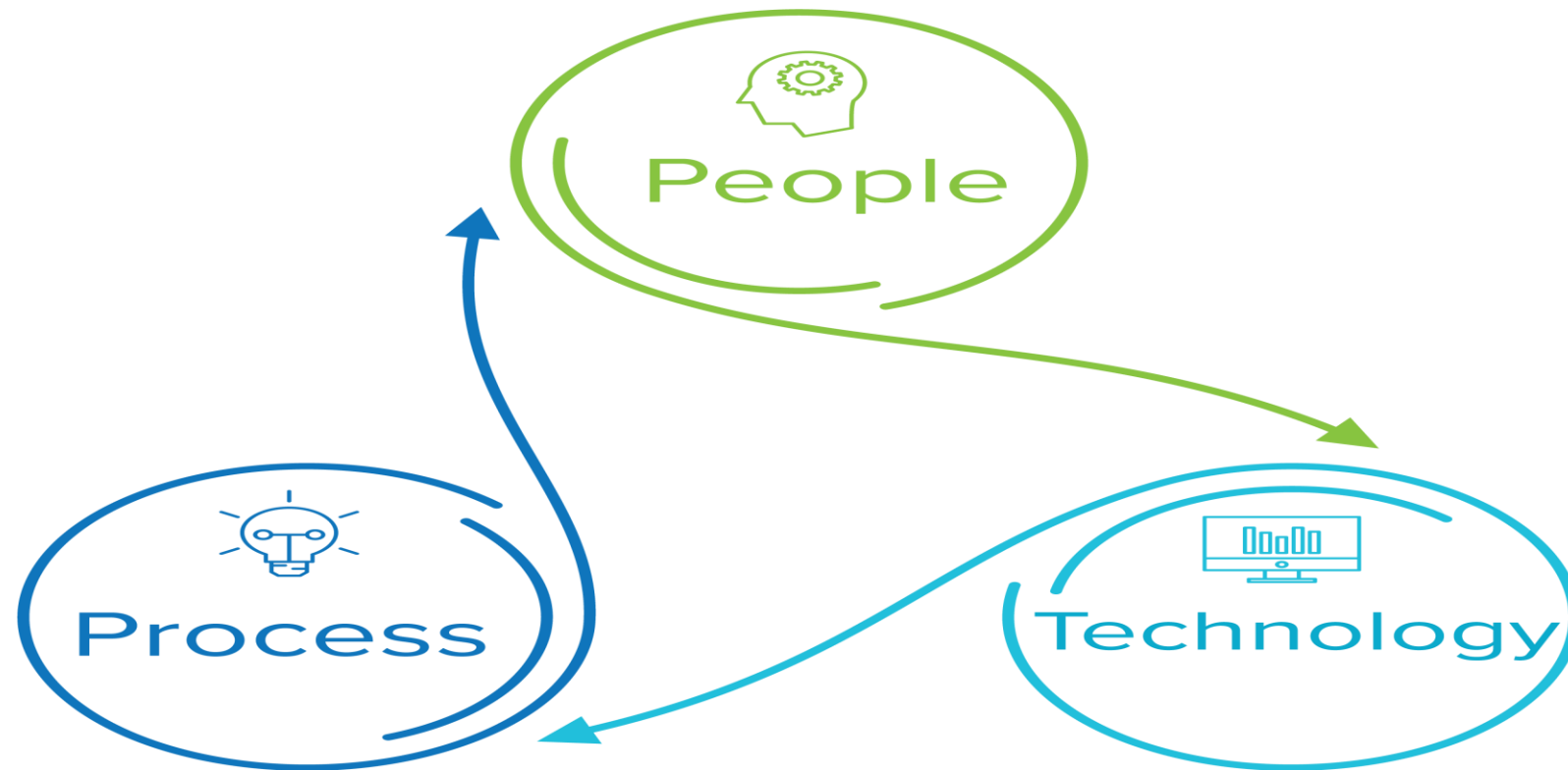
***TANZANIA ASSOCIATION FOR PUBLIC ADMINISTRATION AND HUMAN  
RESOURCES ASSOCIATION-TAPA-HR***

