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# Improving Human Resource Management Practices

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# Background

- The transformative agenda for official statistics is meant to support the post-2015 development agenda (From MDG to SDG)
- Emerging demands for quality statistics require modernized national, regional and international statistical systems
- How can NSOs enhance their modernization?
- One key initiative to achieve modernization is the development of modern, improved human resource practices
- ISFP (Canada) has been at the forefront of supporting such initiatives through technical assistance to NSOs like KNBS (project started in Dec 2013).

# Introduction to HR Management

- Good HR practices are crucial to organizational success, especially in a fast changing business (Statistical) environment.
- Rather than the 'personnel management' (previously HR as an expense item), modern best practice has moved to human capital management, embracing HR as a factor of production (Asset).
- Research has empirically shown a positive correlation between HR practices and organizational performance (Huselid, 1995)
- Why and how, we may ask?

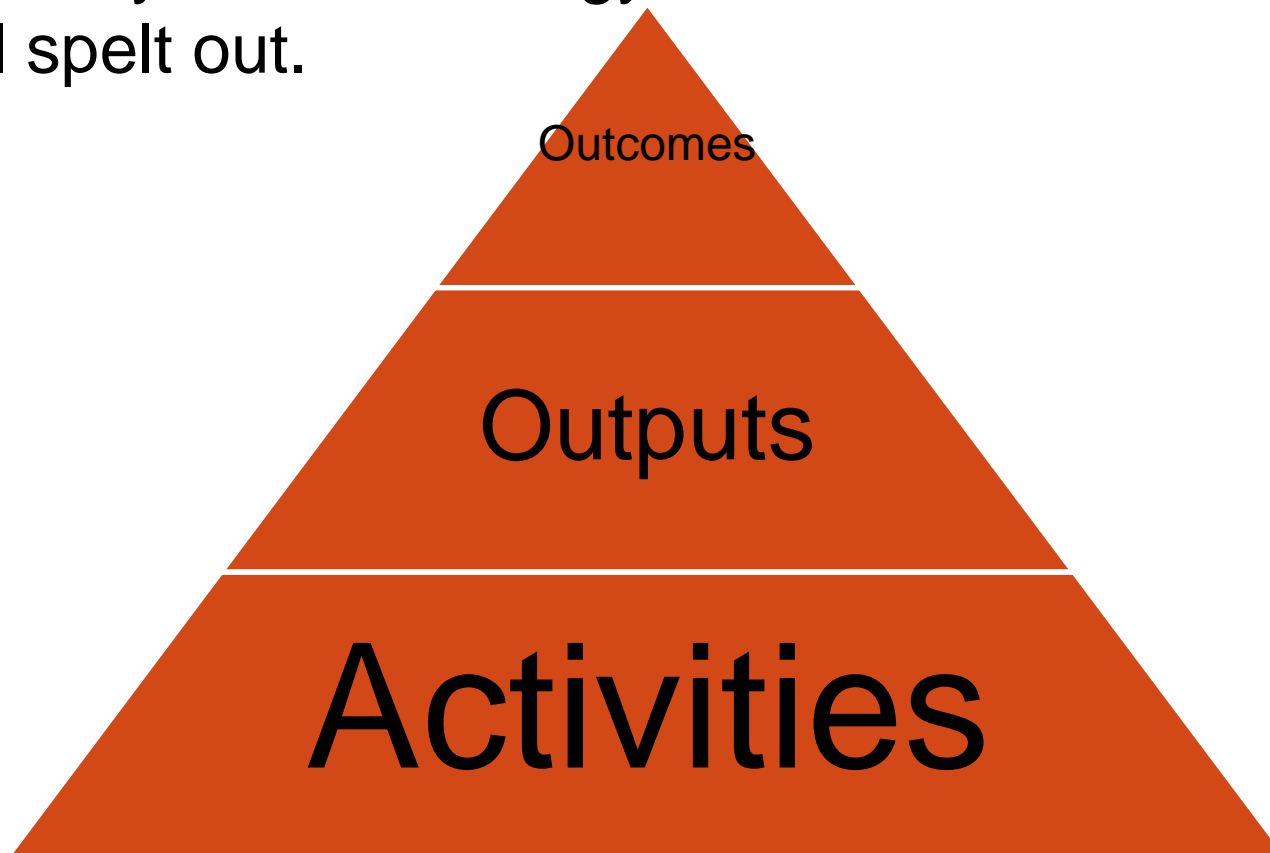
# Organizational Strategic Objectives

There is a significant relationship between HR and organizational performance because:

- Sound production of statistics depends on having a stable, well-motivated team that practices mutual respect and understanding.
- Inclusion, equity and fairness must be mainstreamed in all aspects of work in order for consistently high performance to be realized.
- To 'effectively attract, motivate, develop and retain talent'- is a template of what you find in many strategic plans- by those who understand the relationship.
- Reflection: Have you featured this in your organizational strategic plans?

