

# **OVERVIEW OF HUMAN INTERGRITY PROGRAM IN RELATIONS TO RESOURCE MANAGEMENT (HRM)**

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# DEFINITION

Obasanjo of Nigeria defined it in 1994 as  
“the misuse of public office for private  
profit or advantage, acts of omission or  
commission in employment resulting in  
loss or disadvantage to your employer and  
private gain to you or to persons  
associated with you

# CORRUPTION INVOLVES

- Favoritism
- Nepotism/Clannism
- Breach of trust
- Abuse of office
- Discretionary powers

# GENERAL OBJECTIVE/AIM:

- To create awareness and increase responsiveness of participants in addressing areas of weakness/loopholes that abate corruption in the HRM processes.

# SPECIFIC OBJECTIVES

- Define the concept of HRM
- List the different functions in HRM
- Identify weaknesses/loopholes for corruption in HRM functions
- Describe the possible corrupt practices in HRM functions
- Suggest possible ways of sealing the loopholes.

# SCOPE

- Definitions/ Conceptual understanding of HRM
- Discussion on the HRM functions
- Examination of the loopholes and suggestion on solutions to deter corruption in HRM functions

# DEFINITIONS

- HRM is the optimum utilization of employees for the attainment of organizational goals and objectives.
- HRM involves the sum processes/activities that are carried out in the management of people in an organization in order to achieve the goals and objectives of that organization

# SECTIONS IN REGISTRAR ADMINISTRATION' OFFICE

THE CURRENT SECTIONS ARE AS FOLLOWS:

- REGISTRAR, ADMINISTRATION'S OFFICE
- RECRUITMENT & TRAINING SECTION
- PERSONNEL SECTION
- ADMINISTRATION SECTION



# RELEVANT REFERENCE DOCUMENTS

- Recruitment & Selection Policy
  - Training & Development Policy
  - Anti Corruption Policy
  - The Kagiko Report
  - Procedure for Recruitment and Promotion - UON/OP/28
  - Procedure for Staff Performance Appraisal - UON/OP/29
  - Procedure for management of leave - UON/OP/30
  - Procedure for Staff Disciplinary - UON/OP/31
  - Procedure for Staff Training and Development - UON/OP/32
  - Employment Acts
  - The CBAs
  - The Terms & Conditions of Service for the various cadres
  - Service Charters
  - Public Officer Ethics Act 2003.
- and
- Other University Policies & Circulars etc

# HRM FUNCTIONS AND ACTIVITIES

## a) Human Resource Planning (HRP)

- HRP involves forecasting the quality and quantity of employees required in an organization at any given time.

### **Corrupt Practises:**

- Ad hoc employment due to absence of employment guidelines
- Retention of employees in service beyond retirement age due to lack of succession plans.
- Skills gaps leading to poor productivity.

### **Solutions/Best Practices:**

- Incorporating HRP in organizational plans
- Developing and adhering to employment guidelines
- Carrying out Needs Analysis to ensure employment is on need basis
- Integrate succession plans within organizational staff development plans.

# HRM FUNCTIONS AND ACTIVITIES Cont...

## b) Recruitment and Selection

- This involves sourcing for potential employees to an organization.

### **Corrupt Practices:**

- Interested parties being involved in the preparation of job requirements and at the selection stage
- Failure to advertise or limiting circulation of an ad.

### **Solutions/Best Practices:**

- Manage recruitment and selection through committees
- Job descriptions to be objective, not tailor-made
- Interested parties not to take part in preparing ads and interview
- Ensure widest circulation of ads
- Have predetermined criteria for short listing
- Conduct interviews using objective methods.

### **Actions Taken:**

- **Recruitment & Selection Policy has been approved**

# HRM FUNCTIONS AND ACTIVITIES Cont...

## c) Placement, Deployment and Transfers

- Upon selection and induction, employees must be placed appropriately. Once on the job, movements within sections and out of stations should be called for/merited.

### **Corrupt Practices:**

- Placing employees in areas they are not qualified for
- Deploying/transferring employees for personal interests or for punitive purposes.

### **Solutions/Best Practices:**

- Involvement of HR and Line Management in effecting deployments and transfers.
- Setting/adhering to guidelines on length of stay in sections or stations

### **Actions Taken:**

- **Recruitment & Selection Policy has been approved**
- **Transfers and deployments are looked at critically to ensure that the university gets maximum output**

# HRM FUNCTIONS AND ACTIVITIES Cont...

## d) Training and Development

- Training is meant to impart/upgrade knowledge; skills and attitude in order to address identified performance gaps while development is the wholesome process including training and deliberate exposure through seminars/conferences etc to cater for future management needs.

### **Corrupt Practices:**

- Ad hoc identification of persons to attend training, not based on TNAs and in the absence of TPs.
- Denying opportunities to deserving employees.

### **Solutions/Best Practices:**

- Managing training selection processes through committees
- Preparation and adherence to ATPs and TPs
- Training on need basis, upon undertaking TNAs.

### **Actions Taken:**

- Training & Development Policy in Place
- Only relevant training to current assignments are supported by the University
- TNA carried out during performance appraisals

## HRM FUNCTIONS AND ACTIVITIES Cont...

### e) **Performance Management**

- Aims at monitoring performance of employees against set standards and targets. Appraisal is the most crucial in the process.

