Professional Human Resource Management FAQs

Lagos State is focused on becoming one of the top 10 megacities in the world in terms of urban living indices. As part of the change programme of the State, the Office of Transformation is working in collaboration with the UK Department for International Development (DFID), under the State Partnership for Accountability, Responsiveness and Capability (SPARC) programme, to undertake a comprehensive review that will facilitate a transition from the practice of Personnel to professional Human Resources Management (HRM). This leaflet presents some frequently asked questions (FAQs) about HRM in Lagos State.

I have heard HR is coming to Lagos. Is this correct?
Yes, a managed shift from Personnel to professional HRM is being proposed to support LSG’s goals for the Civil Service. It is a new practitioner model that builds on, and does not replace, Personnel administration.

Isn’t “professional HRM” just old wine in new bottles?
Personnel administration currently focuses only on service wide HR. Professional HRM recognises that in addition, there are different and unique HR challenges in each MDA and Dept. Which is why specialist HR Cadre officers are needed to identify and implement new, strategic, joined up and tailored HR solutions.

Why can Admin Cadre generalists not do the new HR?
The present generalist model has reached a ceiling – by design generalists are not experts or specialists and by grouping Personnel, Procurement and Planning together, the value of each individual element is underplayed. These are each key pillars of government and need to be professionally strengthened if the new transformation agenda is to be delivered successfully.

What will happen to Admin officers if their duties are reorganised?
Admin officers will be invited to convert to the cadre in their area of interest e.g. Planning, Procurement,
Personnel (now HR). These professional roles go beyond what is done currently – as such the role of an HR Cadre officer will be much BIGGER than just Personnel administration. The introduction of professional HRM means more responsibility and relevance – not less.

**What if I don’t want to specialise?**
A number of options are currently being considered. There will be a managed transition to a specialist model for the Service. Officers not wishing to convert to the HR, Planning or Procurement Cadre are likely to be given the option in the short/medium term to remain as Admin Cadre officers, performing the enduring logistics and support functions e.g. facilities, transport, catering and office management. It is very much hoped however, that Admin Cadre generalists will elect to join, shape and lead the introduction of the new professional services in LSG.

**Who is eligible for the new HR Cadre?**
All Admin Cadre officers will be eligible for immediate lateral conversion to the new HR Cadre subject to: 1) Interest in and commitment to HR; 2) Attending an HR Induction training course, organised and paid for by LSG; 3) Passing an evaluation to confirm learning during the training course; 4) Commitment to ongoing professional development and training.

**What training will be given to new HR Cadre officers?**
A new in-house HR Induction Curriculum has been developed by PSSDC, in conjunction with the Chartered Institute of Personnel Management, Nigeria (CIPM). It is expected that all new HR officers attend this training course before being deployed into the HR Cadre.

**What will be the role of the new HR Cadre officers?**
There will be three key roles in the new HR Departments: HR Strategists (e.g. GL14–17), HR Managers (e.g. GL12–14) and HR Personnel (e.g. GL10–12). The precise structure of the new HR Departments has yet to be formalised but will take into account the size of the MDA and encompass a wide range of required HR functions and appropriate job grades.

**If I join the new HR Cadre what will be my career options?**
At any point in your HR career, there will be 4 key options: 1) Develop further within your existing role or HR specialist area in your MDA; 2) Move into another HR specialist area within your MDA to gain broader experience or tackle something different; 3) Move to a bigger role, determined by your performance and eligibility for promotion; 4) Move to another MDA to learn how HR is done differently elsewhere.

**When will professional HRM be introduced service wide?**
Subject to approval by the Head of Service and the Executive Council, it is anticipated that the service wide introduction of professional HRM begins in July 2013. In order to formalise what HR in LSG should look like, a pilot exercise is currently taking place to test all of the assumptions outlined here and to ensure the model developed will work for us.