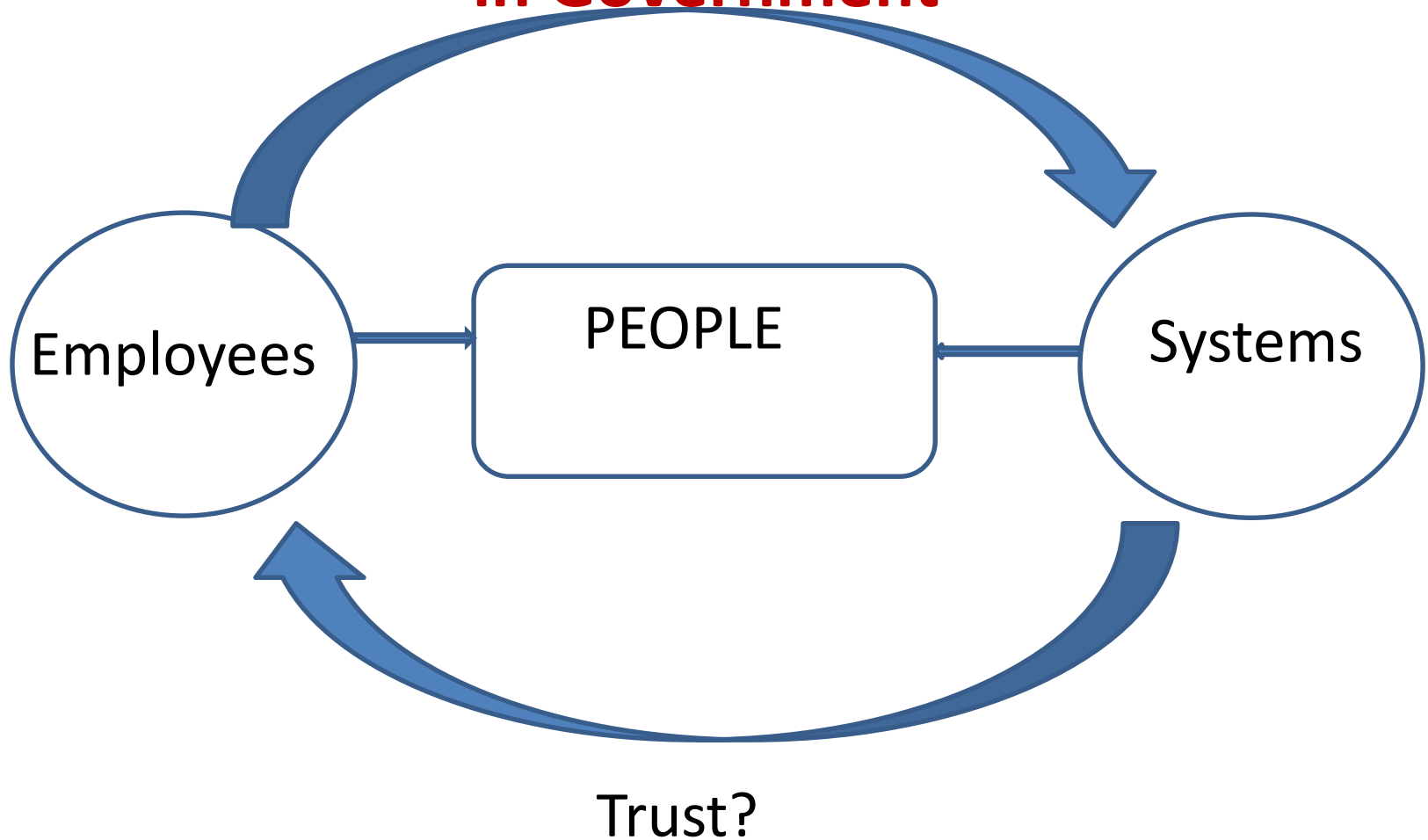# Human Resource Management in Government

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Human Resource Management in Government

Employees → PEOPLE ← Systems

Trust?

