ReSPA

Regional School
of Public Administration

HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Experts Working Group Meeting on

HR Information Systems

28-29 September 2015

Tirana (Albania)

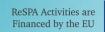**Provisional Discussion Paper and Agenda**

Background

ReSPA is an International Institution set-up as a joint initiative of European Union and the Western Balkan countries working towards fostering and strengthening the regional cooperation in public administration, human resource management and civil service reform among its Member States. It seeks to offer excellent innovative and creative training events, networking activities, capacity building and consulting services to ensure that the shared values of respect, tolerance, collaboration and integration are reaffirmed and implemented throughout the public administrations in the region.

The HRMD Experts Working Group (EWG) within ReSPA will continue to ensure coordination of the HRMD advancements in administrations at the regional level by providing comprehensive inputs for ReSPA programme and activity plans and/or streamlining the activities in line with the needs of the region in EU integration process for a better administration. In addition, the HRMD provides specific recommendations and guidelines to ReSPA for further improvement of the work in certain subareas within the HRMD thematic area as in this case in Human Resources Information System (HRIS). In nowadays a modern HRMD cannot be imagined without IT tools and opportunities IT offers. So, the role of e-Governance in the process of human resource management and development everyday is increasing. Digitalization process of many public administration activities has pushed to the idea of broader usage of electronic systems/applications in professionalization of public administration, as per cheaper, easier and more transparent public administration.

Lately, ReSPA's representatives are participating in PAR Special Group meetings throughout the region and following the latest achievement in the region in meantime identifying the challenges of each single public administration and also common challenges in the region. Therefore, HRIS was identified as one of the key challenges throughout the region in some countries were identified challenges in building system, to some of them populating it with necessary data, and some others in interlinking it with other systems (e-platform) as interoperability action/s.

As a conclusion from all previous mainstreams PAR Special Group meetings in the region as a common weakness was identified the well/proper functionality of HRIS. In between two PAR Special Group Albania meetings in 2015 (February and July 2015), European Commission has seen recognizable achievements in Albania in the field of inter-operability systems and new developments within HRMIS as part of this process. Therefore, it was chosen as a good practice and the possibility of exchange of information as a tool of strengthening regional co-operation and support among beneficiary countries in the field of Human Resources Management and Development in general and HRIS in particular. The specific objective is to improve the human resources management information system in the public administration of the Western Balkan countries by means of strengthening the capacity of the experts working group in the field of HRM in order to ensure the continuity of the reform process.

ReSPA will provide various types of assistance and activities to the EWG members (Conferences, Regional meetings, Workshops, Brainstorm sessions, Publications, etc).

The role of HRIS in HRM

Human Resources Information Systems (HRIS) are systems used to collect, record, store, analyze and retrieve data concerning an organization's human resources, but it is not merely reduction of administrative procedures. The importance of HRIS system is multifaceted, ranging from operational assistance in collecting, storing and preparing data for reports, simplifying and accelerating the processes and controlling the available data, reducing labour costs for HR departments, and providing timely and diverse information to the management of the company, based on which it is possible to make quality strategic decisions related to human capital[1].

As each administration's objective is and/or should be to find the best, easiest and cheapest solution of collecting data, analyzing them and write/make better and strategic policies. HRMIS is a modern tool of simplifying the methods, decreasing the possibility for errors in data gathering and data processing, increasing the chance for précised statistics and information which leads to better policies and quality of services.

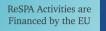## Moving from a classic HRM to a HRIS, the case of Albania*

How use of IS can improve Human Resource Management Practice?

- Improving HR service*

- Costs reduction

Time & Cost Efficient Time-consuming, manual HR tasks such as data entry will be replaced by automation technology with a HRIS. A 2009 survey found that a company spent an average of $28.21 to manually process an expense report, as opposed to $6.19 by a fully automatic and integrated system—a 78% decrease. In addition, the time needed for payroll processing can be reduced by up to 75% with a HRIS[2].

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[1] https://mpra.ub.uni-muenchen.de/35286/1/Chapter_2_draft_The_Role_of_Information_Systems_in_Human_Resource_Management.pdf

[2] http://peospectrum.com/hris-10-ways-it-can-help-a-small-company/

Today the dynamism brought to the concept 'time is money'. So HRIS is a process of automation of data gathering processing data processing, all this helps in saving time and resources dedicated for all kinds of processing. HRIS, as an automated process needs less allocated resources meaning less cost. Increase of efficiency of time and costs.

- Recruitment and retention / ReSPA example

The EU funded Quality of Public Services Project worked with ReSPA to develop a new competency-based recruitment process. This was used in the recent recruitment of programme managers.

The new process applies information systems in the early stages to screen applicants and identify those who should be brought through to the later stages where they undergo supervised testing, interviews and evaluation.

