GOVERNMENT OF ENUGU STATE OF NIGERIA

Support to Re-organisation of Office of the Head of Service in line with Corporate Plan

December 2013
Abbreviations and Acronyms

BEPP  Bureau of Establishment, Policies and Pension  
BGA  Bureau of General Administration  
BPSM  Bureau of Public Service Management  
CP  Corporate Plan  
CSC  Civil Service Commission  
EMD  Employee Mobility Department  
EP&WD  Establishment, Pension and Workforce Development  
EPPD  Establishment, Policies, and Pension Department  
ETPB  Establishment Training and Pensions Bureau  
GAD  General Administrations Department  
GL  Grade Level  
HoS  Head of Service  
HR  Human Resource  
HRM&AD  Human Resources Management and Administration Division  
EIRD  Employee and Industrial Relations Department  
HRMIS  Human Resources Management Information System  
ICT  Information Communications and Technology  
L&DD  Learning and Development Division  
MDAs  Ministries, Departments and Agencies  
MDIs  Management Development Institutions  
MSU  Ministerial SERVICOM Unit  
OHoS  Office of the Head of Service  
PIB  Performance Improvement Bureau  
PMD  Performance Management Department  
PS  Permanent Secretary  
PSD  Public Service Department  
PSM  Public Service Management  
PSMWG  Public Service Management Working Group  
SPARC  State Partnership Accountability, Responsiveness and Capability
Executive Summary

Enugu State is one of the 10 states being supported by the State Partnership for Accountability, Responsiveness and Capability, a governance programme funded by the UK Department for International Department. The Programme is supporting the Office of the Head of Service in developing its corporate plan with the objective of re-focusing its employees on service delivery and its organisation and the public service on performance. This report is the final stage of the proposal phase arising from the findings of the institutional appraisal stage of the corporate planning process, that is, the functional and structural reviews.

The Office of Head of Service is responsible for providing leadership, direction and guidance to the Enugu State public service. The Office is currently organised into:

- Two departments;
  - Public Services and General Administration and
  - Staff Welfare
- Two bureaux.
  - Establishment, Training and Pension and
  - Performance Improvement Bureau

Following the review of the current structure, a more efficient and fit-for-purpose organisation structure for the OHoS that will be more responsive and better able to provide quality management was proposed. The new structure will have the following outcomes:

- A well-managed workforce;
- A competent workforce;
- A motivated and engaged workforce; and
- An ethical workforce.

Following a structured organisation design process, the emergent new design recommends a three-bureaux structure aligned with the key outcomes for achieving the vision of the Office of Head of Service. The following are the bureaux and their responsibilities:

- **Bureau of Establishment and Policy, and Pension** *Achieving a well-managed and ethical workforce:*
  - Establishment and Policies department;
    - Organisation design and development including improvement of processes and systems
    - Job design and development
    - Policy development and custodians
  - Pensions and Benefits Administration Department.
    - Data management
    - Benefits management
    - Computations

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\(^1\)Anambra, Enugu, Jigawa, Kaduna, Kano, Katsina, Lagos, Niger, Yobe, and Zamfara
• **Bureau of Public Service Management** *Achieving a competent, motivated and engaged workforce:*
  - Recruitment department;
    - Advising on recruitment
    - Workforce planning
    - Succession planning
  - Performance Management department;
    - Developing Performance Management Framework
    - Performance Management support x4 clusters
    - Confirmation and Promotions
  - Performance Management department;
    - Developing Performance Management Framework
    - Performance Management support x4 clusters
    - Confirmation and Promotions
  - Learning and Development department;
    - Planning Development and Evaluation
    - Curriculum Design and Development
    - Development Programs
    - Leadership Development
  - Employee Relations and Welfare department;
    - Occupational Health, Safety and Environment
    - HRMIS and Staff Records
    - Employee and Industrial Relations
    - Benefits Administration
  - Employee Mobility department.
    - Career Planning and Advisory
    - Posting x3 Pools

• **Bureau of General Administration and Welfare Services** *Managing OHoS resources efficiently and effectively:*
  - General Administration department;
    - HRM and Administration
    - Planning, Research, Statistics, and Monitoring and Evaluation
    - Procurement
  - Finance and Accounts department.
    - Budget
    - Accounts
    - Store

Each Bureau will be headed by a Permanent Secretary whilst the divisions, sections and units will be supervised by officers at appropriate posts and levels depending on the job requirements.