HRM

- Evolves based on economic & business environt

- Post liberalization-severe stress (VRS, Down size)

- Global competition

Evolution of Personnel Function to HRM

1920s	Concern for welfare of labour
1926	Trade Unions Act, recognition, membership
1931	Royal Commission on Labour , Labour Welfare Officers
1947	Industrial Disputes Act, LWO called Children of IDA
1948	Factories Act-duties, qualifications of LWOs, IR Emerged
1950s	Ind Inst of Personnel Mgmt-Calcutta
	Nat Inst of Labour Mgmt-Bombay
1960s	Scope expanded-Welfare, IR & Personnel Admn added
1970s	Shifted to greater org efficiency
1980s	HRD, HRM emerged
	IIPM, NILM Merged to- Nat Inst for Pers Mgmt

HRM Issues

- Outdated technology

- Excessive workforce

- Inadequate skills

- No concern for customer satisfaction

- Unsatisfactory production levels

- National Renewal Fund

Factors influencing/affecting HRM

- National Culture-
  - familial, heirarchy based, compliance oriented, two-tier (one for elite, one for others)
- National institutions supporting IR
  - IDA-Huge state presence
  - Trade Unions Act 1926- immunity for many actions
  - Industrial Empowerment (Standing Orders) Act 1946-(standard of contract, TOR, etc)

Human Resource Management in Government

S.No	Underrlying questions		Present & Future	
1	What HR	Org. Obj	Org Structure	HR Reqmt
2	What HR Avail	HR Inv, Audt	Outside Recr	HR available
3	Actions	Placement	Pers Devt	HR Utili
4	How action	ExtRecruit Int Promo Transfer	Courses Assignments OJT	HRD
5	Who action	TOP/Middle admn, staff specialists	Self Devt	HR Control & Info Systems

Human Resource Management-Models

Parameter	Traditional	Reformistic	Strategic collaboration	Outsourcing
Service delive	Centralised	Decentralised	Collaborative	Contract
Goal	Top-Uniform enforcement	Mngr centered	HRM& Org Goals	Contract negotiator
Communtn	Top-Down	Two-way	Multi-dimen	Report & contract mngr
Role of HR Manager	Enforcer of merit	Dimished authority & control	Org consultant	Contract negotiator & admn
Value orientation	Merit	Immediate responsiveness to org goals	Effective org funct, respect for HRM Practices	Efficiency, preference to pvt sector

HRM-Strategic Collaboration Model

- Established strategic planning process
- HR involvement in planning & personnel matters
- Clear statement of Mission, Objectives
- Vertical alignment of personnel policies, Mission
- HR office-role & structure consistent with mission

Emergence of HRD and HRM

- TV Rao, Udai Pareek, Ishwar Dayal work
- Progs on HRD, OD adopted (IIMA)
- HRD Network formed
- Measurement HR Performance emerged
- HR Audit tools developed
- Birla group first to adopt HR Audit (HRD score card of TV Rao)

Emergence of HRD and HRM

- HRM Philosophy emerged out of HRD in the 80/90s
- It has Hard (Instrumentalist) & Soft (Empowerment)
- Empowerment was the elixir in the 90s
- Edu min name changed to HRD in 80s
- But, DoPT is still at personnel mangement
-

Mission Karmayogi

- Earlier
  - National Training Policy 1996
  - National Training Policy 2012
- National Program for Civil Services Capacity Building
- Competency based Framework (UNDP)
- Aim: to move towards Strategic HRM

Shared Resource Architecture

Breaking of Departmental Silos

Democratization of Learning

Architecture promoting shared understanding

Empowerment

Accountability

Civil Service Official of Tomorrow

Lifelong Learning and Personalized Learning Paths

Data Driven Guided Learning & Career Path

Enable Learning

A Competency Framework to move to Role based Capacity Building

Performance Analysis of Capacity Building Initiatives

National Civil Service Capacity Building Programme

iGOT

- 158011 on boarded
- 305 live courses on offer
- Any employee can join through their ministries

Capacity Building Commission

- Vision: Enable life long learning for all

- Mission: Create optimal learning opportunities to civil servants

- Role: Determine roll out strategy of Mission Karmayogi

- Harmonize: Learner focused shared knowledge resource

- Monitor: health of civil services

- Mobilize: Global HRM Networks

- Enable: Annual CB Plans in all ministries

MANAGING HUMAN RESOURCES

IN ASIA-PACIFIC

EDITOR: PAWAN BUDHWAR

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