ReSPA used a competency-based recruitment approach. This focuses on the abilities that candidates need to do the job properly. It aims to recruit people who will have a flexible approach to their work. It looks at a candidates' latent potential as well as actual skills and competencies. It also recruits to the ReSPA team's requirements rather than for a specific job.

IS supports a number of different steps in ReSPA's recruitment process. Initially, web advertising formed part of ReSPA's search for suitable applicants. ReSPA then used an on-line application process for all applications. After the closing date for the positions that already had passed then all applicants received the same instructions for completing online tests. These addressed competencies such as numerical and verbal reasoning and also personality tests.

Applicants completed the tests online and these were then scored by computer so that there was no possibility of bias or human interference. Unsuccessful candidates were automatically notified. Successful ones were then invited to take part in the next stage of the process – an automated video interview. In this candidates addressed certain questions and the video was kept for evaluation by assessors.

Candidates were then invited to take part in group assessment and an interview.

IS played an important part in the initial phases of recruitment. Key points to note are that candidates who pass the screening battery are five times more likely to be successful performers. Each candidate who is screened out saves approximately 20 minutes of a recruiter's time – examining CVs etc.

The total cost of screening increased in the recruitment process. Interview costs decreased. Overall there was an increase in the selection system costs.

The benefits of applying IS in the screening phase of the recruitment process included: reduced orientation costs; less time spent on filing, correspondence and checking CVs and documents; and virtually no appeals.

The long-term benefits include more rapid and accurate recruitment. Those recruited are better skilled and more likely to be more productive as a consequence.

Interoperability of HRIS with other platforms

Interoperability[3], within the context of European public service delivery, is the ability of disparate and diverse organisations to interact towards mutually beneficial and agreed common goals, involving the sharing of information and knowledge between the organisations, through the business processes they support, by means of the exchange of data between their respective ICT systems.
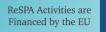
Public services operate in a complex and changing environment – due, for example, to changing legislation, needs of businesses or citizens, organisation of public administrations, business processes or technologies – and ensuring interoperability between the different components is a continuous task. Interoperability, reuse and sharing are beneficial and they will produce savings, but at the same time they require initial investment. However, it is worth investing if we are to think about the future.

Therefore, when building a new information system it is important to conceive technologically independent systems in accordance with the standards of open systems, to effectively connect with other information systems, to effectively share the necessary information and documents and to respect widely accepted public standards and industry best practices in design, coding and documentation.

In the context of HRM, a modular system, build in separate modules each supporting separate HR functions (organizational structure, employee register, HR processes, documents and notifications, contracts management, working time management, compensation and benefits, competence and goal management, appraisal and reviews, learning and development, recruiting) with data sharing should be conceived. In such a way, additional modules can be added at the later stage and system can be upgraded and customized for any new office functions and internal processes. Further, the following external information systems, if existing, are to be considered for data sharing and exchange with HRIS:

- Systems for authentication and identification and single sign on;

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[3] Article 2 of Decision No 922/2009/EC of the European Parliament and of the Council of 16 September 2009 on interoperability solutions for European public administrations (ISA) OJ L 260, 03.10.2009, p. 20.

- E-mail and calendar system to provide for informing, warning and reminding the user of the actions done and deadlines for action;

- Document Management Systems in order to transfer contents and documents between those systems;

- Workflow systems providing for automation flow of documents and information through the workflow, where work procedures can be determined in detail in relation to their participants and tasks;

- Citizens register – for accessing to up to date basic data on employees, residence data etc.;

- Payroll information system - HRIS should provide data to the Payroll information system for payment calculations;

- System for control of entries and exits;

- Business intelligence system for extensive reporting and analyses.
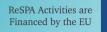
Target audience

This HRM experts working group meeting is intended for three permanent members and one temporary member (ad-hoc) dealing with HRIS policy, development, monitoring etc. each from the ReSPA member states and Kosovo4. The meeting is targeted the following members:

1. Head of national training institution/ head of department for capacity building in the relevant Ministry in charge of Public Administration; and

2. Senior Official responsible for HR Policy in the relevant Ministry in charge of Public Administration.

3. Officers dealing with HRIS policy, development, monitoring etc., as temporary (ad-hoc) member.

The experts of the working group are invited to:

- Participate fully in the discussion among the members and practices exchange

- Provide inputs for the future needs and activities of the HRMD working group and identify the steps needed to be taken in order to achieve them.

