

## Management of Human Resources

### Key Element in the Internal Management of any Public Administration

In January 2013, the General State Administration (AGE) had 227,814 employees, which makes it one of the most important employers in Spain. One of the main challenges facing the Public Administrations is the optimisation of the management of human resources and the reduction in the cost of this management. Responsibility for the management of General State Administration personnel currently lies with the Ministries and Directors of regional bodies and state agencies and is usually delegated to under-secretaries, secretary generals or human resources deputy directors. This means that each ministry, body or state agency has full responsibility and capacity to manage its human resources, within strict fulfilment of prevailing legislation in this field. This leads to the existence of a diverse range of human resource management systems within the different departments and bodies, with the subsequent extra costs.

Within the policy of the creation of technical infrastructures for common use throughout the General State Administration for the management of human resources, the Secretary of State for Public Administrations (SEAP) has been developing and offering ministerial departments, bodies and agencies different management systems which, in addition to acting as a means of unifying management criteria, offers considerable savings in the investment and maintenance of IT infrastructures and products and, eventually, in the personnel cost of their management.

## **SEAP and the Management of Human Resources in the General State Administration**

The Secretary of State for Public Administrations is responsible, among other functions, for the management, leadership and promotion of the ministerial attributes related to the incorporation of the information and communication technologies in the provision of public services, the development of e-administration and cooperation with other Public Administrations in this field. Therefore, under the auspices of SEAP, the Directorate General for Administrative Modernisation, Procedures and Promotion of e-Administration is responsible for the development and implementation of technological support systems for the management of human resources and the management of a Central Personnel Register, among other functions. Within these functions, different information systems have been developed over the past 27 years that support the management systems of the Central Personnel Register, Standard Payroll of the General State Administration (NEDAES), Management of Human Resources (BADARAL), Integrated Management of State Administration Personnel (SIGP), management portal for jobs managed by the Executive Committee of the Inter-ministerial Remuneration Committee (CECIR) and has created the Public Employment Portal (FUNCIONA).

### **Central Personnel Register (CPR)**

Law 30/1984, of 2<sup>nd</sup> August determines the existence of a Central Personnel Register in which all personnel of the State Administration is included and in which all acts affecting their administrative life will be recorded. This Register is regulated via Royal Decrees 1405/1986, of 6th June, and 2073/1999, of 30th December. Different information systems have successively been implemented for the management of this register, which have incorporated the technological advances in the information technologies and the regulatory evolution related to the management of AGE personnel. The system can be accessed by all personnel management and policy units of the AGE and allows the “on-line” processing of incorporations and recording of administrative acts related to personnel management in the CPR, consultation of individual or joint personnel management

data, obtaining statistical data on personnel and the regular preparation of statistics to be included in the Statistical Journal of the CPR.

The system has fostered models for the integration of the registration and recording of administrative acts related to personnel management and has been a key first step to tackling the integration of Human Resource management in the AGE.

### **Management of Human Resources (BADARAL)**

The Human Resources Management System (BADARAL) was created to facilitate the management of human resources for the different ministries and bodies of the AGE through integration in this system and access to data on personnel that appears in the CPR, generating registry recording documents for personnel management administrative acts that must be recorded therein. Its version 3 is currently integrated with the CPR Information System, which enables compulsory entries to be processed. It also forms part of the most standardised handling of management procedures that require registry entry or otherwise. This system has completed its evolution, as its functions will be replaced by those provided by the new Integrated Personnel Management System (SIGP), that is already up and running. Badaral has been an important tool in paving the way for the unification of personnel management criteria and has enabled a specific culture related to this management to be spread throughout the AGE.

### **Integrated Management of State Administration Personnel (SIGP)**

The Integrated Management of State Administration Personnel (SIGP) system aims to obtain a human resources management system that is capable of providing a service within the scope of the AGE to all personnel management actions excluding those related to the preparation of the payroll and the upkeep of the Central Personnel Register. It is integrated with the Central Personnel Register, allowing access to the entries related to administrative acts managed by SIGP. Processing is entirely electronic and includes the general use of the electronic signature in administrative processes. It is based on the centralisation of data that ensures the homogeneity of the information, uniqueness and availability of the data and the criteria unit in the automated management of HR management, applying the principle of

management decentralisation. This system was set up in 2005 with the acquisition of information technology equipment and continued in 2006 with the commencement of the necessary developments to implement this new system at the end of 2008. It is currently in use in all ministries.

### **Standard Payroll for the General State Administration (NEDAES)**

NEDAES is a software package that is distributed to those ministries and bodies of the AGE that request it through an agreement that establishes its terms of use, maintenance and support. Its construction began in 1990 and is now released in version 5.

NEDAES was born with the idea of creating a payroll management system that covers all of the needs of the different departments and bodies of the General State Administration and enables the unification of the application criteria for specific regulations, cost savings as a result of the development and maintenance of different payroll management systems in the ministries and bodies of the General State Administration, concentrating these efforts on a single payroll management system with the corresponding technical and economic advantages, management optimisation and control of expenditure in chapter 1 (personnel costs). This system currently provides a service to 60 user centres, managing the payroll of around 116,000 beneficiaries. It also allows users to electronically obtain and access the corresponding proof of payment documents, hence eliminating the use of paper communication. As it is a decentralised system distributed as a software package, it requires the existence of certain technological infrastructures and technical support resources at the user centre. However, by centralising all of the application's technological and regulatory development and maintenance tasks, there are considerable savings for the user centres with respect to the cost of their own system.

Studies are being carried out and developments are being initiated to implement a NEDAES "in the cloud" system, which will further reduce the cost incurred by users by sharing technical resources that currently need to be provided by the user (servers, system support software, databases and their physical and logical maintenance).

## Public Employment Portal (FUNCIONA)

The public employment portal, FUNCIONA, arises from the need to distribute information of interest to the personnel of the AGE and for the human resource management units for a versatile and easy access medium for users. It is a virtual networking, cooperation and knowledge management space that uses the Administrative Intranet as a means to disseminate its services throughout the General State Administration. All personnel of the AGE included in the Administrative Intranet (SARA Network) directory of users can access FUNCIONA and there are currently over 96,460 registered users, with an average of 2,200,000 pages visited each month.

FUNCIONA provides general employment, professional and institutional information; provides different services and documentation related to personnel, regulatory, professional mobility, electronic administration, training issues, etc. A Personal Area with restricted access via a specific password or a personal certificate grants users access to their personal information available at the AGE (personal data and certificates, payroll documents and other financial details).

FUNCIONA also consists of Decentralised Spaces which provide access to information, tools and applications on a specific common issue or for a group of restricted users and access points to human resource management applications (Central Personnel Register, Badaral and Integrated Personnel Management System). It also enables the creation of restricted spaces to be supplied by the owner centre of the information, which offers the possibility of creating and maintaining one's own dissemination portals free of charge.