



Australia Indonesia Partnership  
Kemitraan Australia Indonesia



AUSTRALIA INDONESIA  
GOVERNANCE RESEARCH  
PARTNERSHIP

# Improving human resource management under regional autonomy



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# Decentralization

- Much activity, much change
  - Functions
  - Funding
  - Accountabilities
  - Elections
- But one element ignored
  - Human Resource Management

# This Research

- Examined this forgotten dimension of decentralization
  - HRM laws and regulations
  - HRM practices
  - Views of public service leaders
  - Views of political leaders
  - Views of public servants

# Initial findings

- Centre should play strong role
- Review roles of individual central agencies
- Clearly define roles of all levels
- Lack of strategic orientation
- Need for performance orientation
- Need for job and skills orientation
- Current performance appraisal flawed
- Deployment of public servants a problem
- Need to create a competitive job market

# What next?

- The major resource of regional governments is their staff
- Reforming the way in which staff are organized will improve governance and performance
- Research points to a program of incremental change



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