

8th Quality Conference

A Human Centric Model for HR management

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Session 9: «Leadership and Human Resources in a changing
society: adequate transition or lost in translation?»



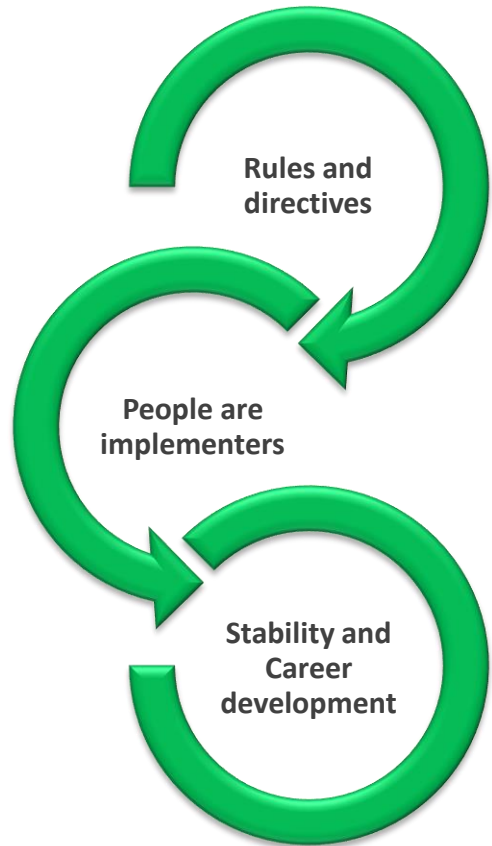
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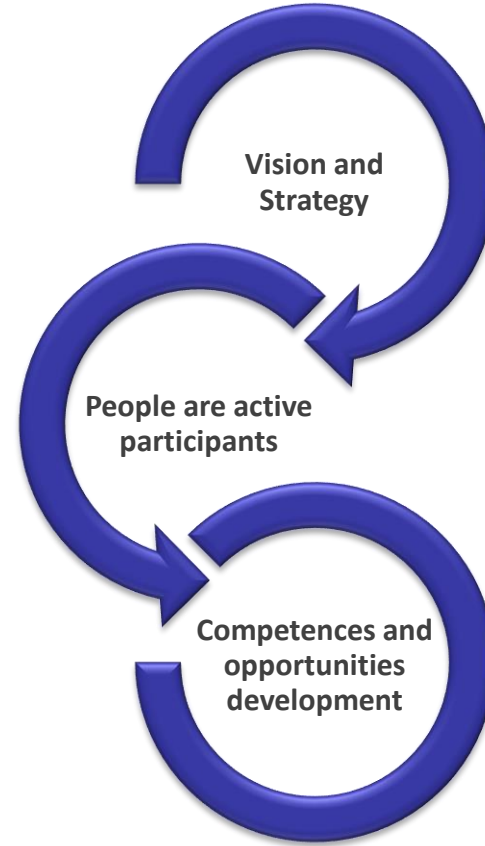
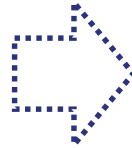
B • Results

C • Remember

Current problems demand a new approach for people management



Traditional Approach



Modern Approach

A HUMAN CENTRIC MANAGEMENT MODEL



1. CLEAR STRATEGIC ORIENTATION

“BETTER PEOPLE MANAGEMENT, BETTER SERVICE TO THE CITY”

**“Better people management,
better service to the city”**

- Strategic plan based on a stakeholder’s cross analysis of internal and external environment,
- strategic documents
- and best practices.