Central support units, such as Information, Communication and Technology, report directly to the Head of Service but serve everyone in the office and in some cases the government. For the purpose of this review, Information and Communications Technology and Human Resource Management Information System as they are report to the Head of Service. Their functions are as follows:
• **ICT service delivery and support;**
  o Provide and manage Information and Communications Technology infrastructure and resources
  o Ensure adherence to Information and Communications Technology standards, norms and best practices
  o Provide Information and Communications Technology support to government organisations
  o Maintain hardware and software e.g. website/portals, servers, e-mail system
  o Provide consultation, training and assistance to the offices and departments
  o Support of e-governance
  o Information and Communications Technology support and maintenance

• **Human Resource Management Information System and Staff Records;**
  o Maintain staff records and nominal roll
  o Administer benefits e.g. leave and pension
  o Manage inputs to payroll and pension
  o Develop and implement guidelines for the integrated Human Resource Management Information System for managing, developing and planning the workforce
  o Develop user requirements for Human Resource Management Information System update
  o Manage and maintain accurate and up to date Human Resource Management Information System for decision-making
  o Produce generic data reports regularly
  o Ensure new hires data and information are recorded
  o Coordinate input of staff data and information into Human Resource Management Information System.
Section 1: Introduction

Background
The Enugu State Office of Head of Service (OHoS) is the central agency driving Public Service Management (PSM) in the state. It is also the agency that ensures the effectiveness and efficiency of the entire public service in Enugu State in developing government policies, plans and programmes aimed at delivering services to the people. In 2012, the OHoS sought the support of the State Partnership for Accountability, Responsiveness and Capability (SPARC) Programme a United Kingdom Department for International Development funded program to develop its corporate plan (CP) as one of the two pilot agencies along with Enugu State Economic Planning Commission. The CP will build the necessary impetus and momentum that will see other ministries, departments and agencies (MDAs) developing their CPs. It will also equip OHoS with the skills and tools required to support the MDAs in the development of their respective CPs as a necessary tool in enhancing productivity and therefore performance.

SPARC support to date has covered the following first three stages of the CP process:

- Establishing the plan context: which is identifying, reviewing and redefining the MDA’s mandates, vision and mission statement, long term goals, medium term objectives and its medium term plan;
- Institutional Appraisal: which is measuring and analyzing the MDA’s ability to fulfil its aspirations (context) through functional, process and structural reviews;
- Proposals: proposing revised/amended structures and organization based on the findings of the institutional appraisal.

SPARC facilitating the PSM Working Group (PSMWG) reviewed the functions of the different departments and bureaux in the OHoS and proposed a new organisation structure in August 2013\(^2\). The proposed structure was reviewed by the PSMWG in details and comments were presented to the SPARC team during a validation meeting chaired by the Head of Service (HoS) on 28 September, 2013. The comments on the proposed structure were reflected and re-validated on 31 October, 2013. This structure was further reviewed to ensure that all human resources (HR) functions are domiciled in a bureau, the Bureau of Public Service Management for ease of professionalising and decentralising human resources management.

The structure of this report is:

- Section 1: Introduction;
- Section 2: Current structure of the OHoS;
- Section 3: Validation of organisational structure;
- Section 4: Ensuring success of the new structure.

\(^2\)The SPARC report on the Gap Analysis and strengthening of the Corporate Plan process in the Office of the Head of Service, August 2013
Section 2: Current Structure of the OHoS

The Enugu State OHoS is an important employee management institution responsible for providing leadership, direction and guidance to the civil service in Enugu State. The OHoS, together with the Civil Service Commission (CSC), has oversight responsibilities for policy articulation and implementation, as well as quality assurance on HR issues, through monitoring and enforcement of standards.

The current structure of departments and bureaux in the OHoS is reproduced in diagram 1 below. The structure is made up of two bureaux and two departments headed by Permanent Secretaries (PSs):

- Establishment, Training and Pension Bureau (ETPB);
- Public Service Department (PSD);
- General Administration and Staff Welfare Department (GAD);
- Performance Improvement Bureau (PIB).

The organisational structure is comprehensive as it covers most of the areas required to deliver the OHoS mandate. However, the structure needs to be streamlined so as to be more efficient with focus on service delivery. Some of the issues in the current functions are:

- Duplication of functions e.g. Administration department and Finance and Accounts department in ETPB and GAD;
- Duplication of establishment functions between PSD and ETPB;
- Inconsistent nomenclature used in OHoS. For instance, there are two departments in ETPB reporting directly to the PS while there are two departments headed by PSs reporting directly to the HoS; also the constant use of “sections” which is not in the organisational layers (diagram 3) and we did not see evidence to support its use;
- Lack of clarity on the reporting line of PIB, whether it is in the Governor’s Office or OHoS;
- ETPB has too many functions to be able to discharge them efficiently;
- Lack of clarity of who is responsible for the function of promoting the image of the service and liaison with federal and state agencies in GAD;
- Lack of clarity on who has the primary responsibility for maintaining and securing offices in GAD.