**Dr. Lufunyo S. Hussein**

**Genos Certified EI & Corporate Governance Trainer, Coach,  
Researcher & Management Consultant**

**Date: 31 July, 2024**

# Determinant of Organizational Performance



**PEOPLE**



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graph TD; PEOPLE[PEOPLE] --> A[Critical differentiators of a business enterprise]; PEOPLE --> B[The profit lever, the source of sustainable competitive advantage...]
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# STRATEGIC CONCERNS FOR HR PRACTITIONERS

- ❑ How to get right people on the VESSEL (**ON BOARDING PROCESS**)
- ❑ How to develop right people (**Learning Road Map**)
- ❑ How to retain talents and Succession Planning
- ❑ **How to manage their performance**
- ❑ How to offload dead woods
- ❑ How to create conducive & motivation workplace environment

# ROLE OF HR IN PERFORMANCE MGT IN PUBLIC SERVICE

It is evident that HR Principles and Practices in the Context of Public Sector is guided by key instruments including

- Public Service Employment Policy 2008
- Public Service Act Cap 298 and Its Regulations of 2022
- Employee and Public Relation Act Number 6 of 2004
- Standing for the Public Service of 2009
- Circulars from Chief Secretary as the Head of Public Service
- Circulars from the President's Office Public Service Management
- Circulars from Treasury Registrar for Statutory Bodies, Corporations and Agencies
- Guidelines issued from time to time

## MUDDLING THROUGH THE JUNGLE OF POLICY AND LEGAL FRAMEWORK: THE POSITION HR PRACTITIONERS!!!

- ❑ Questions that need kin attention by HR practitioners to muddle through the jungle
  - ❑ What is your seat in the Org. and the value accorded to HR department by the Management of an Org.?
  - ❑ How do we interpret and communicate the set standards in a positive way?
  - ❑ How HR Initiatives and integrated with the core business of the institution?

- ❑ How HR initiatives are funded and supported?
- ❑ What is the Stakeholders perception on the role of HR in an organization?
- ❑ Are we perceived as facilitators, comforters in chief or the other way ?
- ❑ How are business processes co created, understood and owned by employees?



# THE HR FUNCTION LINKED TO BUSINESS STRATEGY



Each element of the HRM strategy has impact on organizational performance. This is why HRM Function position should have a seat in business strategy planning and execution meetings.



# HR Function as a Strategic Partner

HRM Function work has to be a strategic business partner invest in development of HR personal to have:

- ☐ Ability to translate business strategy into actionable HR Practices
- ☐ HR Team as part of the business team (if large organization they have HRBP in each key business function)
- ☐ Ability to know the business: The bottom – Line (business results)
- ☐ Ability to measure performance
- ☐ Ability to provide professional advices (internal consultant)
- ☐ Ability to make the line managers job easier

# What can improve performance??

❑ Strategic HR Management should be shaped by key strategic Questions arising from the **Org. Strategy (Vision, Mission, Corporate Values and Strategic Objectives**



