

GROUP 4

Lorelly Pujadas

Esther Inniss

Nariya Baksh

Karen Ramkissoon

Lana Mathura



Embracing Merit

- What is the role of merit in the HR Future State?
- What are the implications of shifting from seniority to merit?
- How would such a transition be approached?

CURRENT STATE

- Merit is an ideal state whereby outcomes/incentives are aligned to performance and productivity
- Merit does not exist currently in the Public Service as there are no established standards/framework for monitoring and evaluating performance
- Currently, increments are solely linked to an officer's performance appraisal and promotion is based solely on seniority

Drawbacks as an officer can be promoted regardless of productivity

Competencies

- Use of competencies but it's adhoc – multiple competency systems utilized currently
- Misalignment between competencies and jobs
- Service Commissions Department (SCD) utilizes competency based interviews

FUTURE STATE

- Implications of shifting from seniority to merit based system:

Negatives

- Risk of nepotism is evident if merit is used as a basis for promotion in the Public Service
- Demotivated employees as a merit based system may enable junior officers to accelerate at a faster rate than senior officers

Positives

- Organizations obtain the right employees who are the right fit for the job
 - Promotes the use of a competency profiles to assess job performance; proper supervisory performance management
- *Strengthen organizations and establish set frameworks/guidelines to enable to use of merit*
 - *Should be reflected in the job classification*

ROADMAP TO GET THERE

- Merit must be linked to performance (Competency-based approach)
- A single approach to merit based system (all entities working together and inclusion in the process of developing a merit based system)
- Sustained commitment (a driver of change) to the merit based approach
- Formulation and implementation of proper systems, procedures, guidelines and framework for utilization of merit in the Public Service (supervisory performance management, proper assessments, job evaluation exercise)
- Analysis of the needs of each entity's needs, strengthen the entity's capacity by finding the right employees for the right job (right fit) (development of specific training plans for entities)
- Development of competency profiles for all positions (both contract and established) and utilization of these profiles to evaluate job performance

CRITICAL SUCCESS FACTORS

Merit

- Buy in from top management/executives in the Public Service and the Trade Union
- Proper monitoring and evaluation of systems/frameworks developed for the merit based system (Competency profiles for all jobs) by relevant Agencies
- Strengthening of the capacity/resources available to Ministries
- Change of organizational culture (mindset that a person's is groomed for a particular position and simply moves through a stream in the Public Service)

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