Also there are some critical functions missing in the structure which include leadership development, workforce and succession planning, culture, ethics and compliance management.
Diagram 1: Current structure of the OHoS

Draft SPARC report for Enugu State Office of the Head of Service, Interim Report, June 2012. This did not contain PIB’s structure because it reports to the Governor.
In view of the need to ensure that the OHoS is able to deliver its mandates with focus on the delivery of goods and services, the organisation was reviewed and re-designed and a new structure was proposed in August 2013.

Objective of organisation re-design
The objective of the organisation re-design is to modernize the OHoS into a slimmer, more efficient, fit-for-purpose organisation that is focused on service delivery. The new structure will facilitate professional development and leadership development while ensuring that there are articulated plans for the workforce and succession. The new organisation will also address the overlaps, misplaced and missing functions, and general weaknesses. The new organisation will be clearer and reflect the strategic position of OHoS to deliver the following outcomes:

- A well-managed workforce;
- A competent work-force;
- A motivated and engaged workforce; and
- An ethical workforce.

The proposed organisation structure will have the following main features:

- Create a three office structure each headed by a PS;
- Create new and where necessary upgrade old departments and divisions to fully cover the processes that support OHoS in achieving its mandates which include leadership development, succession planning, performance management and coordination, culture and ethics, compliance management and data management;
- Better focus on procurement and inventory management by ensuring they are not in the same department;
- Place HR functions in a single department;
- Eliminate duplications of divisions and clarify responsibilities;
- Standardise nomenclature used in OHoS.

Proposed organisation structure for OHoS
The proposed structure will give the OHoS the required focus on managing the civil service better to “foster professional development, through career progression and deployment that engender creativity and motivate officers to render public service with competence, objectivity and integrity, upholding at all times the public trust”. It will also focus the OHoS on “Managing the Public Service in the State within the established framework for implementing the policies and programmes of government with diligence”. Diagram 2 below shows the structure that was proposed which was considered by the HoS and his team.

The proposed structure was based on the fact that PIB re-named SERVICOM/PIB is now located in the Office of the Governor and reports to the Governor through his Special Adviser. The names proposed for the departments were to reflect their strategic roles in the OHoS for example “Policies” was added to Establishment Bureau; and the “Career Management Bureau” was added to ensure all HR management functions are located in one bureau; that is all matters concerning an employee from the time of recruitment until exit.
The proposed organisation structure was sent to the HoS and his team for review, revisions and approval which was done during a series of validation meetings held in September 2013.

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4For more details on the proposed structure, please refer to the SPARC report titled “Gap analysis and strengthening of Corporate Plan process in Office of Head of Service”, August 2013
Section 3: Validation of the organisation structure

A validation meeting for the report on “Gap analysis and strengthening of Corporate Plan process in Office of Head of Service”, August 2013 (Gap Analysis Report) that recommended new or revised mandate, vision, mission and strategic objectives for the OHoS was held on 28 September, 2013 in the OHoS. The HoS and PS PSD along with four Directors and other officers who are members of the PSMWG attended the meeting.

The HoS announced that following receipt of the report from SPARC, he set up a committee to study the report and give him a feedback. The committee did a ‘line by line’ review of the report and has submitted its findings and recommendations to the HoS. The committee report was used to guide the deliberation of the meeting. The committee submitted as follows:

- On the review of mandates, vision, mission and overall functions of OHoS, the committee recommended that these be accepted and the meeting agreed;
- Long-term goals, medium-term objectives and strategies: the committee recommended that these be accepted and the meeting agreed;
- Change in nomenclature of offices under the OHoS: The meeting agreed that the offices under the HoS should be called Bureaux. The offices are henceforth to be called:
  - Bureau of Establishment, Pension and Workforce Development
  - Bureau of General Administration and Welfare Services
  - Bureau of Public Service Management;
- Organisational layers were stated as:
  - Ministry
  - Office
  - Department
  - Division
  - Section and
  - Unit.

Diagram 3 below illustrates the layers.

On clarifying the position of whether PIB remains in the OHoS or in the Governor’s Office, the HoS said this should be stepped down until he meets the Special Adviser.

