

THE HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS) PROJECT

1. INTRODUCTION

In 2012, the Government of Ghana, under the leadership of the Public Services Commission (PSC), initiated the Human Resource Management Information System (HRMIS) project to establish a comprehensive and a common Human Resource database for all public service employees in the country. The project aims at strengthening controls around entrance, exit, promotions and positions across the various service groups.

The HRMIS project is a component of the GIFMIS project, which has now metamorphosed into the Public Financial Management Reform Project (PFMRP).

The Project, when completed, will create a common technological platform for the Human Resource data of all public service organizations (PSOs) in the country. These PSOs will access and use the data online to initiate human resource processes while PSC will have access to the system to perform its essential regulatory and control functions across all services. This system will be linked to both the budget and the payroll and will be used by the Ministry of Finance and the Controller and Accountant General's Department (CAGD) to prepare the budget and process the payroll respectfully.

2. WHY THE HRMIS?

The need for the establishment of the Human Resource Management Information System

(HRMIS) has arisen due to the under-mentioned reasons:

a) Lack of readily available and accurate human resource management (HRM) data/information in the public service for the following:-

- Speedy management of HR issues;
- Effective evidence-based human resource management (HRM) decisions making;
- Effective HR planning, deployment, capacity utilization, promotion etc.
- Efficient budgeting and payroll management.

b) To address the problem of multiple stand-alone human resource data in most MDAs/MMDAs, which results in many challenges, such as the existence of more than one and varied records on an employee.

c) To address the delays in the placement and payment of newly recruited employees on the payroll associated with the current manual HR management processes.

d) To facilitate effective control of Establishment Ceilings.

3. SCOPE OF THE HRMIS PROJECT

The HRMIS Project is being implemented in three phases.

Nine (9) Ministries, Department and Agencies (MDAs) have been selected to pilot phase one (1) of the project on. These MDAs include the following:

- Public Services Commission (PSC)

- Office of the Head of Civil Service(OHCS)

- Local Government Service (LGS)

- Ministry of Food and Agriculture (MoFA)

- Ghana Education Service (GES)
- Ghana Health Service (GHS)
- Ghana Statistical Service (GSS)
- Ghana Audit Service (GAS), and
- Ghana Prisons Service (GPrS).

These MDAs constitute about 65% of the public service employees in the country.

Phase one will cover Core or Fundamental human resource management (HRM) elements, which include:

- Establishment Control/Position Management,
- Employee Profile Management and
- Employee Cost management.

The HRMIS is now live in the following institutions as at 31st August 2016:

- Public Services Commission;

- Ghana Statistical Services;

- Ghana Prisons Service;

- Office of the Head of Civil Service;

- Ministry of Food and Agriculture;

- Local Government Service.

The following MDAs are expected to go-live by end of fourth quarter of 2016:

- Ghana Health Service;

- Ghana Audit Service;

- Ghana Education Service.

CAGD is expected to complete the migration of Ghana Education Service from IPPD3 to IPPD2 and run an active payroll on IPPD2 before handing over to PSC to prepare its data for use on the HRMIS. A more realistic timeline will be provided as soon as CAGD provides the data.

It is expected that the system will be rolled out to more MDAs before the end of 2016.

Phase two has been budgeted for under PFMRP and contractual arrangements will be finalized once the system has stabilized on the HRMIS pilot MDAs. Tentatively we expect commencement of Phase 2 during the first Quarter 2017. This phase will encompass the following Secondary HRM modules:

- HR Planning/HR Forecasting Informatics

- Recruitment and Selection,

- Absence Management,

- Termination/Attrition and

- Postings/ Transfer/ Secondment.

Phase three will cover Talent Management HRM elements, which comprise the following:

- Performance Management,

- Career and Successful Planning,

- Competence Management,

- Learning Management and

- Time Management.

4. THE IMPORTANCE OF THE HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS) ON THE MANAGEMENT OF THE GOVERNMENT OF GHANA PAYROLL

The HRMIS will impact greatly on the management of the Government of Government payroll in the following ways:

a) Improved Quality of Human Resource Data in the Public Service:

Presently, it is difficult to tell with accuracy the exact number of staff in the entire public service in view of the standalone databases established by the MDAs/MMDAs. It is also difficult to tell exactly where these human resources are deployed in the service.

HRMIS will provide readily available and accurate data on existing staff to ensure that only active staff who are deployed within known Management Units are paid therefore facilitating real-time alignment and postings by MDAs.