# The Logical Framework

- Along with the strategic objectives, a logical model of what your HR strategy should achieve should be well spelt out.



# Human Resource Governance

- A logical framework embraces good HR governance aimed at fairness and equity in the way employee affairs are managed, **whilst ensuring that outcomes are aligned to the organizational strategy.**

For instance: Who makes decisions on the following:

- The HR practices such Recruitment, Training, Promotion, Compensation? What is the legal framework in your context?
- The composition of the HR pool for both line and support components? How is the structure determined?
- Specifications of human resource behaviour at the workplace- Reflect on the following:

What is the role of the Board, the CEO and senior management? What is the role of the HR manual/s? What HR committees are in place to ensure fairness and equity in decision making? Line or Support managers? Rotation?

# Strategic HR Planning

- Answering the questions gives the governance structure. Good governance requires that HR be managed as a strategic resource
- SHRP is defined as: **‘the pattern of planned human resource deployments and activities intended to enable the firm to achieve its goals’**.
- Strategic development of talent uses the organization’s strategy to develop the human resources. This requires a good understanding of structure, dynamics and the present strengths and weaknesses, threats & opportunities (SWOT) within the environment.
- SHRP therefore requires a Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis.



# Strategic HR Planning cont.

SHRP always has an element of contingency- in case the environment changes. Its aims is to get **'the right people in the right numbers at the right place and time, at the right cost'**. There is a high cost of consistently failing to attract and retain talent.

Human talent is central to the planning including aspects such as:

- Strategic recruitment and selection
- Talent management and Retention
- Diversity management
- Training and Development
- Voluntary and involuntary turnover
- Succession Planning
- A positive working environment (physical and intellectual)

These must be reviewed annually to evaluate their optimality.

# Management Tools in Strategic HR

- Set the context of the staffing (The **what, where, when, how and why**)
- Develop the strategic process including long, medium and short term objectives (Strategic Plan)
- Follow an aging-chain model (lead time in recruitment and training)
- Determine the workforce requirements to fulfil the objectives by carrying out a supply and demand analysis (a process)
- Proactively anticipate the **number and type** of staff to implement the strategic objectives (competencies)
- **Make corporate decisions, matching demand to available resources**

