

Realising the Social Compact in the Eastern Cape for Health Human Resources

Improving management practice through
values-driven systems



Overview

- An example of values-driven systems practice
- The nature of a social compact
- Strategies which reflect a values drive practice



Improving management practice

- Developing strategies based on the HSM will promote the values which underpin the social compact by infusing them into the organisational behaviour and related processes
- Applying the HSM in conjunction with other values-driven system approaches improves HRD practice in that:
 - Management practices evolve from a conceptual understanding, characterised by fragmented administrative processes; to
 - Management practices which promote a flowing value stream that supports the realisation of organisational values



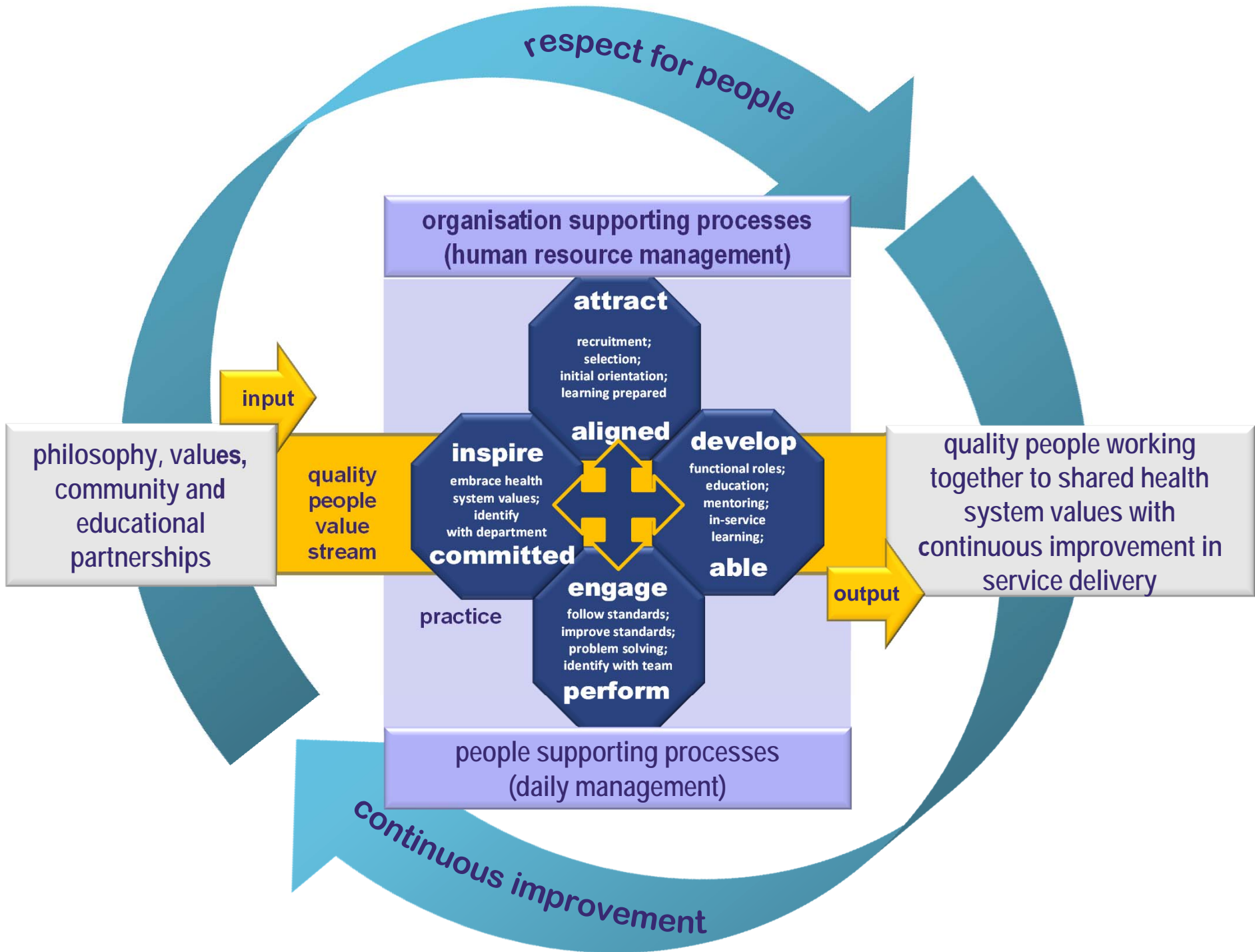
Background

- The ECDoH **spends up to R 108 million** on bursaries
 - Total **1300 people (250 new)** as beneficiaries
 - Represents **R 350 million in contingent assets** (obligations to work back) in its bursary scheme
- ECDoH works with other provincial departments to support a social compact to support community development
- For HRD the social compact focuses mainly on offering funded learning opportunities to qualifying individuals in all health professions and related fields of study, including technical and engineering at FET colleges
- This account mainly focuses on health professionals bursaries and ensuring the supply of HRH for rural facilities
- The strategies discussed are currently being implemented for the 2012 comserve cycle (two groups incoming and completing bursars)



Wanting to improve the social compact

