

LOCAL GOVERNMENT SERVICE

- **HUMAN RESOURCE INFORMATION SYSTEM (HRMIS) : CHALLENGES & STRATEGIES**
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PRESENTATION OUTLINE

- Definition
- Functions
- Background of LGSS' HRMIS
- The usefulness of HRMIS Application
- Security of the System
- Roles (LGSS, RCCs and MMDAs)
- Challenges
- The Way Forward and Recommendations
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WHAT IS HRMIS?

- Is a new way of managing human resource (HR) within organizations.
- It is an integrated system designed to provide information needed for HR decision-making process.

THE THREE BASIC FUNCTIONS OF HRMIS

Basically, HRMIS has three broad functions within organizations:

- Administrative (processing staff for hiring and beyond, better record keeping and retrieval);
- Operational (service delivery receiving employees complaints or conflict resolution mechanism) and
- Strategic (planning into the future).

BACKGROUND OF LGSS' HRMIS

- The current HRMIS is a product of a Financial Agreement signed between the European Commission (EU) and the Government of Ghana (GoG) on the 16th September 2011 as part of EU's support for the Ghanaian Decentralization Programme.
- The support was among others to contribute to the improvement in the performance of staff and quality service delivery at the local level.
- To this end, the establishment of systems and processes for effective human resource management within the context of decentralization became inevitable.

USEFULNESS OF THE SYSTEM

- HRMIS database is to enable the Local Government Service Secretariat (LGSS), the Regional Co-ordinating Councils (RCCs) and the Metropolitan, Municipal and District Assemblies (MMDAs) to make effective and efficient human resource management decisions based on credible, reliable and dependable data emanating from the local level.
- Again, the database is to provide a positive impact on the relationship between employees and line Directors/Managers by assisting the latter to make functional decisions.

Usefulness of the System Cont'd

- Furthermore, it is a tool that could provide both the current and future information needs on staff i.e. streamlining and standardizing of the Human Resource processes such as entry, promotion, exit and planning to mention but a few.
- Additionally, it provides space for keeping all employees' information at one place thereby making it easier to find, use, update and also generate reports based on the available data.

Usefulness of the System Cont'd

- To provide avenue for sharing information with authorised Directors/Managers through our consolidated file system.
- Our HRMIS can also provide interface platform where it can talk to other software like Oracle as well as generating reports using other software like Excel among others.
- Lastly, it reduces the use of paper as most routine tasks become automated.

SECURITY OF THE SYSTEM

- The security of the database is of utmost importance because of the confidential nature of the information captured.
- To this end, the “Data Protection Act, 2012 (Act 843), has been passed for the above purpose and
- The “Local Government Service’s IT Policy” document also talks about security. Copies would soon be made available to you all to protect the data.

Security Cont'd

- In this regard, personal password and user's identification should be mandatory as part of the overall security mechanism.
- The computer(s), associated supporting equipment and hard copies of personal data/files are to be kept in a secured environment.

ROLES (LGSS, RCCs AND MMDAs)

- **LGSS to:**
 - ❖ Ensure that new HR Recruits are trained on how to complete the Personal Data Template accurately ;
 - ❖ Provide guidance with regard to the HR Data Gathering and Capturing Processes;
 - ❖ Assist the RCCs with any enquiries and training interventions on the Database Management and
 - ❖ Provide a format for standardised reports in consultation with the RCCs.

LGSS Cont'd

- ❖ Play both leading and supporting roles in the upgrading of the software;
- ❖ Ensure that policies in respect of Data Security are managed and followed;
- ❖ A detailed IT policy that can serve as a strategic guideline to the RCCs has been developed as previously mentioned and
- ❖ To provide timely IT technical backstopping as regards software or technical problems on the Application where the RCCs cannot assist the MMDAs.

LGSS Cont'd

- ❖ There should be bi-annual audit to ascertain the accuracy of data (sampling processes);
- ❖ Ensure Data Security is being applied;
- ❖ Ensure that all back-ups (follow up on a monthly basis) are submitted and a filing system is strictly maintained.

Roles

- **Regional Co-ordinating Councils (RCCs) are:**
 - ❖ To provide leadership and guidance on Database Management in the Regions;
 - ❖ To encourage and ensure that Assemblies regularly maintain the back-up of the Personal Database Data.

RCCs Cont'd

- ❖ To follow-up that the electronic copies are received and that information is also consolidated as a regional file before its transmission to LGSS;
- ❖ To ensure that RCC's data is always up to date and accurate;
- ❖ Manage the Security of Data.