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[4] This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Objectives

The overall objective for this meeting is to present best practice in human resource information system developments in Albania and afford the participants the opportunity to compare and contrast their own activities in this regard with those in other ReSPA members. They will also have the opportunity to get practical advice on developing their own HRIS model taking into account specifics in their own systems and legal infrastructure. This will be achieved by examining how HRIS are established and operated in civil services facing or that have faced challenges similar to those now facing the participants' own services. Specifically, it will examine:

- The creation and designing of HRIS in Albania, their operation and development;

- The application of HRIS in a managing HR process;

- Advancing interoperability of HRIS with other online platforms or registries;

The meeting will identify practical outputs and solutions for individual civil services through facilitated discussions and work groups.

Content and Approach

The meeting will use an open and participative approach. There will be formal presentations followed by an opportunity to ask questions and raise issues with the presenters. The intent is knowledge and experience sharing and the format will facilitate this as much as possible.

The morning of the first day will explore the recent experience of human resource management information system development in Albania.

Short presentations on the others system in the region will follow for comparison.

Both sessions will allow time for open discussion and exploration of the material presented.
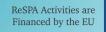
The second day will concentrate on the application of HRIS in a managing HR process, such as organizational structure, employee register, HR processes, documents and notifications, contracts management, working time management, compensation and benefits, competence and goal management, appraisal and reviews, learning and development, recruiting etc.

Advancing interoperability of HRIS with other online platforms or registries will follow.

There will be a workshop session involving all participants and presenters whereby two groups will discuss what they have heard and identify what actions they and the network need to take to further their ability to develop and implement a broad-ranging competency framework in their national civil services.

Presenters and facilitators*

Ansi Shundi...

Edna Karadža earned her Electrical Engineering Master degree at University of Zagreb, Croatia in 1996 and in 2007 she successfully completed the Executive Master in e-Governance organized by Ecole Polytechnique Fédérale de Lausanne in Switzerland in collaboration with other prestigious institutions worldwide.

Her professional experience incorporates working primarily for the public sector and judiciary, with a demonstrated experience and capacity in supporting successful implementation of complex ICT-related projects, having been involved in several strategic consultancies in BiH and the region in ICTs, e-Government and e-Governance. She is author of various research papers and publications in e-governance and e-democracy field.

She has extensive experience in the requirement analyses and development of HRIS for public institutions, being engaged in requirements specification and development in Kosovo, BiH, Ukraine and Tajikistan. Currently she is involved in supervising the implementation of the HRM system for the Central Bank in BiH. Previously, she was involved in the implementation of a information system for performance management system in civil service in BiH, after being a Team Leader of the HRM project in BiH in charge of conceptualizing and developing functional and technical specifications of an integral, country wide, HRM system - presented even at European e-Practice newsletter. She was also involved in the requirements specifications for the HR system in Ukraine and Tajikistan and, in 2006, she was also involved in preparing basic technical specifications for a new Central Personnel Registry in Kosovo.

AGENDA*:

Venue: Hotel ROGNER, Tirana

Day 1 – Monday, 28th September 2015

9.00 – 9.15	**Registration**
9.15 – 9.30	**Welcome and introduction**: *Mr. Goran Pastrovic, Mr. Fatos Mustafa*
9.30 – 11.00	**Session I – Presentation on How use of IS can improve Human Resource Management Practice?**

Improving HR service, *Mr. Ansi Shundi*

Cost reduction, *Mr. Ansi Shundi*

11.00 – 11.30   *Coffee break*

11.30 – 13.00   **Session II –** HRIS progress in Albania, (tbc...)

13.00 – 14.00   *Lunch Break*

14.00- 15.30   **Session III –** Country presentation/s in developments in their respective HRIS and its influence in recruiting – one presentation per country (tbc...)

Recruitment and retention / ReSPA example, *Mr. Fatos Mustafa*

15.30 – 15.45   *Coffee break*

15.45 – 17.00   **Session IV –** HRIS as a tool for a modern HRM, *Ms. Edna Karadza*

E-Government as a benefit of efficiency and savings in public administration, *Mr. Goran Pastrovic*

17.00   *Close of Day 1*

17.15 -   *Social event (tbc)*

Day 2 – Tuesday 29th September 2015

9.00 – 9.45   **Session V –** Interoperability of HRIS with other e-platforms/systems, *Ms. Edna Karadza*

9.45 – 11.00   HRIS interoperability with e-platform/ and or individual system/s in Albania, *(tbc...)*

11.00 – 11.15   *Coffee break*

11.15 – 12.15   **Session VI –** Country presentations/information in HRIS interoperability with other e-platforms/systems – one presentation per country, *(tbc...)*

12.15- 12.30   **Discussion on state of play of HRIS in WB,** *Mr. Ansi Shundi and Ms. Edna Karadza*

12.30 – 13.00   **Conclusions and summary of the two day's work,**

Mr. Fatos Mustafa and Mr. Goran Pastrovic

13.00- 14.00   *Lunch*

Departure of participants