Functions of the Bureaux

- Bureau of Establishment, Pension and Workforce Development (BEP&WD): the meeting agreed with the comments on existing functions and accepted two of the recommendations for improvement and rejected two (pp 24-25 of report). The meeting rejected the recommendation that Establishment, Pension and Training Bureau be split up.
- The meeting sought clarification (and was given) on the recommended/revised functions of the BEP&WD (please see Page 25).
- The meeting accepted the observations and recommendations of the report on the Bureau of General Administration and Welfare Services.
• The meeting agreed that Bureau of Public Service Management (BPSM) should carry out HR management functions which will include performance management but excluding:
  o Learning and development which is a department in BEP&WD;
  o Workforce planning and succession planning which are divisions in Establishment and Policy.

Diagram 3: Approved Organisational layers

Based on the amendments by the committee, the structure was re-designed and re-presented to the committee on 30 October, 2013. The re-structured organogram attached as Appendix 1 included the following revisions:

• “Staff Development Centre” was added as part of Learning and Development Division;
• “Computations” was added under Benefits Management Division in Pensions and Benefits Administration Department;
• “Store” was included to ensure the necessary checks and balances on goods procured.

Structure of the OHoS and the Bureaux
The proposed structure of the OHoS went through about four revisions which culminated in the structure stated in diagram 4 below. This structure has now located all functions relating to the management of active staff in a single Bureau (BPSM) as advised by the consultants during the second review session held on 30 October, 2013. Key observations on the new structure advised the consultants are:

• BPSM has a department - Human Resources Management department and has five divisions namely:
  o Recruitment;
  o Performance Management;
  o Learning and Development;
  o Employee Relations and Welfare; and
• Employee Mobility;
• Workforce and succession planning are located in BPSM;
• The Staff Development Centre is not located in this new structure;
• Housing is assumed as part of Welfare Schemes under Employee Relations and Welfare in BPSM.

Revised structure
In order to achieve the outcomes (stated against each proposed bureau below) with the objective of improving service delivery, the following three office structure was finally adopted:

• **Bureau of Establishment Policy and Pension** - *Achieving a well-managed and ethical workforce*:
  - Establishment and Policies department;
    - Organisation design and development including improvement of processes and systems
    - Job design and development
    - Policy development and custodians
  - Pensions and Benefits Administration Department;
    - Data management
    - Benefits management
    - Computations

• **Bureau of Public Service Management** - *Achieving a competent, motivated and engaged workforce*:
  - Recruitment department;
    - Advising on recruitment
    - Workforce planning
    - Succession planning
  - Performance Management department;
    - Developing Performance Management Framework
    - Performance Management support x4 clusters
    - Confirmation and Promotions
  - Learning and Development department
    - Planning Development and Evaluation
    - Curriculum Design and Development
    - Development Programs
    - Leadership Development
  - Employee Relations and Welfare department
    - Occupational Health, Safety and Environment
    - HRMIS and Staff Records
    - Employee and Industrial Relations
    - Benefits Administration
  - Employee Mobility
    - Career Planning and Advisory
    - Posting x3 Pools
• **Bureau of General Administration and Welfare Services** *Managing OHoS resources efficiently and effectively:*
  - General Administration department
    - HRM and Administration
    - Planning, Research, Statistics, and Monitoring and Evaluation
    - Procurement
  - Finance and Accounts Department
    - Budget
    - Accounts
    - Store

Each Bureau will be headed by a PS whilst the divisions, sections and units will be supervised by officers at appropriate posts and levels depending on the job requirements.

Central support units, such as Information, Communication and Technology (ICT), report directly to the HoS but serve everyone in the office and in some cases the government. For the purpose of this review, Information and Communications Technology (ICT) and Human Resource Management Information System (HRMIS) as they are report to the HoS. Their functions are as follows:

- **ICT service delivery and support;**
  - Provide and manage ICT infrastructure and resources
  - Ensure adherence to ICT standards, norms and best practices
  - Provide ICT support to government organisations
  - Maintain hardware and software e.g. website/portals, servers, e-mail system
  - Provide consultation, training and assistance to the offices and departments
  - Support of e-governance
  - IT support and maintenance

- **HRMIS and Staff Records;**
  - Maintain staff records and nominal roll
  - Administer benefits e.g. leave and pension
  - Manage inputs to payroll and pension
  - Develop and implement guidelines for the integrated HRMIS for managing, developing and planning the workforce
  - Develop user requirements for HRMIS system update
  - Manage and maintain accurate and up to date HRMIS for decision-making
  - Produce generic data reports regularly
  - Ensure new hires data and information are recorded
  - Coordinate input of staff data and information into HRMIS
Diagram 4: Proposed Structure of the Office of the Head of Service
Detailed structure and functions of the Bureaux

Bureau of Establishment, Policies and Pension
The Bureau of Establishment, Policies, and Pension (BEPP) has two departments namely:
- Establishment and Policies; and
- Pension.