- Gap between the what we believed we were doing and what customer actors where perceiving
- Various weaknesses identified
 - Quality of applicants
 - Linking local HR demand to local recruitment
 - System does not inspire performance in learners
 - Obligation does not result in a local return
 - Strong transactional behaviour between the Department and learners
- In essence the Department was addressing the individual's need without effective outcomes for community development due to inadequate planning and use of controls





A social compact

- Malan describes three characteristics of a social compact in the South African context
 - Interaction between social actors
 - Democratic social dialogue around rights and development
 - Promoting the horizontality of rights through non-profit organisations
- A social compact is embedded in significant social values that support the understanding of developing communities in a consultative process using the resources of the community itself, non-governmental partners and the State



A social compact for human resources

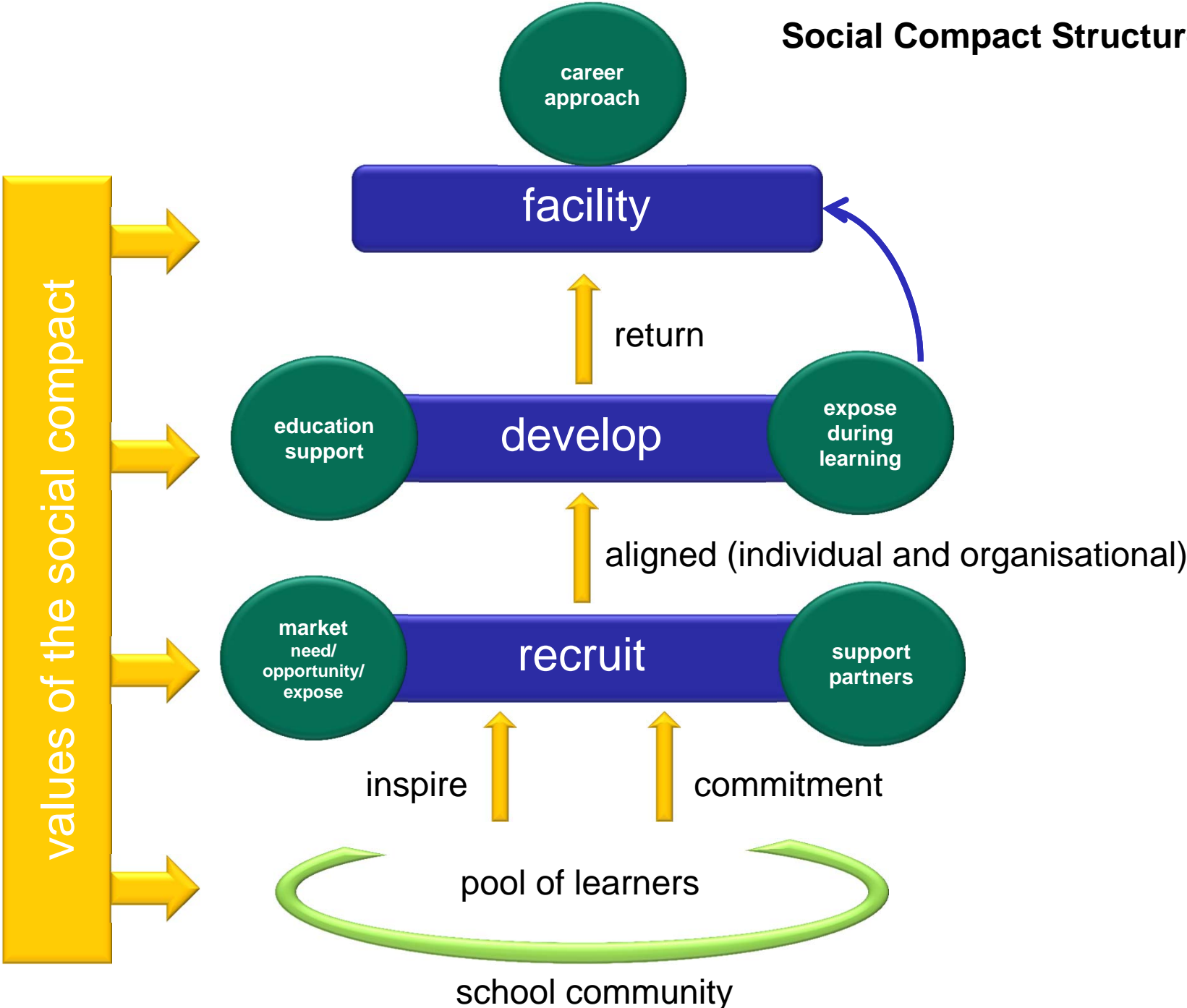
- The EC approach related to human resources
 - Support the development of a **viable pool of scholars** in partnership with the school community
 - Engage communities to **recruit bursars** for the HRH needed in their sub-districts
 - Fund and obligate **bursars to return** to their communities
 - **Monitor and support bursars** during their studies
 - **Engage bursars** during their academic holidays in programmes that expose them to their local health facilities
 - **Plan and facilitate the return** of bursars to their communities
 - Promote the **retention** of new health professionals through career management strategies that reward commitment behaviours



