

POLICY ON HUMAN RESOURCE IN PUBLIC ADMINISTRATION

1. INTRODUCTION

Under the brilliant leadership of **Samdech Akka Moha Sena Padei Techo HUN SEN, Prime Minister of the Royal Government of Cambodia** through the win-win policy, the Royal Government of Cambodia has built full political stability and peace, which is the **prerequisite** for sustainable developments. The Cambodian public administration became the national unity public administration in 1999 after the integration of all political factions. At the same time, the important basis for public administration were founded such as laws on Common Statute of Civil Servants of the Kingdom of Cambodia, the Royal decree on particular statute of the 21 cadres, conducting a nation-wide civil servant census, developing database for civil servants, organizing human resource management (HRM) through information technology system, arranging and integrating the new employment classification system, arranging the new remuneration system, implementing payroll through information technology system, arranging the civil service rationalization strategy, and strengthening management mechanism and controlling cadres efficiently such as recruitment and selection for cadre, change of cadre, step and grade increment, and placement for retirement.

In the context of globalization and competition on an international arena, the Royal Government of Cambodia regards the public administrative reforms as one of the priority areas of the government which requires enhancing work efficiency and public administrative capacity in order to respond to the above context in time. In this sense, the strengthening and improvement of the process of HRM and HRD to make human resource in public administration more capable, professional and efficient in work performance is the most important key tasks.

This policy was set up to help ministries/institutions strengthen their management and development of human resource which is to enhance work performance and to provide quality and reliable public services responding to their needs in time. Human resource policy enables civil servants responsible for HRM and HRD to better understand their work process, the HRM and HRD scope, the work performance and responsibility, monitoring and assessing performance management of civil servants within their ministries/institutions.

2. VISION AND PURPOSE

Civil servants will become more competent, resilient, effective and reliable in providing qualified, effective and efficient public services through making civil servants uphold the values of motivation, loyalty, professionalism and a culture of service and will be assigned to perform the tasks focusing on the actual needs with effectiveness and equity.

3. OBJECTIVE

The policy on human resource in public administration is developed to coordinate and support ministries/institutions to achieve the following objectives:

1. Improve management and work performance to clearly identify, the tasks and roles and the demands of human resource both quantity and quality based on size of work;
2. Strengthen management skill and number of civil servants in accordance with the requirements;
3. Enhance performance management and responsibility of civil servants;
4. Develop capacity building of civil servants; and
5. Strengthen moral and discipline of civil servants.

4. SCOPE

The policy on human resource in public administration covers for all civil servants under law on common statute of civil servants of the Kingdom of Cambodia.

5. STRATEGY

The policy on human resource in public administration is implemented based on 5 strategies below:

1. Improve work performance system and civil servant management within ministries/institutions;
2. Strengthen efficiency of HRM implementation process;
3. Implement performance management system;
4. Better use the existing work ability and develop the new one; and
5. Provide training and enhance quality training.

Strategy 1: Improve work performance system and civil servants management within ministries/institutions

Work structure is organized smoothly to avoid overlap tasks and gap, and set clear responsibilities in order to achieve good results. At the same time, HRM mechanism has to respond effectively and permanently to the operational needs of ministries/institutions. The strategy requires:

- a. Review the operational organization structure of ministries/institutions in accordance with their mission and scope;
- b. Develop position description to clearly define duties and responsibilities for each position in ministries/institutions;
- c. Delegate duties and the right of responsibilities to position holders;
- d. Develop annual work plans for ministries/institutions by defining specific indicators and expected results; and
- e. Develop short, medium, long terms, succession human resource planning.

Strategy 2: Strengthen efficiency of HRM implementation process

The HRM process refers to human resource planning, performance management, recruitment, selection and appointment, personnel situation change, leaves, presence and absence, code of ethics and disciplines, removal from civil service cadres, and salary and other allowances. These processes have to be implemented effectively based on suitable merit, fairness and transparency. This strategy requires:

- a. Review and improve the effectiveness of the HRM process in ministries/institutions in accordance with the policy;
- b. Reinforce legal norms related to human resource to be more effectiveness;

- c. Develop additional necessary legal norms to enhance work performance in accordance with the policy;
- d. Improve management of ethics, disciplines, and equity; and
- e. Enhance awareness of rights, obligations, and the implementation of legal norms.