Establishment Policies and Pension Department
The Establishment and Policies Department (EPPD) will be responsible for policies and strategies for service-wide organisational efficiency and effectiveness to deliver improved service delivery. EPPD will carry out the following functions:
- Advising and recommending the right structures and jobs for MDAs;
- Defining, coordinating policies and managing the civil service more effectively and efficiently;
- Service-wide organisation development, civil service reforms and improvements;
- Advising on effective and efficient operational processes and systems;
- Managing the service-wide culture, ethics and compliance;
- Ensuring that human resources and industrial relations policies are implemented; and
- Managing all establishment matters.

Diagram 5: Bureau of Establishment Policies and Pension

The EPPD’s core responsibility is to ensure organisational effectiveness through developing and advising leadership to ensure that its organisation is fit-for-purpose using organisation design which has efficient and effective processes and systems. This department has four divisions with the following responsibilities:
• **Organisation Design and Development Division;**
  o Define and change organisation structure
  o Ensure compliance with the approved organisational structures
  o Regularly review and improve operational processes and systems
  o Develop establishment plans
  o Improve upon staff productivity interventions
  o Review and maintain high ethical standards in the service
  o Manage the culture of the public service

• **Job Design and Development Division;**
  o Review and re-design job evaluation methodology
  o Define and evaluate jobs
  o Review and redesign competency model and schemes of service
  o Evaluate certificates (proper salary placement)
  o Review the Schemes of Service to accommodate newly created, elongated, amended and redesigned cadres

• **Policy Design and Custodians Division;**
  o Develop all state policies relating to personnel and for government organisations
  o Develop and review conditions of service and public service rules and regulations
  o Clarify laws, rules and regulations relating to the civil service
  o Act as custodians of state policies

• **Technology and Innovations;**
  o Provide ICT infrastructure, policies and strategies service wide
  o Develop innovation policies and strategies eg e-government
  o Knowledge management including communities of practice
  o Support change management in the civil service

• **Organisation Culture and Ethics;**
  o Define and manage civil service values and culture
  o Support ethics awareness campaign
  o Conduct surveys of organisational culture and related initiatives
  o Coordinate civil service week

**Pension and Benefits Department**

• **Data Management**
  o Develop and implement guidelines and manage the HRMIS;
  o Develop user requirements for HRMIS system update;
  o Produce regular generic data reports regularly;
  o Ensure new hires data and information are recorded;
  o Coordinate input of staff data and information into HRMIS.

• **Benefits Management and Computations**
  o Plan and budget for retirement benefits;
  o Process service-wide gratuity and pensions for payment;
  o Compute retirement benefits.

**Bureau of Public Service Management**
The Bureau of Public Service Management (BPSM) is responsible for developing and implementing policies and strategies to maximise employee and workforce engagement and performance as well as build capacities and capabilities for people development for the state-wide civil service. The BPSM will ensure that employees productively pursue their careers in an enabling environment of the public service. The BPSM will also maintain active and passive
staff records and administer benefits that are centrally coordinated. The BPSM has five departments as stated hereunder.

**Recruitment Department**
This department working with the CSC is responsible for the recruitment, workforce planning, succession planning and employee industrial relations. It is also responsible for administrative issues of the employees. It has the following divisions and functions:

- **Recruitment and Appointment Division;**
  - Advise the CSC on the systems and processes for recruitment, promotion and discipline for fairness, transparency and reward of talent, diligence and honesty
  - Advise the Governor on the appointment and deployment of permanent secretaries and other top-level civil servants in consultation with relevant organs of government
  - Planning and processing recruitment and appointment of officers on Grade Level (GL) 03-06 and non-pool officers
  - Ensuring on-boarding and integration of new hires
  - Preparing new hires for induction
  - Managing staff exits
- **Workforce planning Division;**
  - Plan the state-wide workforce, carry out audits and monitor to ensure compliance
  - Plan succession
  - Initiate and implement policies on establishment matters
  - Determine the number, levels and occupational cadres of the staff in the civil service for each budget year
  - Conduct yearly manpower budget exercise
  - Attend National Council on Establishment meetings and fora
- **Succession Planning Division;**
  - Develop succession planning framework
  - Identify leadership positions
  - Identify potential successors
  - Create/update successions plans
  - Implement succession plans
- **Employee Industrial Relations Division;**
  - Initiate and implement policies on employees and industrial relations
  - Resolve industrial disputes
  - Organise and coordinate workshops, seminars and conferences on industrial relations in the public service
  - Develop and manage disciplinary and grievance procedures
  - Recognise need for and develop new schemes