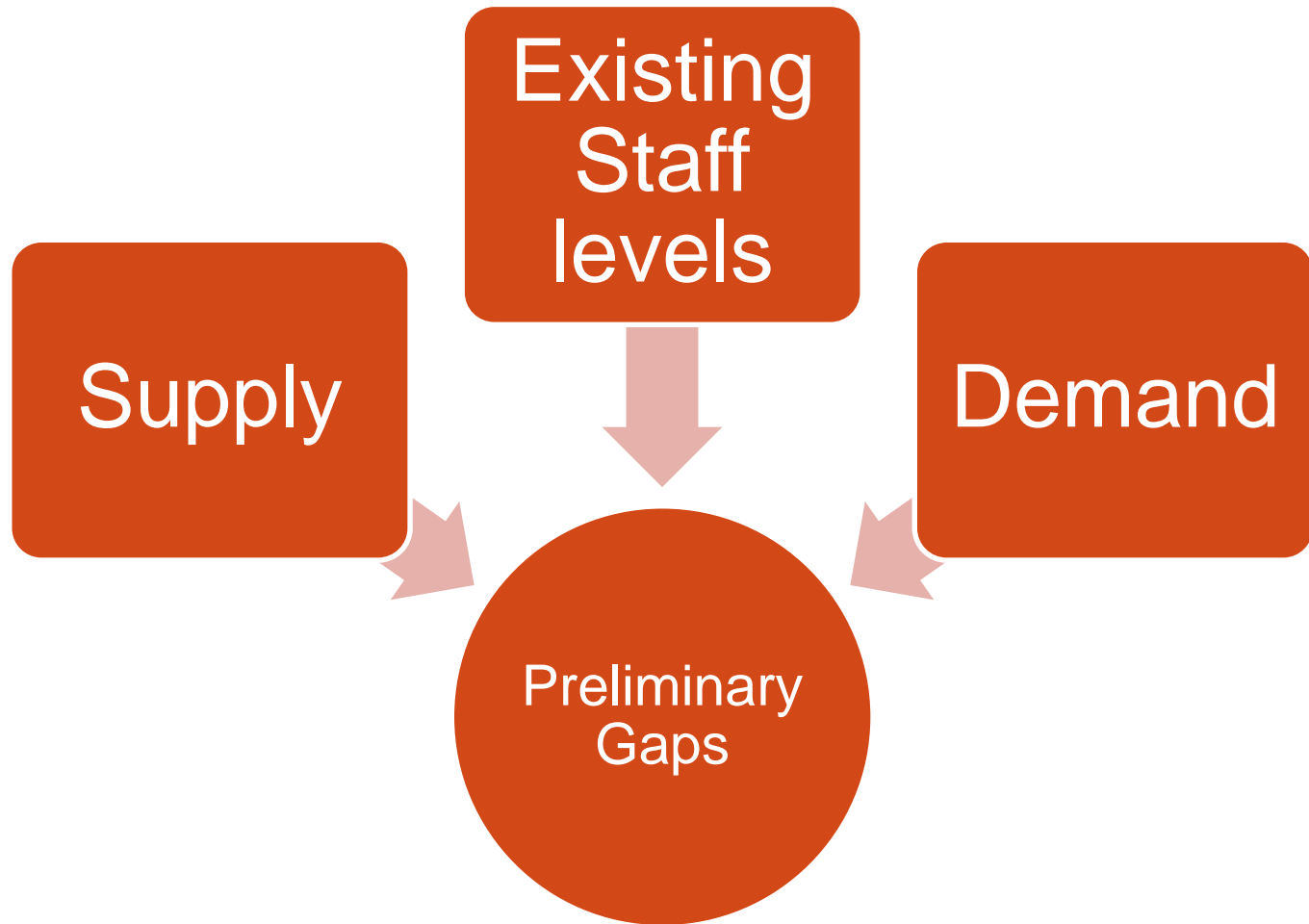
# Enhancing Diversity at the Workplace

- SHRP can support diversity planning
- Diversity at the workplace is the **quality of having workforce from different backgrounds** to breed creativity, innovativeness and productivity
- Diversity brings about inclusivity, not just in gender, race or ethnicity, but also in other wider issues of difference

The SHRP process establishes the gaps that will occur, which create opportunities to allocate vacancies to achieve diversity objectives by:

- Defining current availability.
- Estimating losses such as retirements, voluntary and involuntary turnover (Attrition rates)
- Considering a hiring plan based on the findings (See simplified forecasting model of the process below).

# Strategic HR Forecasting Model- Quantitative



# Some Staffing Strategies

After establishing the workforce gaps, you can do any combination of the following:

- Internal transfers
- External Transfers
- New Hires
- Overtime
- Contracting
- Involuntary termination
- Other forms of reduction/increases such as **Internships**

# Staffing in a Strategic Context

<b>Mission, Vision, Objectives, Strategies</b>	<b>HR strategies Staffing Strategies</b>
Operating Plans Budgets	Recruiting Career Planning Development and Training Succession planning

# The KNBS Experience-1

Just before the ISFP's two year programme was introduced to us, a study of KNBS demographics (2013) had indicated that:

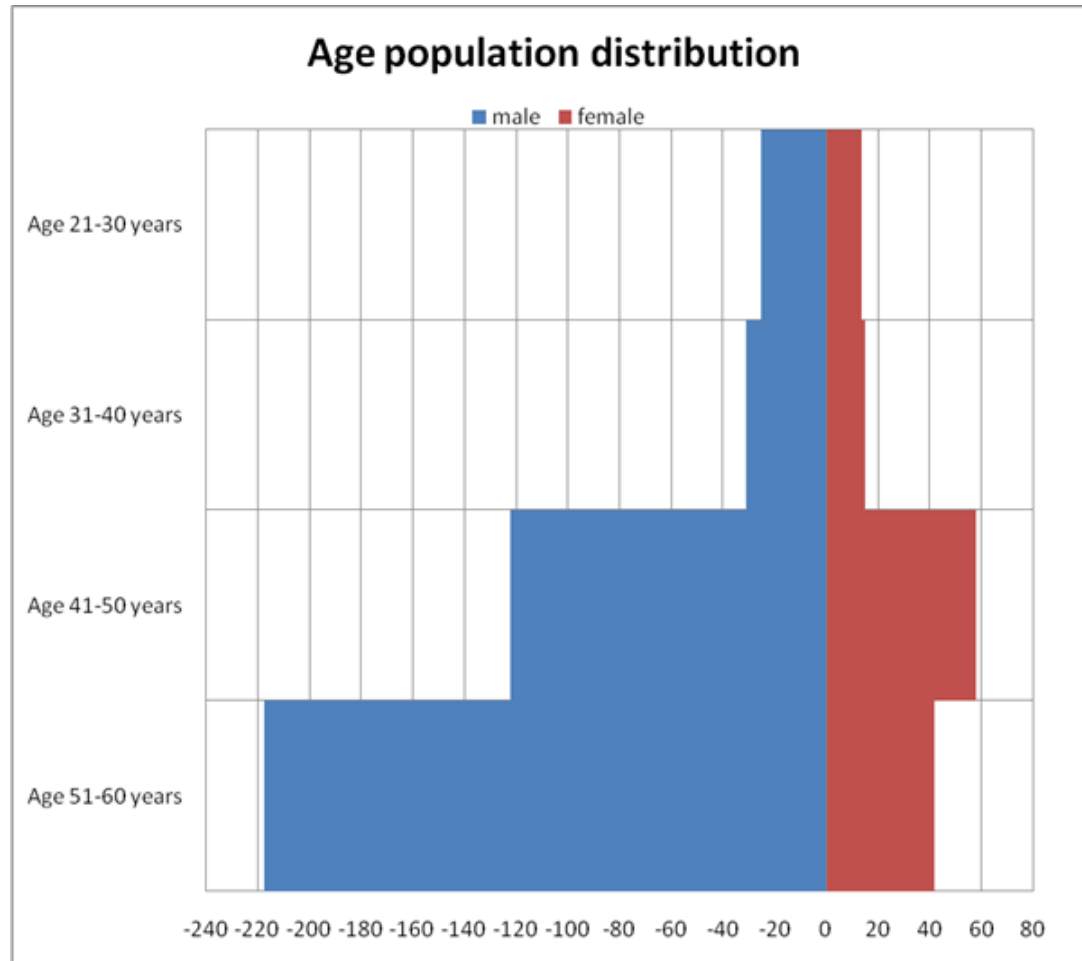
- 47.5 % of employees were between 51-60 with a mandatory retirement age of 60 (see Figure 1 for retirement scenario)
- There was a 23 % female representation against 77% male (See figure 2 for distribution)
- Certain ethnic communities had higher proportions than those in the population census (Figure 3).
- The state of affairs of diversity did not augur well for an organization that should be a role model in terms of best practices