# VISION OF HR MGT IN PUBLIC SECTOR ORGS

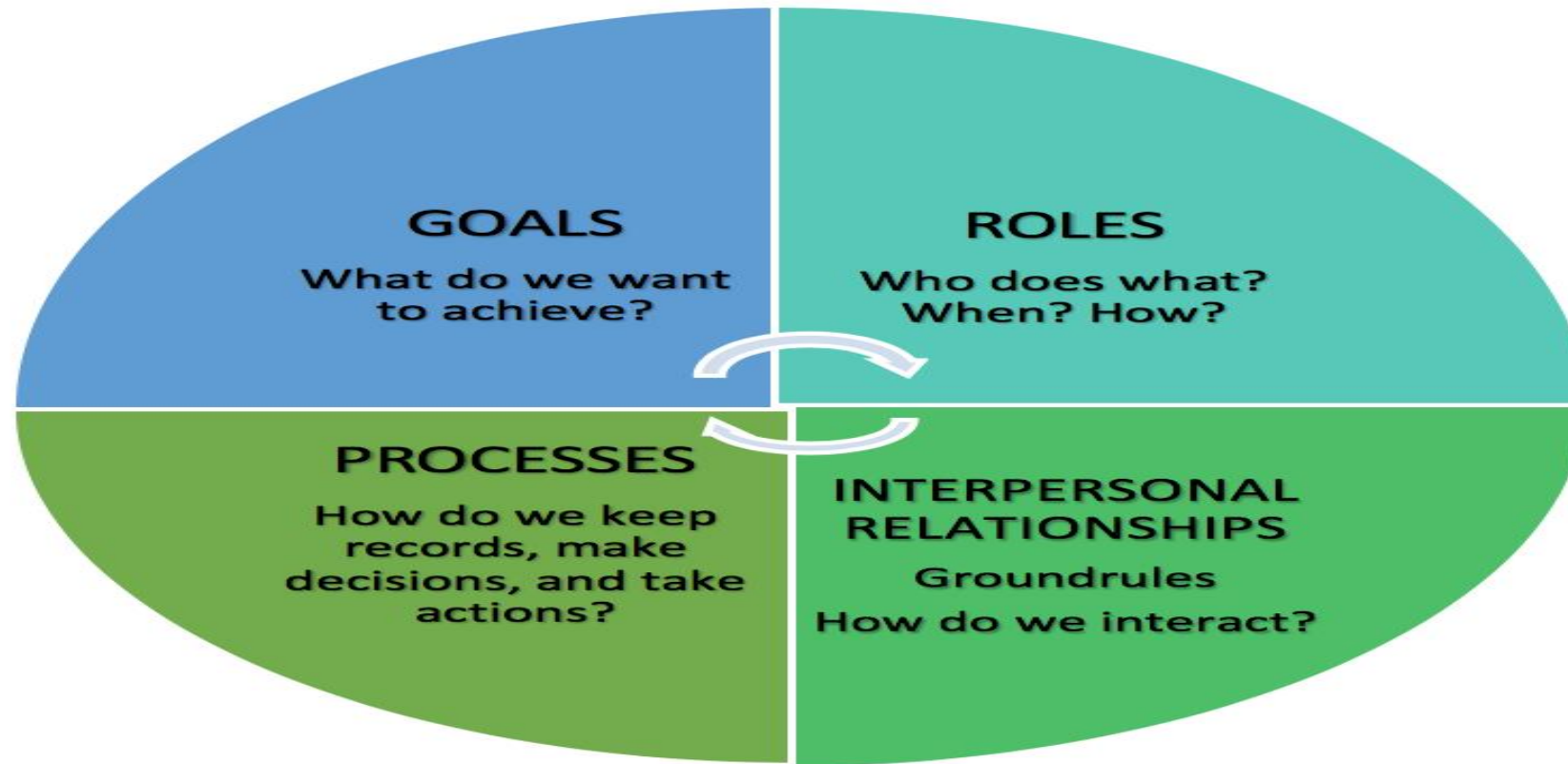
- ☐ Where are we? ( situation analysis/Scanning or MRI Test)
- ☐ Where do we want to Go? (Future statement)
- ☐ How do we get there?? ( Objective and strategies )
- ☐ With whom do we get there? (K+S+A=Professionalism and belonging to the institution)
- ☐ How do we know that we are there?? (PMS & appraisal )

**ALL THESE ARE CONTINUOUS NOT ADHOC AGENDA**

# POSITIONING HR STRATEGIES AND PERFORMANCE IS EVIDENCE BASED

- ❑ Employee satisfaction with service (survey to get feedback)
- ❑ Minimal downtime on system (lag time in service delivery)
- ❑ Easy access to current and relevant information (minimal grape vines)
- ❑ Sustained successful partnership with other departments
- ❑ High retention rate for competent staff (C=KSA)
- ❑ Governance and Communication issues

# POSITIONING HR STRATEGIES AND PERFORMANCE IS EVIDENCE BASED



## OTHER CONSIDERATIONS FOR HR PRACTITIONERS IN MANAGING PERFORMANCE

- ☐ Ability to give what meet optimal desires of employees;
- ☐ Ability to listen;
- ☐ Patient;
- ☐ Inclusion in decision making;
- ☐ How you treat others;
- ☐ Decision making approach;
- ☐ Physical appearance ; and
- ☐ Observing work place etiquette
- ☐ Ability to command respect
- ☐ How you socialize with others

# CONCLUSION AND REMARKS

- ❑ This presentation was meant to provoke a discussion and share experience from HR Practitioners with a view to add value on the role of HR on Performance Management.
- ❑ Note, all Strategies, actions and innovation should be defined within the limits of the existing policy and legal framework in place as minimum standards.

## Discussions, Q & A

Thank You