Defining the social compact values

- The values relate both to social values, such as:
 - Resilience, solidarity, compassion, respect and dignity
- As well as public service values, including Batho Pele's intentions for:
 - Responding to people's needs;
 - Citizens participating in processes affecting them; and
 - Rendering an accountable, transparent, and development-oriented public administration

Social Compact Structure





Analysis of processes

- Good in engaging communities and offering opportunities
 - Can engage well and have significant resources
- HR needs are rather context specific, while our HR process were rather generalised
 - Administrative fit rather than client orientated
- Less effective in planning, leveraging obligations and retaining professionals over time
 - Planning limits the extent to which we are improving the situation
- Targeted planning processes for improvement



Priority strategies

- **Creating a relevant HR value stream**
 - Integrated workforce planning at a sub-district level to create ownership and flow
- **Aligning organisational processes to intent**
 - Closing the gap between the obligation and staffing rural facilities
- Responding to **HR as a critical value stream** within a people dependent system
 - Promoting organisational behaviours that support careers from an individual perspective as part of a retention strategy
- Given the scale of the social compact, a small win strategy was explored for a significant but manageable turn around within these priorities



Applying a small win strategy

- Reframing organisational behaviour in terms of controls
 - **Bursary obligations** (HRD and HRP&OD)
 - Communicating with bursars that they will be expected to work within their respective sub-district (Jul-Aug)

Approach: Individualised departmental letters being sent before comserve application round starts and managing queries through the provincial call centre

- **Community service** (HPTD, Clinical Co-ordinators & HRP&OD)
 - If community service was not done within sub-district, the one year concession on the obligation will not be made

Approach: Inter-departmental team established to co-ordinate obligations, HR needs and placements (Aug-Dec)



Applying a small win strategy

- **Job offers** (Facilities, Districts, HRM and HRD)
 - Working with rural facilities, bursars will be informed of opportunities during their community service (Aug-Dec 2012)
 - Unless no opportunities are available within the sub-district, failure to accept the job offer will result in a breach

Approach: Defining the roles and functions of SDFs so they can support HR planning and supply process to support recruitment, through the use of an obligated bursar. Bursars will be targeted through the use of social networking sites, the departments website and SMSs of opportunities.