**Performance Management Department**
Performance Management Department (PMD) is responsible for developing and managing effective staff performance policies and procedures for objective assessment of individual performance to drive rewards, productivity and development. PMD has the following divisions:
• **Performance Management Division;**
  o Design, review and implement the performance management (PM) policies and framework
  o Initiate PM activities across government organisations
  o Regularly review and update PM policies, framework, tools and processes
  o PM support clusters 1, 2, 3 and 4 - These are clusters of MDAs and the functions are to:
    ✓ Support and advise specific MDAs (clusters) on PM management process
    ✓ Coordinate the process through the MDA Human Resources Director
    ✓ Collect, collate and report on performance management in assigned MDAs
    ✓ Monitor compliance

• **Confirmation and Promotions Division.**
  o Design and implement promotion criteria and process
  o Process confirmation of new hires
  o Coordinate employee competency assessment

**Learning and Development Department**
Learning and Development Department (L&DD) is responsible for developing and implementing effective learning and development policies, frameworks and curricula for training and capacity building of employees’ service-side. L&DD is made up of the following four divisions:

• **Planning, Development and Evaluation Division;**
  o Develop training policy, strategy and plan for centrally managed trainings
  o Support MDA training delivery and monitor MDA compliance
  o Conduct training needs assessment
  o Organise centrally-managed training
  o Conduct orientation, induction for newly/promoted officers on GLs 7 – 10
  o Draw up training budget
  o Manage logistics for training and learning
  o Carry out training evaluation

• **Curriculum Design and Development Division;**
  o Design centrally managed programs
  o Give administrative guidance and support to Management Development Institutes (MDIs) and other learning centres to enhance quality standards
  o Monitor and control standards of curriculum and programs
  o Manage learning products and delivery channels such as e-learning

• **Development Program Division;**
  o Develop and manage all development programs such as coaching/mentoring, professional affiliations, etc
  o Source and coordinate study tour opportunities
  o Develop and manage linkages with international development institutions

• **Leadership Development Division.**
  o Develop and manage leadership development programs
  o Develop and manage development programs

**Employee Mobility Department**
Employee Mobility Department (EMD) defines the framework for employee mobility within the public service. It aims at increasing staff versatility, providing career opportunities and managing human resources efficiently through pooling. The EMD has the following divisions namely:
• **Career Planning and Advisory Division;**
  - Provide advice on career options
  - Provide support to career planning
  - Provide support to employees on implementation of agreed career plans

• **Posting Division** (Admin Officers), Posting (professional officers) and Posting (pool officers); These are addressed as clusters:
  - Liaise with CSC on matters relating to appointments, transfers and promotions of each cluster
  - Conduct postings of assigned pool officers
  - Process requests for conversion and advancement for each cluster
Diagram 6: Bureau of Public Service Management

The four departments and 18 divisions and their functions are:

- Bureau of Public Service Management
  - Recruitment & Appointment
    - Recruitment & Appointments
    - Workforce Planning
    - Succession Planning
  - Performance Management
    - PM Framework
    - PM Support x 4 Clusters
    - Confirmation & Promotion
  - Learning & Development
    - Planning Development & Evaluation
    - Curriculum Design & Development
    - Development Programs
    - Leadership Development
  - Employee Relations & Welfare
    - Occupational Health, Safety & Environment
    - HRMIS & Staff Records
    - Employee & Industrial Relations
    - Benefits Administration
  - Employee Mobility
    - Career Planning & Advisory
    - Posting x3 Pools

PM = Performance Management
Employee and Industrial Relations Department
This department is responsible for ensuring a disciplined workforce where employees get quality service benefits on-time and that the work environment is safe, secure and clean. Employee and Industrial Relations Department (EIRD) works with the MDA human resources divisions to ensure human resources policies are implemented and that available data for human resource planning and decision making is reliable and of good quality. EIRD has the following four divisions:

- **Occupational Health, Safety and Environment Division;**
  - Develop guidelines for health, safely and work environment
  - Oversee civil service clubs etc
  - Allocate office spaces to MDAs and manage them
  - Provide approved welfare services and packages
  - Provide transport and utility services
  - Manage office facilities including access control

- **HRMIS and Staff Records Division**
  - Develop and implement guidelines and manage the HRMIS
  - Develop user requirements for HRMIS system update
  - Produce regular generic data reports regularly
  - Ensure new hires data and information are recorded
  - Coordinate input of staff data and information into HRMIS

- **Employee and Industrial Relations Division;**
  - Initiate and implement policies on employees and industrial relations
  - Resolve industrial disputes
  - Organise and coordinate workshops, seminars and conferences on industrial relations in the public service
  - Develop and manage disciplinary and grievance procedures
  - Recognise need for and develop new schemes

- **Benefits Administration Division.**
  - Plan and budget for active staff benefits;
  - Process service-wide benefits for payment;
  - Manage employee group life assurance;
  - Oversee the loans board and all other welfare schemes.