# The KNBS Experience-1 cont. Figure 1



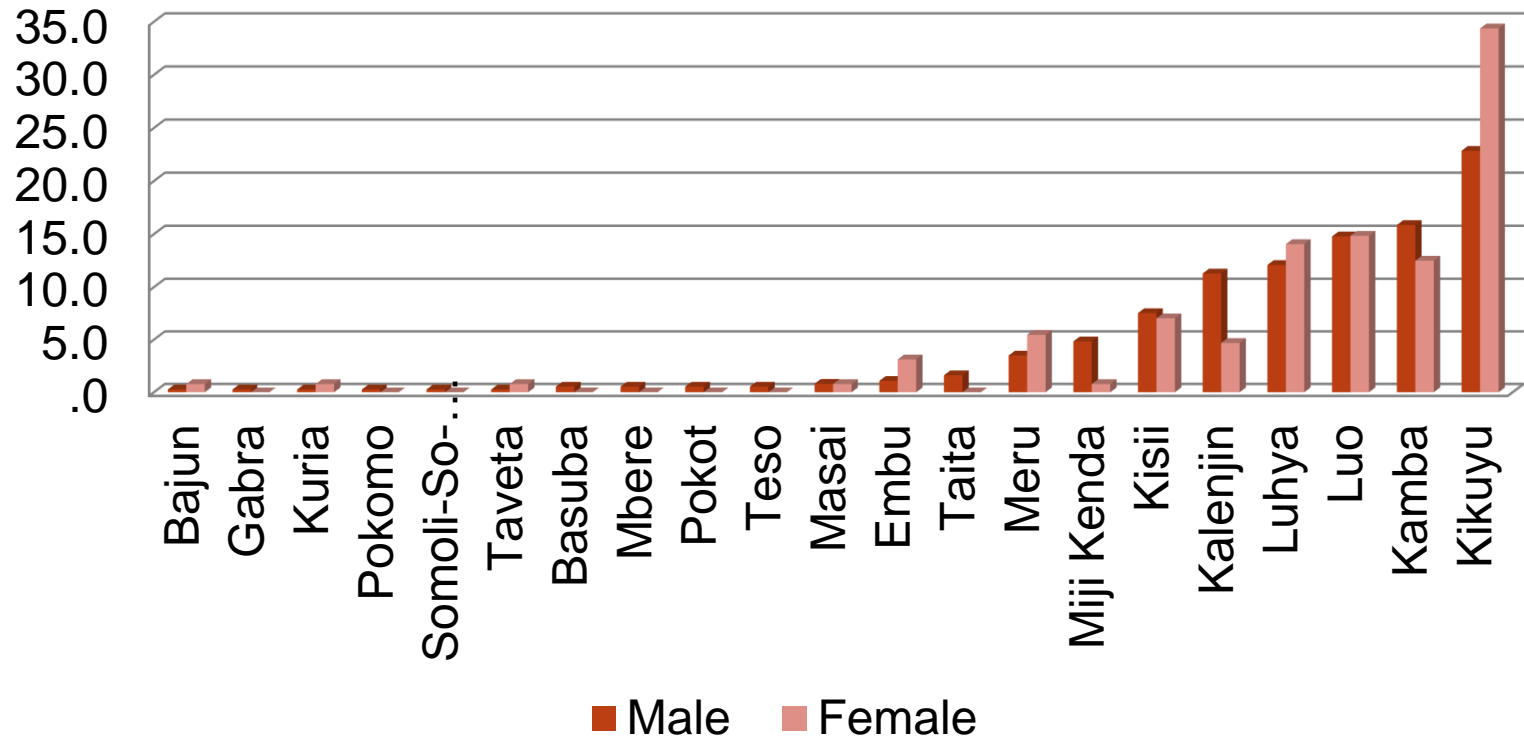


# The KNBS Experience-1- Figure 2



# The KNBS Experience-1 cont. Figure 3

## Percentage distribution of KNBS employees by Ethnicity and sex



# The KNBS Experience-2 - Our Strategy

- We therefore decided to make the SHRP our Project under the ISFP technical assistance programme. The key initiatives were aimed at improving diversity through strategic workforce planning.
- We targeted to improve numbers of women, youth and people living with disability and enhance ethnic representation.
- We received technical assistance from Statistics Canada to improve competencies in the areas of diversity, skills improvement and succession management.
- We have since carried out a strategic workforce planning cycle with a number of achievements

# Activities Undertaken

- We analysed the existing HR demographics and visualized the scenarios to record the existing workforce, sensitizing the stakeholders.
- We carried out both SWOT and PESTEL analyses
- We established the HR gaps through a data collection exercise across the organization to establish the new workforce demands in line with the strategic plan 2013-17
- We used the data to apply affirmative action in our recruitment strategies
- The data has also been used to draw up a competency assessment programme and informed our succession plan
- We have undertaken a job evaluation to align jobs to competencies
- An Internship programme has been commenced, in which affirmative action is incorporated

# Outputs

- A recruitment programme with affirmative action directed at correcting the existing imbalances
- A training plan targeted at improving skills and passing them on (in partnership with Statistics Sweden).
- Job evaluation to inform internal promotions and career progression and improve retention
- A reclassification of KNBS to improve compensation rates
- Pre-retirement training on an on-going basis to provide life skills, avoid misery in retirement and improve retention
- Flexible hours for lactating mothers
- Internship programme for the youth, inbuilt with mentoring and coaching to build a stock of future KNBS staff.
- Disability friendly offices and trained sign language experts

# Outcomes

We have sound HR management practices through:

- The ability to attract the best talent from a diverse employment pool. The hiring of interns will enable us to achieve the targeted 30/70 % gender requirement
- Achievement of the targeted 5% for people with disability
- Dynamic policies suited to diverse groups now in place.
- Improved Governance with a technical director chairing the HR committee.
- Willingness to challenge and change organizational policies that pose barriers to diversity
- Self-awareness in understanding culture, identity, prejudices, biases and stereotypes
- Job satisfaction, improved performance, motivation

# Challenges

SHRP comes with a number of challenges. These require that risk assessments be regularly carried out and mitigation prepared in a proactive manner. Some of the challenges experienced:

- Resistance to change
- Negative connotations of affirmative action
- Higher than average turnover in specific disciplines
- Cultural biases that don't favour diversity
- Government policies that may not support the change initiatives
- Apathy from implementers due to organizational politics
- Budget issues affecting supporting activities-such as acquiring additional office space

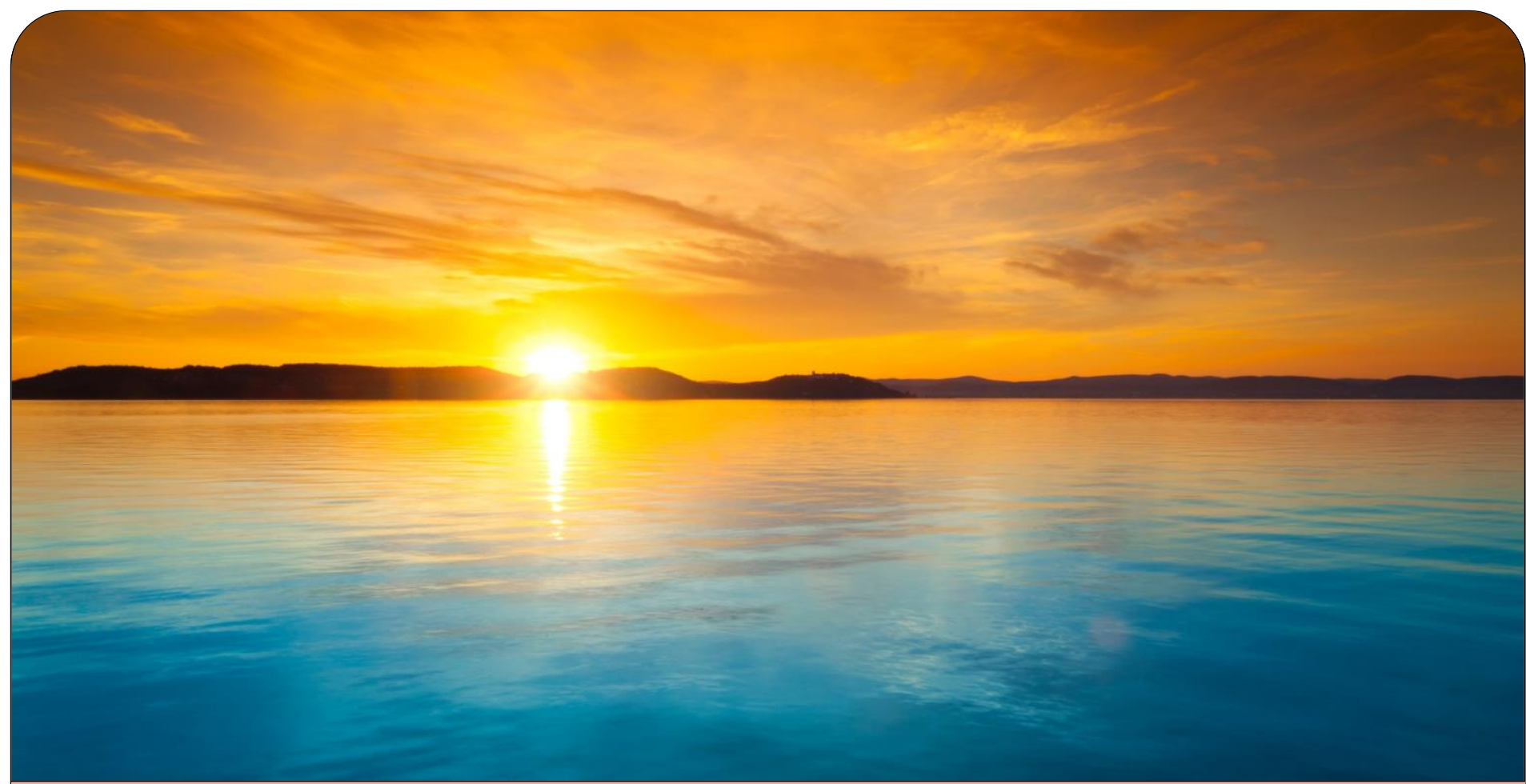
# Conclusions

- Improving human resource practices is a process not an event
- It involves a whole host of HR strategies within the human resource chain, from recruitment and selection to exit.
- It takes teamwork and active collaboration.
- It requires the commitment of all the stakeholders.
- It has to be monitored regularly and adjustments made.
- One of the key strategies in improving human resource practices is to link the strategic objectives to the workforce requirements in the organization
- Change is the only constant in the improvement agenda



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Questions?

Good Bye