This measure will help to:

- Reduce and ultimately eliminate “ghost” names from the payroll.
- Significantly reduce salary arrears and its attendant costs;
- Improve the image of the Government across the country;
- Reduce, if not eliminate, labour unrests

b. Better Control Over Payroll Expenditure:

The Establishment Management modules to be implemented under the HRMIS will ensure that no staff is recruited outside the establishment ceilings. The establishment ceilings will initially be set at actual staffing levels on the Go-live date or at levels negotiated with MDAs based on technical workload analysis work undertaken as part of frequent HR Audits in absence of an approved Establishment ceiling by the MDA/MMDA’s Governing Board.

This means that the initial basis for adjustment of post Go-live ceilings by PSC will be the HR Audit outcome and or the approved Establishment levels by the MDA/MMDA's Governing board and PSC.

c. Instant Updates of HR data at the MDA/MMDA Levels:

Presently, it takes about 6 months or more for inputs of new employees from MDAs/MMDAs to be processed for payment of salaries by CAGD.

The HRMIS will enable MDAs/MMDAs to directly and instantly update all HR records on a continuous basis.

This will cut down the business process time and, thus, allows new employees to be paid within 3 months of recruitment or less (*This factors large organizations like GES and GHS*).

d. Linkage of HRMIS to the Payroll and Financials:

HRMIS will be linked to the Payroll and Financials. This direct linkage of the HRMIS to the Payroll will ensure that only valid employees are paid by the CAGD and their compensation actuals are instantly reflected in the General Ledger in Financials. *The linkage of Payroll to Financials is outside the HRMIS scope.*

e. Linkage of the HRMIS to the Hyperion of the Programme Based Budgeting (PBB):

The HRMIS will be linked to the Hyperion budget application. This will facilitate automatic transfer of employee costs to the Consolidated Budget at MoF for submission to parliament for necessary approvals. Once approved the appropriated budget will then be loaded onto the General Ledger (GL) located on the GIFMIS. This process will significantly reduce manual

intervention.

This will ensure that recruitment is based on availability of budget.

5. STATUS OF IMPLEMENTATION

a) Development & Execution of HRMIS Change Management Strategy.

HRMIS sensitization programmes were organized for key stakeholders, including the following:

- Chief Directors and Chief Executive Officers of public service organizations;
- Management & Staff of the pilot MDAs;
- Heads of HR of MDAs;
- Cabinet Sub-Committee on Payroll;
- Special Budget Committee Of Parliament;
- The Media and CSOs;

- Management and Staff of Roll-Out MDAs.

Internal Project Implementation Teams (PITs), who will oversee the successful implementation of the system in the respective MDAs, were constituted during these workshops and are actively involved in the operation of the HRMIS in Live Sites.

b) The HRMIS Set-up

The HRMIS set-up is ongoing for remaining Pilot MDAs and has commenced for Roll-out MDAs expected to Go-live in the fourth Quarter of 2016. Additional system tuning configurations are under consideration by Oracle global based on a systems Health check performed recently by Oracle Eqypt based on proposals made for system enhancements by PSC. A System Acceptance Certificate/Installation Certificate was issued to the HRMIS Implementation Provider to this effect.

c) Data Migration Checks

The Technical Team of PSC, together with the Implementation Consultant, are undertaking cleansing of data before loading into production. This is a continuous process for both pilot MDAs and Roll out MDAs to assess correctness of sensitive data.

This exercise is being done to ensure the data uploaded onto the system is of high quality.

d) Position Review

Review of organizations, jobs and staff of the pilot MDAs to ensure that they are properly aligned in production is underway and details are as follows:

- **Ghana Statistical Service (GSS)** – completed;

- **Public Services Commission (PSC)** – Completed;

- **Office of the Head of Civil Service (OHCS)** – Completed;

- **Ghana Prisons' Service (GPrS)** – Completed;

- **Local Government Service (LGS)** – Completed;

- **Ministry of Food and Agriculture (MoFA)** –Completed;

- **Ghana Health Service (GHS)** – Final Position file is to be generated for final review;

- **Ghana Education Service (GES)** – This has not yet started because CAGD has not yet completed migrating and reconciling GES data from IPPD III to IPPD II;

- **Ghana Audit Service (GAS)** – Yet to be generated.

e) On-the-Job Training and additional training for Internal Team at PSC

On-the-job training is ongoing for PSC internal Implementation team comprised of additional Functional and Technical staff to ensure the core team is cable of adequately supporting the roll out of the HRMIS across the GoG MDAs more sustainably.

This will also facilitate appropriate knowledge transfer so that when the Implementation Consultants complete their assignment, the Team will be able to take over and get the system running without any hitch.

f) Expected dates to go live

So far 6 Pilot MDAs are now live on the HRMIS, all things being equal, phase one is expected to be concluded by Quarter four of 2016.