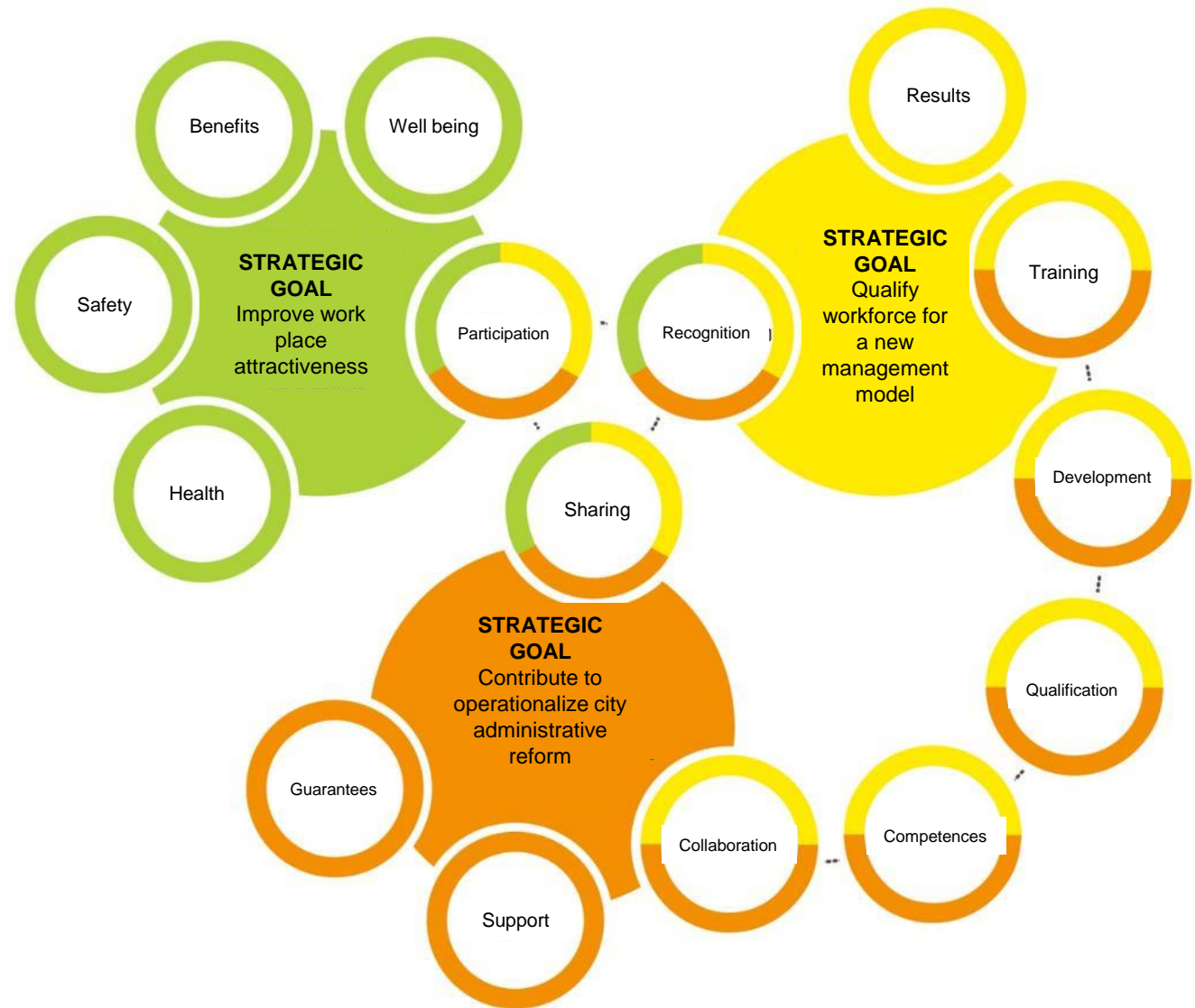


1. CLEAR STRATEGIC ORIENTATION

“BETTER PEOPLE MANAGEMENT, BETTER SERVICE TO THE CITY”