Roles Cont'd

- **Metropolitan, Municipal and District Assemblies (MMDAs/Co-ordinating Directors)**
 - ❖ Co-ordinating Directors are to provide continuous guidance and leadership to ensure credibility and availability of the data as the local level serves as the origin.

Roles Cont'd

- ❖ Continuously see to update the HR Information;
- ❖ Arrange to authenticate the HR information on monthly basis;
- ❖ Ensure that IT and HR have the necessary infrastructure (software and hardware) to perform this important function;
- ❖ Utilise HR reports as a decision-making tool;
- ❖ Ensure that the security of Data is always maintained.

Roles Cont'd

- **Information Technology (IT) Officers are to:**
 - ❖ Provide technical support to MMDAs;
 - ❖ Ensure that back-ups are made according to guidelines and
 - ❖ Assist with software enquiries.

Roles Cont'd

- **Human Resource (HR) Managers are to:**
 - ❖ Provide Personal Data Template to new members of staff;
 - ❖ Gathering and Capturing of Data;
 - ❖ Ensure all Data is kept up to date;
 - ❖ Verify information and ensure that supporting documents are gathered and could be made available when required/needed;

Roles Cont'd

- ❖ Save scanned documents or any other documents to an individual employee's paper file or folder and
- ❖ Maintain the security of Data.

CHALLENGES

- Without proper training of staff, the HRMIS system may be doomed.
- The seemingly lack of interest by the RCCs and MMDAs to use the HR Database information as a useful “Management Tool” in their management decision-making processes.
- The accuracy and quality of the personal data.
- Ability to continuously verify the information entered into the system and also meticulously use the “Error Checking” to check and rectify errors identified.

Challenges Cont'd

- Unfortunately, wrongful/ inaccurate data entry still persist hence the need to train users of the database cannot be overemphasised.
- Maintaining the security of the personal data held within all the computers within the Service is also a challenge.
- The RCCs meeting the deadline for the submission of the monthly consolidated data from their respective regions is another big challenge.

Challenge Cont'd

- Lack of collaboration between IT and HR officers in some Assemblies in terms of roles definition is also not helping in the prompt generation of reports.
- Reluctance of staff in certain departments to fill the PD templates.
- Delayed action from the RCCs and MMDAs based on the monthly reports i.e. deletion of names of exited staff either through resignation, dismissal, retirement and death.

Challenge Cont'd

- Embracing change is always a challenge.
- Logistics i.e. a secured office environment, printers, scanners etc.
- Provision of a filing or storage cabinets for the Personal Data Templates, Backup CDs and External Hard Drives and
- Unauthorized possession of official data by officers through the use of personal laptops especially when the officers are on transfer or have exited completely from the Service.

Challenge Cont'd

- **Rationalization**

Greater Accra Region (RCC plus 16 MMDAs)

HR -48 AD2B-74 Procurement-16

Total Staff Strength = 4,630

Ashanti Region (RCC plus 30 MMDAs)

HR- 39 AD2B 61 Procurement-21

Total Staff Strength = 5,471

THE WAY FORWARD / RECOMMENDATIONS

- Sensitization drive from the Secretariat cascading to RCCs and MMDAs to embrace the monthly reports as a “Management Information Tool” for decision-making.
- RCCs to establish an “Early Warning System”. By the System the RCCs should remind the Co-ordinating Directors every week for the submission of their data at the end of the third week of the month.

THE WAY FORWARD / RECOMMENDATIONS Cont'd

- RCCs should be proactive to initiate any action deemed expedient based on reports generated. Example RCDs could check if Co-ordinating Directors have taken the necessary action for the deletion of the names of exited staff through either resignation, dismissal, retirement or death and
- Funds should be secured for the bi-annual audit on the accuracy of the data.

THE WAY FORWARD / RECOMMENDATIONS Cont'd

- HR and IT Officers should undergo continuous training to familiarise themselves with Database Application, data gathering and transferring of data to others for official use only.
- The Secretariat acknowledges the heavy schedules of the RCDs and MMDCDs. To this end, the responsibility of scrutinizing the data could be delegated to the Internal Audit officers who should discuss any error(s) identified with the RCDs and MMDCDs before its transmission to the next level.

CONCLUSION

The Implementation of the HRMIS application has been a success story for the Service. To ensure the long-term viability of the System it is imperative that all End–Users at Secretariat, RCCs and MMDAs should have an attitudinal change for us to own the system because R.A.Hirschheim’s “Office Automation” concept in Mid 1980s has now come to stay.

End of Presentation

Thank you

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