Bureau of General Administration
The Bureau of General Administration (BGA) ensures judicious, efficient and effective use of all the OHoS resources (human, materials and finance) including procurement. This Bureau services the OHoS. The Bureau has two departments and divisions.

General Administration
General Administration department has the three divisions which ensure judicious, efficient and effective use of all the OHoS employees, materials and finances for the purpose of re-focusing the central agency on service delivery. It has the following divisions:

- **Human Resources Management and Administration Division;**
  The Human Resources Management and Administration Division (HRM&AD) is responsible for the human resources management and administrative issues of the OHoS employees and works closely with the HR Management Department. Its functions are as follows:
• Work with the HR Management Department on appointments and performance of employees
• Plan and process recruitment and appointment of officers on Grade Level GL 03-06 and non-pool officers
• Implement performance management process
• Manage staff exit
• Disciplinary, grievance and employee relations matters
• Make input into implementation of staff career plans
• Make input into succession and talent planning process
• Organise staff training
• Ensure office administration policies and regulations are in line with existing guidelines as well as strategic plans;
• Process salaries and retirements
• Ensure compliance with conditions of services;
• Provide office supplies
• Manage office administration including supplies, registry, travel and accommodation and events

- Planning, Research and Monitoring Division;
  • Support planning and program development
  • Support departmental policy and strategic planning
  • Support budget preparation and budget defence
  • Gather statistics and data for strategic planning
  • Analyse and report workforce data
  • Coordinate training plans and budgeting
  • Manage OHoS library
  • Prepare quarterly and annual activity progress reports
  • Monitor the implementation of strategic plans and prepare reports
  • Provide support for project management of capital programs and projects
  • Evaluate impact of programs and projects on the service users

- Procurement Division;
  • Prepare plans for all procurement in the OHoS
  • Ensure due process in the procurement of goods and services and the awards of contracts in the OHoS
  • Monitor and ensure compliance
  • Procure goods/services <NGN…….million and/or >NGN…..million
  • Maintain register of suppliers / contractors for the OHoS and periodically update price database
  • Administer contracts and sign-off for contractor payment
  • Ensure value-for-money
  • Quality-assure goods of suppliers
Diagram 7: Structure of the Bureau of General Administration and Welfare Services

Bureau of General Administration

HRM & Administration
- HRM & Admin
- Planning, Research, and Monitoring & Evaluation
- Procurement, Planning and Monitoring

Finance & Accounts
- Budget
- Accounts
- Store

Finance and Accounts Department
Made up of the following divisions:

- **Budget Division;**
  - Prepare, collate, submit and supervise the OHoS budget
  - Provide secretariat for budget committee meetings and supervise any budget sub-committee meetings
  - Collect personnel, overheads and capital warrants for OHoS
  - Supervise and monitor the revenue, recurrent and capital budgets
  - Attend budget briefing meetings

- **Accounts Division;**
  - Administer accounts and audit queries
  - Process and manage advances
  - Manage central pay office, payment mandates, posting and balancing of cash books
  - Pay vouchers to Final Accounts and State Audit
  - Reconcile accounts
  - Prepare final accounts
  - Manage funds generally
Store Division.
  o Receiving goods procured
  o Custody of goods
  o Keeping inventory
Section 4: Ensuring success of new structure

Expected benefits of the new structure
The new structure is expected to ultimately lead to the following:

- Reduction in management cost/overhead;
- More focused leadership with clearer accountabilities for outputs;
- Elimination of fragmentation, duplication and overlaps;
- Effective delivery of OHoS core and support processes to achieve mandates;
- Improved customer service delivery and customer access;
- More opportunities for employee growth, development, and professionalism;
- Better management and use of data;
- Better use of ICT;
- Development of a corps of competent, ethical and strong leaders for the Civil Service.

Impact of the Proposed Structure
A change to the proposed structure will have implications on the following key areas of OHoS operations:

- Service delivery;
- Staffing and skills;
- Office infrastructure;
- Budgeting & expenditure;
- Policies, processes and procedures.