#### **Corrupt Practices:**

- Failure to set/agree on standards and targets hence exposing employees to subjective appraisal
- Rewarding and promoting non-performers.
- Using appraisals to settle scores.

#### **Actions Taken:**

- Instructions on Performance Appraisals given in the different tools.
- **The Principals/DVCs moderate the scores to ensure fairness**
- **The results are discussed by the two parties( appraiser & appraisee and agreed upon.**

## HRM FUNCTIONS AND ACTIVITIES Cont...

### f) **Managing Career Progression:**

- Employees ought to be aware of their line of progression from entry to exit of an organization. Clear career progression guidelines/schemes of service are important in enhancing fairness and transparency.

#### **Corrupt Practices:**

- Arbitrary promotions due to absence of career progression guidelines.
- Failure to adhere to guidelines where they exist
- Not undertaking review of schemes of service leading to stagnation, low morale and corruption.

#### **Solutions/Best Practices:**

- Develop and adhere to schemes of service
- Undertake regular review of schemes.

## HRM FUNCTIONS AND ACTIVITIES Cont...

### **g) Reward Management and staff Motivation**

- Deemed the most critical and sensitive aspect of HRM. In compensating performance, consideration must be given to duties/responsibilities and actual performance.

#### **Corrupt Practices:**

- Disparities in pay structures and benefits
- Discrimination and other forms of injustice in rewarding/sharing of benefits.

#### **Solutions/Best Practices:**

- Provide adequate compensation and provision of benefits in a fair and merit based methods.



## HRM FUNCTIONS AND ACTIVITIES Cont...

### **h) Payroll Administration**

- A sensitive HR function occasionally prone to abuse.

#### **Corrupt Practices:**

- Poor supervision and record keeping leading to payments of “Ghost Workers” and sometimes overpayment.
- Failure to effect deductions where necessary
- Non remittance of statutory deductions.

#### **Solutions/Best Practices:**

- Use modern/automated systems that can
  - detect ghost workers
  - delete dormant Personal Numbers.

#### **Actions Taken:**

- Separation of duties, Finance pays only upon instructions from HR
- Payroll numbers issued by HR

# HRM FUNCTIONS AND ACTIVITIES Cont...

## i) **Discipline**

- Codes of Conduct are useful in reinforcing positive behaviour and disciplinary action ought to be meted out in case of violation. The purpose of such action should be corrective not punitive.

### **Corrupt Practices:**

- Application of double standards in handling cases
- Deliberate delays in concluding cases
- Violation of laid down procedures.

### **Solutions/Best Practices**

- Managing discipline cases through committees
- Develop and adhere to disciplinary procedures
- Allowing for redress/appeal.

### **Actions Taken:**

- Cases through committees
- **Appeals allowed and all are deliberated upon by a higher authority**

# HRM FUNCTIONS AND ACTIVITIES Cont...

## j) **Managing Separation (Exit)**

- The way exit of employees is handled is important owing to their contribution to an organization.

### **Corrupt Practices:**

- Delays in payment of benefits
- Retention in service of employees beyond retirement age due to falsified records and abuse of discretion.

### **Solutions/Best Practices:**

- Give adequate notice and prepare employees psychologically
- Maintain computerised HRM-IS.
- cases through committees

### **Actions Taken:**

- Those retiring are given adequate notice
- Requests for post retirement contracts are looked at critically and approval given only for skilled that are rare and not available within as the management look for successors.

# IMPORTANCE OF ADMINISTRATORS IN THE PREVENTION OF CORRUPTION

- YOU ARE:
  - Advisors to all major offices
  - Privy to all that goes on in those offices.
  - Major link between University and the clients
  - Disseminators of vital information
  - Organizers of critical office set-ups
  - Holder of important institutional memories
  - Driver of efficiency and effectiveness of the office

# AS LEADERS WE SHOULD

- Provide **leadership** not **'dealership**
  - ASK OURSELVES
- What legacy to we want to leave after you are transferred or you leave the university?

# LEAVE A POSITIVE LEGACY BY:

- Doing right things and doing them right
- Doing the best that you can-do
- Being internally driven, & innovative
- Having a vision and motto in your life
- Correcting situations when they are wrong
- Leave a *signature* in your org

- Respect and protect public property
- Avoid engaging in corrupt practices
- Never give or receive a bribe
- Never falsify a claim
- Name and shame corrupt people/ stigmatize corrupt people
- Talk to every one about the evils of corruption
- Appreciate and reward hard work, honesty and integrity
- Give advise and suggestions to management on how to fight corruption in the University

# CONCLUSION

- Remember that our people are the most valuable resource in our organization, alongside money, machines and materials.
- BUT It our people who harness/mobilize all the other resources within the framework of systems, processes and procedures; all prone to corruption.
- The many HRM functions as well are prone to corruption that can be curbed by embracing best practices.
- **LET US EMBRACE THE BEST PRACTICE IN ALL OUR DEALINGS!!!.**



Q & A

THANK YOU ALL

&

GOD BLESS