



HUMAN RESOURCES MANAGEMENT IN THE ERA OF INFORMATION TECHNOLOGIES

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- ❑ Human resources have been regarded as strategic ever since organizations began to accept that sustainable institutional success could only be achieved through successful management of human resources.

- ❑ Human resources management is recognized as one of the most important tools in maintaining organizational effectiveness and competitiveness.

- ❑ In the era of strategic human resources management, it has been understood that the human resources departments have a structure that not only manages the workforce, but also contributes to the success of the organizations.

- ❑ “Public sector human resources management” is an important item in the development plans of the Turkish Government. The Tenth Development Plan, covering the 2014 - 2018 period, includes a chapter titled “e-Government Applications in Public Services” with a vision of increasing the quality of public services.
- ❑ The main objective is to improve service quality and increase personnel productivity in all processes starting from hiring the personnel until their retirement in the public sector.
- ❑ Moreover, increasing the knowledge and skills of public employees through in-service trainings, evaluation of the personnel on the basis of their merits, dissemination of flexible working forms and development of a functional performance evaluation system are other primary targets to be achieved.



Government policies for human resources management are as follows:

- Creating a new human resources management model
- Improving recruitment and promotion processes
- Encouraging employment of qualified personnel for career professions
- Establishing an effective performance system
- Improving “service-staff-wages” relationship
- Developing “flexible working models”
- Creating a digital database including basic information of personnel
- Increasing the professional skills of public employees through vocational trainings that are accessible via distance learning systems
- Establishing legal framework to encourage qualified and experienced public personnel to work in low income areas in order to improve unbalanced distribution of personnel



Turkey established e-Government portal (e-Devlet Kapısı) in 2008 which enables access to digital public services for citizens, businesses and government agencies in an efficient and effective manner through only one website. The system currently has around 40 million users. The users have access to the services of 460 public institutions.

Some other e-Government linked e-systems are:

- The Identity Information Sharing System (KPS)
- Centralized Corporate Body Information System (MERSIS)
- National Judiciary Informatics System (UYAP)
- Presidency Communication Center (CIMER)
- Electronic Public Procurement Platform (EKAP)



The Turkish Ministry of Foreign Affairs has been upgrading its technological capabilities and communication facilities both within the Ministry and with other institutions. The ministry prioritize the use of new technologies with an emphasis on digital diplomacy, e-diplomacy and paper-free office networks.

Some other examples are:

- Diplomatic Portal
- Information Bank – Ministry’s principle source of reference
- BelgeArşiv – Document Archive Automation Programme
- Dışnet - Portal of the Ministry for personnels’ e-applications
- e-Consulate
- The Electronic Visa (e-Visa) Application System



- ❑ In the modern era of the use of technology in human resources management, a question remains to be answered: “Can technology solve human resources problems?”

- ❑ Even though the processes are realized or assisted by the means of technology, the decision making processes should still be under the purview of the relevant personnel.

- ❑ The data regarding the public human resources could be saved in an “integrated database” for an effective public human resources management. While doing so, we should consider these questions: Should the personnel have access to databases to provide information about themselves? If so, would it be a reliable source of information? Could the collected data be shared with other institutions?



- ❑ The most important problem associated with the storage and processing of large data is the protection of individual privacy as it is being discussed within the “big data” concept.
- ❑ It is necessary to have good policies and a strong legal framework regulating who can access confidential data, how to protect the databases and how such data could be utilized.
- ❑ Technology changes the way the human resources departments contact employees, store files and analyze employee performance. Used well, technology makes human resources practices more efficient.
- ❑ Change can be viewed as a challenge or an opportunity. We should see the technological changes as opportunities in HR area and improve our systems to achieve higher standards.





Thank you.

