

Executive summary

Project title	Strengthening HR-function (1a and 1b)
Country	Sint Maarten
Theme	B-measures - efficiency, effectiveness, and quality of the civil service
Measure	B8 and 9 - Strengthening of the HR function
Background	Throughout the years the HR function shifted from an advising role to a controlling role, while line managers dealt with the P&O function as their supporting and assisting function. This led to a lot of criticism of the P&O department. This also led to a laid-back attitude of the line managers when it came to P&O issues. By transforming the P&O - advisors into HR Business partners, and supplying the line managers and the HR Business partners with digital tools, the effectiveness and efficiency of the HR function improves.
Objectives	<p>The objective of this project is to strengthen the HR function within one year by:</p> <ul style="list-style-type: none"> • Shifting the HR responsibilities to the managers; • Transforming the P&O department into a centralized and a decentralized HR part; • Transforming the P&O advisor through training into a decentralized HR Business partner; • implementing Service Level Agreements with all entities; • Updating all work HR processes (templates) with the possibility of uploading them in MS AIMS; • implementing MS Dynamics 365 HR, MS AIMS; • Migrating all personnel data to MS Dynamics 365 HR; • Connecting MS Dynamics 365 HR with PayRoll Pro and authorizing the HR department to be the dedicated department to make approved changes; • Authorizing managers and employees to view and/ or upload relevant personnel data; • Offering specific centralized HR services to the organization (e.g. management and human resource development); • Transforming the remaining P&O employees into specialized HR service developers and providers.
End product	<p>To reach the objectives, the project needs to deliver the following projected results:</p> <ol style="list-style-type: none"> 1. HR Business partner is implemented, and line managers have assumed their HR responsibilities as part of integral management. 2. A clear distinction and separation of personnel responsibilities between managers and HR Business partners). 3. A training program is developed for existing and incoming P-consultants and Employees. The same goes for line managers. 4. Work processes are completed, updated (descriptions), and implemented. 5. eHRM consisting of a Personnel Information System (PIS); Microsoft Dynamics HR, including a digitalized HR advisory process; and AIMS, including an Employee Self-service Portal

	(ESP), have been implemented. [See 2.4. program line 1/ All projected outcomes are covered in this project plan.]
Intended results	
Approach	A project manager will be hired together with an HR Business partner expert. They will work together with POB and ICT to establish the results and reach the objectives. Task forces will be established to develop parts of the intended results. A Steering Committee will oversee the process and an end-users' group will test and evaluate.
Coherence and/or interdependencies	The project is related to project line 2 'Strategy Personnel Policy' priority project 2b 'Promotion P&O', and to project line 3 'Training and Development' priority project, 3a 'Governance Training Center'.
Planning	Start may 2024, end May 2025
Continuation	Country Sint Maarten earmarks in the budget 2025 and beyond the annual license fees of the applications. Furthermore, POB will evaluate the new HR-Function after three years. Finally, an employee satisfaction survey will be repeated in 2026.