Impact on Service Delivery
The new structure has the day-to-day responsibilities of SERVICOM being coordinated under PIB/SERVICOM with a Ministerial SERVICOM unit (MSU) reporting directly to the HoS so that it can have a more operational impact on the activities. The structure also has the Service Help/Complaint desk in the MSU as a focal point for coordinating and managing employee queries and first-point resolution of service issues. The Service Helpdesk will integrate telephony, email, internet, self-service and physical contact points to manage service delivery. Although the OHoS service standards have been developed, there will be implications for staffing, training/retraining, reception service and purchase of technology for the unit to be fully operational. The re-introduction of the MSU will ensure improvements in service delivery through the regular measurement of performance against standards. It will improve accessibility, visibility, customer satisfaction and even the brand image of the OHoS if properly managed.

Impact on Staffing and Skills
Staffing and skills will have the most impact on the new structure. A new establishment will be developed to ensure the positions in the new structure are staffed with people with the skills that best fit the specifications for the role. The specific areas of impact on staff and staffing are as follows:

- Staff selection;
- Staff deployment/redeployment;
- Manning levels and possible redundancy;
- Tenure and stability of performing staff ideally not less than four years to enable them learn and drive the new structure; and
- Competencies, training needs assessments and training.
Office Information Technology (IT) Infrastructure
- IT Infrastructure: the deployment and use of HRMIS is vital to the success of the new organisation structure. Staff also need to have access to personal computers and internet, and be technology savvy to deliver on their targets and therefore organisational objectives.
- Office space: The new office accommodation being developed will give the opportunity to plan office space in line with the new structure to ensure optimal use of space to deliver services. This will also include such details like office directories and name tags will all need to be changed.

Budgeting
The budget must reflect the new structure, once approved, that is the three Ms: man, money and materials.

Policies, Procedures and Processes
To effectively implement the new structure, some policies, procedures and processes will need to be reviewed. Officers in new positions must remain in those positions for long enough to allow the new processes get entrenched.

Critical Success Factors and Implementation Issues
Key factors for the successful implementation of the new structure are as follows:

- Timely government approval of the new structure;
- Careful transition planning;
- Strong staff engagement, change management and communication;
- Immediate ownership and implementation of HRMI;
- Stability of officers in new posts;
- Training of officers in new posts.

These factors will guide the development of a detailed implementation plan for the structure.

The strategies for implementation are broadly described as follows:

- Change Management: change impact assessment, planning and communication management;
- Continuity: identify and maintain a core number of critical people who will ensure continuity of the operations of the OHoS throughout the change process;
- Phased: a phased, top-down approach to implementation;
- Top management drive and support;
- Selection strategy: skills assessment/testing.
Appendix 1: 3rd Revised Organisation Structure

Following the meeting between OHoS team led by the HoS and the SPARC team including consultants led by the SPM held on Oct 21, 2013, consultants have revised the organisation structure along the broad lines agreed (see revised structure below). Some amendments were made by the consultants and the Programme Office based on good practice. These amendments are explained below and were further adjusted following the debriefing meeting held in the OHoS on October 31, 2013.

**Bureau of Establishment, Pensions and Training:**
- Establishment & Policy Department: Succession planning is merged with Workforce planning because succession planning derives from workforce planning. We however maintained different boxes to give succession planning the attention it deserves in view of the fact that we gather that EnSG has an aging workforce issue in its public service while at the same time there is an embargo on recruitment. The focus serves to remind EnSG of the need to begin to plan for succession.
- Learning & Development Department: The State partners declined the recommendation that all matters pertaining to staff from recruitment to exit should be in a single dept. possibly BPSM. It was however agreed that the Staff Development Centre be included.
- Pension & Benefits Administration Department:
  - Audit unit reporting directly to the PS was included based on good practice, which states that where payments are processed there should be regular audit. However following discussions it was agreed that Internal Control should be deleted as all computations are sent to the State Auditor General’s Office before payments are made.
  - Accounts which will be charged with processing pension and benefit payments. While the justification for Accounts was accepted, it was established that the function was being done by Pensions. It was however agreed that in order to give it the necessary attention it deserves, the office should be called “Computations” in line with its core function.

**Bureau of General Administration and Welfare Services**
- Finance and Accounts: Store was included to ensure the necessary checks and balances on goods procured.
- Staff Welfare: Procurement was deleted and the 3rd office in the organogram was amended to read “Planning and Monitoring” as procurement for EnSG is not centralised. This function is shared with other organisations (MDAs, Office of Secretary to State Government and the Office of the Governor) procure

**Bureau of Public Service Management**
- Performance Management Department: We propose the merging of the PM Framework with the PM Support to the MDAs separated into 4 clusters for ease of support. This is premised on the fact that once the framework is developed, the office will begin the support to MDAs in the use of the framework.
- HRM Management: Names of two offices were changed to “Complaints and Discipline” and “Career Progression & Staff Advisory Services.”