Our vision

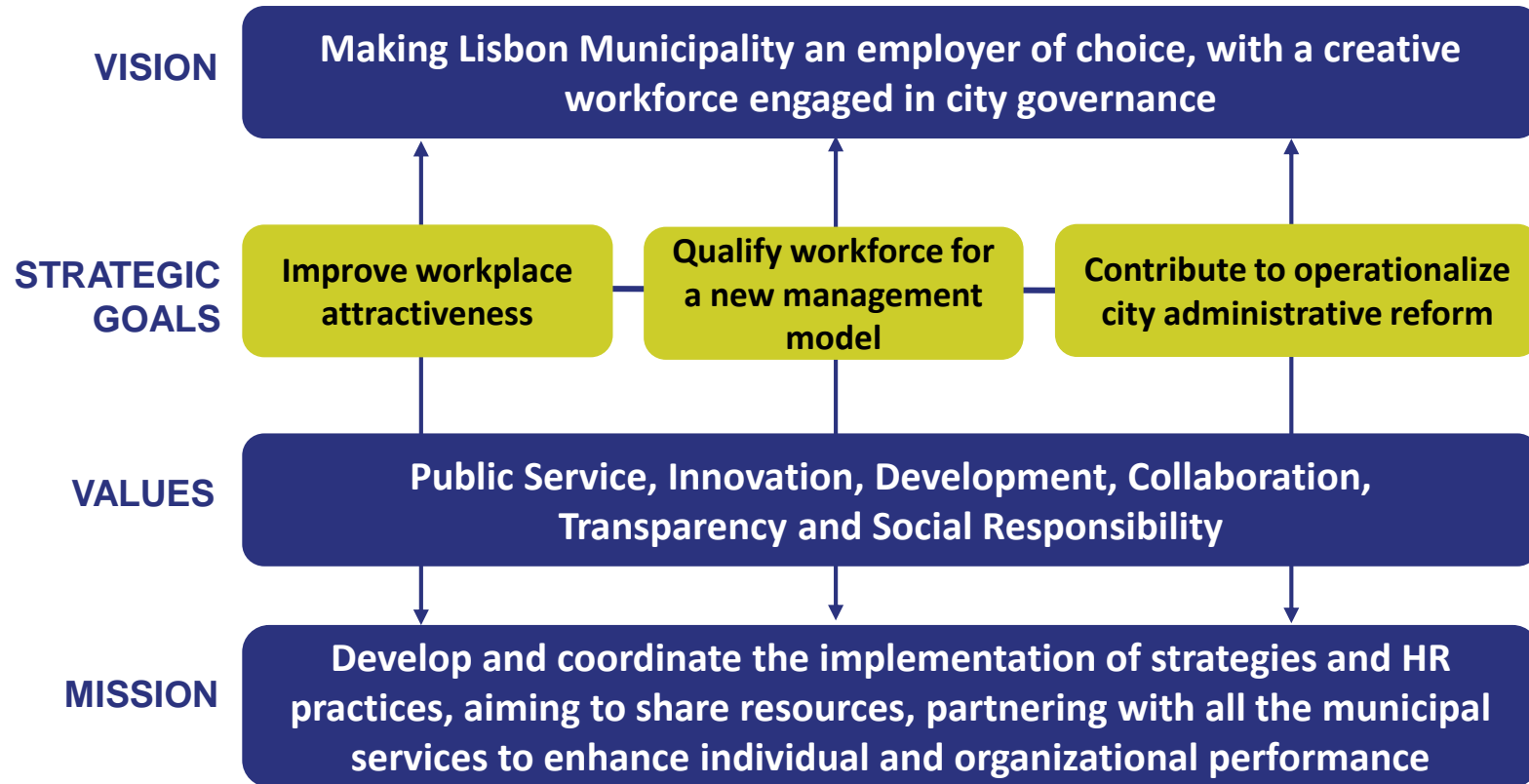
“Making Lisbon Municipality an employer of choice, with a creative workforce engaged in city governance”.



2. SHARED LEADERSHIP

A NEW PEOPLE MANAGEMENT PARADIGM

Strengthen of the HR Municipal Department



2. SHARED LEADERSHIP

A NEW PEOPLE MANAGEMENT PARADIGM

A new paradigm

- Sharing responsibilities on people management among all managerial structures.
- Municipal services know and are starting to promote HR strategy
- Extended HR support to managers
- Qualify teams to support managers in several people management duties (proximity management)



Função RH

Gerir pessoas é uma
responsabilidade partilhada*

* People management is a shared
responsibility



Presidency of
the Council of the
European Union

GRAND DUCHY OF
luxembourg

We have diversified the way of making relevant information available to different internal audiences.