Strategy 3: Implement performance management system

Mechanism and implementation of HRM and HRD are to promote effective civil service and civil servants to perform the tasks well with a high sense of responsibility and uphold the values of motivation, loyalty, professionalism and a culture of service. In this sense, strengthening the effectiveness of recruitment, nomination, appointment, advancement of grade and step, training, motivation, regularly conduct performance management appraisal as well as recognition and granting of awards for incentive is the necessary requirements to enhance performance management in ministries/institutions. At the same time, an appropriate work environment has to be developed to enable an individual civil servant to perform to their best abilities with available resources. This strategy required:

- a. Develop and implement performance management system;
- b. Revise incentives scheme to ensure reliable and valuable incentives; and
- c. Set up a mechanism for sharing best practices resulting from previous performance.

Strategy 4: Better use the existing work capacity and develop the new one

The better use of the existing work capacity and develop the new one requires systematic approaches, reliable information about the existing work capacity and the current and future operational requirements. The arrangement of HRD programs must be based on work capacity development to respond to the development of operational requirements of ministries/institutions. The HRD programs have to promote and encourage civil servants to develop capacity on management and leadership as well as talent developments such as technical skills, individual skills, and interpersonal skills. The strategy requires:

- a. Develop, use, and update databases of civil servants regularly;
- b. Develop work competency management mechanism and career path planning;
- c. Develop work competency profiles for priority functions;
- d. Evaluate and analyze regularly on the development of job specification/qualification requirements; and
- e. Set up mechanism to mobilize and use necessary resources effectively.

Strategy 5: Provide training and enhance the quality training

Training must meet the actual demands of ministries/institutions with the characteristic of Cambodianization to ensure cost efficiency and effectiveness. Training must be broad and open for all to participate in transferring knowledge, skills, and experiences such as on the job training and the better use of technical skills. Training must be encouraged to use local resources and information technology such as distance learning, etc. The training plans must be flexible to respond to the development of work situation. The strategy requires:

- a. Cambodianize in the sense of the provision of training like the organization of case study and recruitment of trainers ...etc.;
- b. Develop and organize the short term training in response to the needs for technical skills, personal skills and inter-personal skills in task performance;
- c. Provide regular training to position holder from the position of Deputy Chief Office to Director General or Secretary General;
- d. Provide initial or orientation training course to those civil servants who have recently been recruited so that they could familiarize themselves with procedures in public institutions, policies and strategies of the Royal Government as well as

- administrative procedures and organizational structure of ministries/institutions before they are appointed to specific position;
- e. Cooperate between Cambodian training service providers and foreign training institution and set up the network of trainers;
 - f. Develop the capacity of governmental training institutions in order to response to the actual needs;
 - g. Provide distance learning to integrate with the global network and opportunity for civil servants access to qualified training;
 - h. Harmonize and orient scholarship programs to meet the priority areas of the ministries/institutions;
 - i. Provide opportunity and motivate the self-study practice, on the job training and experience sharing; and
 - j. Establish the public service training institute which is responsible for the facilitation of short term trainings which have inter-sectorial character and for generating the resources for conducting training courses.

6. ACTION PLAN

The management and development of human resource are the responsibilities of ministries/institutions under their jurisdiction. The management teams of ministries/institutions have very important roles in managing the organization as a whole as well as the performance management of their staffs. HR section is to help the ministry/institution and the management team to ensure the effectiveness of the HRM and HRD practice.

The Council of Administrative Reform in collaboration with State Secretariat for Civil Service plays role as coordinator in orienting, monitoring and promoting this policy implementation. Ministries/institutions and national and sub-national level organization are responsible for implementing the HR policy within their own jurisdiction.

Once the HR policy is adopted, the existing legal framework such as Common Statute of Civil Servant of the Kingdom of Cambodia and Separate Statutes of each cadre, Royal-decree, Sub-decree, Prakas or relevant circulars that are in force need to be reviewed before making necessary amendment to motivate the more effective implementation of each component within this policy and to response to the actual need for now and in the future.