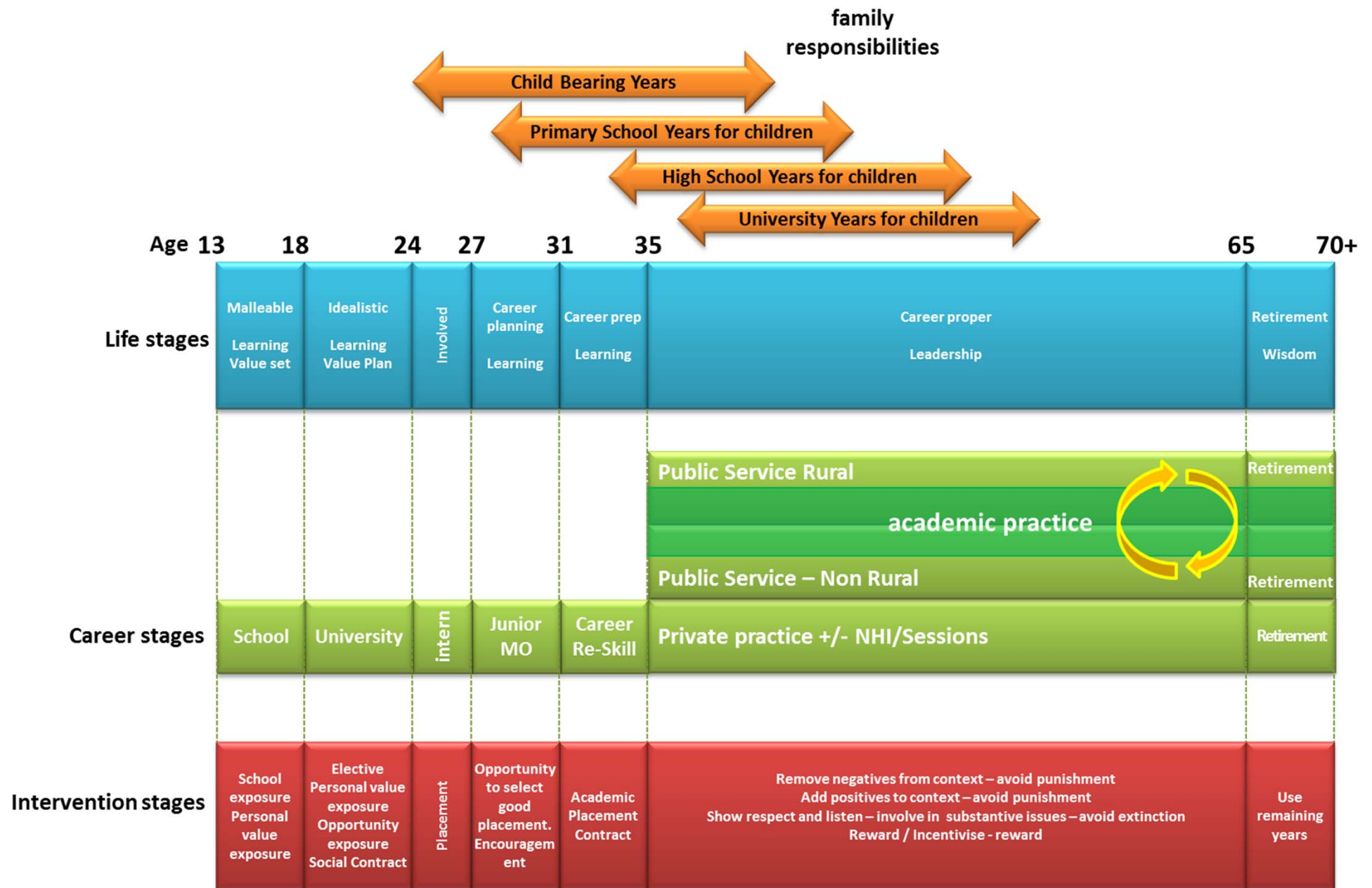
Applying a small win strategy

- **Central pool for redistribution** (Facilities, Districts, HRM)
 - Bursar who cannot be placed due to lack of vacancies will be placed in a central pool and deployed based on a prioritised need basis (Oct-Dec)

Approach: The inter-departmental team will be used to consider the wider needs and propose placements

- **Develop a career employer of choice strategy** (HPTD and HRD)
 - Support the personal, professional and learning goals of professionals through a clear targeted strategy (Jan 2012)

Approach: Drafting a policy framework which promotes the career and educational life stages of professionals, starting with medical officers. The framework creates flow between opportunities created, accessing opportunities and personal development goals (career and family).



Boon's illustration of supporting the various stages of a medical officer's career



Improving management practice

- As we start to infuse values into our organisational behaviour we are changing our approach by aligning our processes closer to the intent of the social compact
- Applying the HSM as a values-driven systems approach is improving the flow in the value stream by challenging the structural separation of our functions (HRD, HRP, HRM, Clinical Programmes) to create a value-adding process consciousness related to our intent