3. CORPORATE COMMUNICATION

INFORMATION TO ALL THE INTERNAL AUDIENCES

We use intranet, email, in person events, several communication platforms and “merchandising”



4. TRAINING

PREPARING PEOPLE FOR NEW REALITIES

A single structure for training

- Since 1987
- 500+ internal actions and 5000+ participants/year
- 100+ external actions and 300+ participants/year



Internships and exchanges

- 250 national (qualified and non-qualified)
- 64 international and 14 exchanges

Education and adult training

- From 2002 raised the professional and academic qualification of more than 1400 employees
- Facilitated higher and college education.



* Life long
learning

*

Time to learn

- Helping to balance work time and study time (Student-Worker Status or Grant Holder Status)

4. TRAINING

PREPARING PEOPLE FOR NEW REALITIES

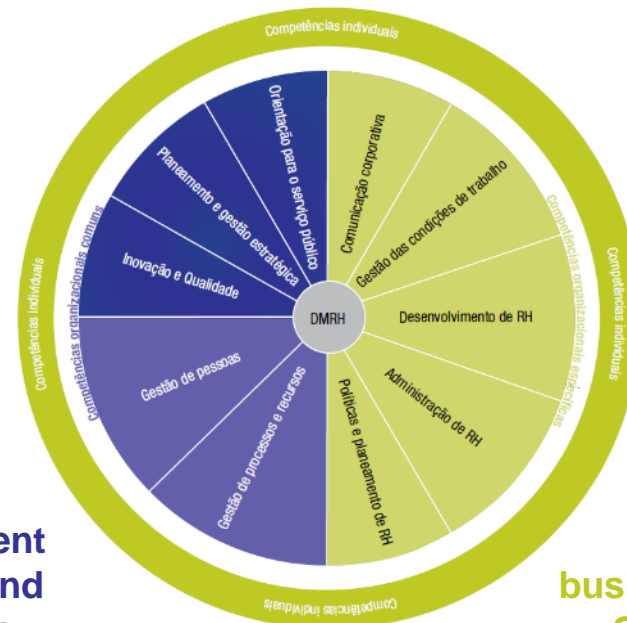
Sharing knowledge and team spirit

- Outdoor training
- Workforce seminar
- Community of practice



Developing the competences we need

- Competence Charter to align individual and organizational competences.



**Common management
model = Strategic and
Support processes**

**Specific
business model
= Operational
processes**

4. TRAINING

PREPARING PEOPLE FOR NEW REALITIES

Internal mobility

- Workers move across municipal services to develop new competences in work context (300/year)

Collaborative Network

- Voluntary and temporary worker participation in projects with other municipal services
- Improved collaboration between services
- Individual motivation and skill development.



irh OPORTUNIDADE DE MUDAR
"Nada nos torna pessoas diferentes, são todos os gostamos de ter" quais oportunidades para desenvolver os nossos talentos
Julian Kennedy

A Direção Municipal de Recursos Humanos informa que a Direção Municipal de Mobilidade e Transportes (DMMT) pretende reforçar a sua equipa, através do recrutamento interno para as seguintes áreas:

Departamento de Gestão da Mobilidade e Tráfego

- 2 licenciados nas áreas de Engenharia Geográfica, Engenharia Civil (Vias e Transportes), Engenharia do Território, Engenharia de Tráfego, Transportes e Urbanismo, com especialização em SIQ;
- 2 licenciados nas áreas de Engenharia Civil (Vias e Transportes), Engenharia do Território, Engenharia de Tráfego, Transportes e Urbanismo;
- 4 licenciados na área de gestão de tráfego – Engenharia Civil (Vias e Transportes), Engenharia do Território, Engenharia de Tráfego, Engenharia Eletrotécnica, Transportes e Urbanismo;
- 8 Físicos Municipais para a área de gestão de tráfego;
- 2 Assistentes Técnicos para a área administrativa.