This policy will be implemented within the government's budget framework. Financial contribution and technical support from developing partners are necessary for capacity building of the management team and HR section in implementing this policy.

The concerned civil servants in HR management at relevant ministries/institutions will be trained to boost the implementation of this policy.

The management and development of human resource must be improved gradually to ensure the effective and sustainable implementation. The HR planning will require the strengthening of existing mechanism and the relationship with other ministries/institutions' planning such as the budget and operation planning. The use of position description and employment agreements which are the experiences resulting from using other mechanism and tools such as the special operation agency and priority operational cost will be further implemented for the other target groups such as some of those in management position and those with specialized skills.

The Council for Administration Reform will closely cooperate with relevant ministries/institutions to develop action plan which highlights the priority actions and sequences of

implementation of expected results as well as the necessary resources for implementation. Documents on the HRM and HRD approach will be prepared as guidance for ministries/institutions in implementing this policy.

Ministries/institutions have to ensure the consistency between this policy and their HR policy or strategies.

7. MONITORING AND EVALUATION

The Council for Administration Reform and the State Secretariat for Civil Service will cooperate with other ministries/institutions to annually monitor the implementation of action plan which defined for implementing HR policy by using quantitative and qualitative indicators to ensure all objectives have been met.

Report on the results of monitoring and evaluation will be distributed to the members of Council for Administration Reform, ministries/institutions as well as HR officers for consideration and improvement. These results together with lessons learnt from monitoring and evaluation will be used to strengthen the policy implementation.

8. CONCLUSION

HR policy will essentially complement with policy on public service delivery in order to achieve goals which stated in vision of National Program for Administrative Reform is “*servicing people better*”. Relevant policies which include policy on salary and supplementary allowances are being prepared and those policies will become the complete policy framework for implementation of NPAR.

HR policy is an important and appropriate step in improving the performance management of civil servants while the principle of career system remains in practices. Principle of seniority is still the main criteria in civil service system; however, this principle is complemented by other criteria such as work performance, suitable merit and efficiency.

To sum up, an effective human resource is vital for good governance and good governance develops effectiveness human resource.



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មុខងារសាធារណៈ

Policy on Human Resource in Public Administration

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Introduction

- The success of the win-win policy, integration of all political factors in 1999
- Law on common statute of civil servants + 21 separate statutes were established
- Effective public service starts from competent civil servants
- So Policy of Human Resource in Public Administration must be set up to improve the management system, and civil servant capacity

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Vision

Enhancing civil servant capacity to be more competent, resilient, effective and reliable in providing qualified, effective and efficient public services through making civil servants uphold the values of motivation, loyalty, professionalism and a culture of service and will be assigned to perform the tasks focusing on the actual needs with effectiveness and equity.

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Objectives

- Improve management mechanism
- Strengthen management skill and number of civil servants in accordance with the requirements
- Enhance performance management and responsibility of civil servants
- Develop civil servant capacity-building
- Strengthen moral and discipline of civil servants

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Scope

- The policy on human resource in public administration covers for all civil servants.

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Strategy

1. Improve work performance system and civil servant management in the ministries;
2. Strengthen efficiency of HRM implementation process;
3. Implement performance management system;
4. Better use the existing work ability and develop a new one;
5. Provide training and enhance quality training.

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Action Plan

- Management team must play a very important role in managing the organization and staffs;
- CAR and SSCS as the coordinator in orienting and promoting the policy;
- Other relevant documents need to be reviewed;
- The policy will be implemented using the government budget and development partners;
- The management and development of human resource must be improved gradually to ensure the effective and sustainable implementation;
- Develop action plan for each ministry

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Monitoring & Evaluation

- Annual monitoring the implementation of action plan
- Report and distribute the result of monitoring and evaluation for consideration and improvement

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Conclusion

- This HR policy is an instrument to achieve vision “serving people better”
- To sum up, an effective human resource is vital for good governance and good governance develops effectiveness human resource

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**Thank you
for your attention.**