Departamento de Planeamento de Mobilidade e Transportes

4 licenciados (área de Engenharia do Território, área de Engenharia de Transportes, área de Arquitetura Urbanismo, área de Design Gráfico)

Os interessados deverão enviar curriculum vitae devidamente detalhado e atualizado para o e-mail ndo.dgrh@cm-lisboa.pt, até ao dia 15 de setembro.

Para saber mais, consulte a área da Intranet em
<http://intranet.cm-lisboa.net/recursos-humanos.html>



5. VALUING INDIVIDUAL PATHS

TREASURING OUR PEOPLE

Recognizing people's value

- We favor internal career development. Since 1999 more than 1600 workers had mobility between careers.
- We've integrated 844 independent workers through arbitration and a concerted approach with worker representatives.



5. VALUING INDIVIDUAL PATHS

TREASURING OUR PEOPLE

Recognizing people's value

- 2011 Major restructure of all services. 84% acceptance of internal allocation requests.
- Integration of 50 workers following the extinction of a Municipal Company.
- More than 1200 workers transferred to the board of parishes, with full employee rights.



6. ENGAGEMENT

EMPLOYEE PARTICIPATION



P Day



Employee participation

- Engage workers in decision, implementation and evaluation of projects and activities.
- P Day workers come together to propose new activities
- Projects developed by internal teams
- Evaluation of each P Day and feedback

6. ENGAGEMENT

EMPLOYEE PARTICIPATION

In 2012



56% of the
proposals
in the
action plan

In 2013



70% of the
proposals
in the
action plan

In 2014



86% of the
proposals
in the
action plan

7. INTERNAL SOCIAL RESPONSIBILITY

SUPPORT THOSE WHO NEED

We ensure social support for our workers

- Own facilities for daycare and kindergarten.
- 19 cafeterias and eating areas.
- Social aid cabinet.



7. INTERNAL SOCIAL RESPONSIBILITY

SUPPORT THOSE WHO NEED

We make it easy for workers to achieve work-life balance

- Authorizing work schedules that allow for family time (continuous journey, part-time, teleworking)
- Authorizing leaves for personal reasons



We promote partnerships

- Celebrating protocols with companies for discounts and benefits
- Streamlining relations with the Social Services for City Workers.



8. HEALTHY WORK ENVIRONMENT

OCCUPATIONAL HEALTH



*100% Well
Occupational Health

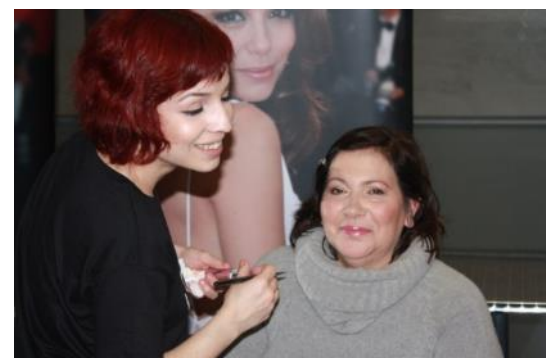
Occupational health

- Holistic, multidisciplinary and preventive approach promotes physical and mental health
- Program mitigates the main causes of stress and discomfort
- 100% enrollment in Occupational Health Programs



8. HEALTHY WORK ENVIRONMENT

OCCUPATIONAL HEALTH





Success means...still a long way to go!

- We need to increase monitoring and evaluation, to measure impact
- Learning and continuous improvement of projects and HR strategy
- Managers are always under pressure, we need to find more effective ways to support them
- We need more incentives to reward workers and managers who have better accomplishments



1. LISTEN 2. STATEGIZE 3. SHARE 4. LEARN 5. IMPROVE

You must have...

1. Clear vision
2. Political support
3. Participation system to listen and engage your workers
4. Management team aligned
5. Monitoring system to learn and improve
6. Creative vision on incentives

You must avoid...

1. Assuming that people matter to everyone
2. Guessing what people need
3. Lack of communication with front line managers
4. Giving up after bad results
5. Relying only on partnerships for resources
6. Waiting until the storm passes

CONTACT OUR TEAM



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