

BUSINESS BOTSWANA

PRIVATE SECTOR DEVELOPMENT PROGRAMME BOTSWANA

Human Resource Management & Productivity Enhancement Workshop for SMMEs

Final Report

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Prepared by;



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1. BACKGROUND

The Private Sector Development Strategy (PSDS) identified the gains achieved, bottlenecks and interventions that would contribute towards establishing an enabling environment that would spur entrepreneurial development, attract foreign and domestic private investment while at the same time, create business opportunities. The strategy responds to the aspiration of Vision 2016 and the theme of the National Development Plan (NDP) 10, 2009-2016.

The PSDP is a 3 year programme which aims to stimulate and sustain growth through diversification of the economy while building the capacities of institutions and human resources that support the private sector. The European Union is the contracting authority for the PSDP and the Ministry of Investment Trade and Industry (MITI) is the supervising agency. Business Botswana (BB) is the executing agency responsible for monitoring and evaluation of the programme.

It has been identified that in the country, emerging SMMEs in priority sectors require adequate capacity building in order to improve their competitiveness. One such initiative was the Human Resource Management and Productivity Enhancement Workshops. Resource Logic was engaged to provide training to 40 SMMEs through group workshops

Resource Logic developed and facilitated the Human Resource Management and Productivity Enhancement Workshops. Each module was focused on supporting the beneficiaries in developing a comprehensive system and structure for human resource management, and to disseminate and institutionalise HR policies and procedures throughout their organisations.

The expected outcome of the project was to empower and equip beneficiaries to appropriately manage their human resource issues related to the implementation of the reform agenda. Each module comprised of theoretical learnings plus practical exercises to ensure experiential learning which are provided with each training manual in this report.

Regretfully attendance was not to full capacity. Each module had different numbers of participants but they tended to be the same companies and delegates which showed their level of interest. The attendance register is submitted with each module.

Module	No. of Delegates who Attended	Date
Job Analysis and Job Description Development	11	23/11/2016
Development of Human Resource Policies and Procedures	10	25/11/2016
Performance Management System	6	29/11/2016
Attraction and Retention Strategy	11	06/12/2016
Human Resources Management System and Databases	10	13/12/2016

2. COURSE MODULES COVERED

2.1. Job Analysis and Job Description Development

2.1.1. Philosophy

Job analysis is a task-focused process that is used to identify and determine in detail the particular job duties and requirements indicating the relative importance of these duties for a given job. It involves using some specific job analysis method such as individual and / or group interviews or questionnaire methods to collect data

about the job including relevant job specifications and requirements to perform the job effectively.

The output of the job analysis is a job description which defines the competencies, purpose, tasks, duties and responsibilities of a job and its role is to clarify employer expectations to the job holders and prevents random interpretation of roles. It forms the basis for sizing jobs through the job evaluation process, and will enable the development of the pay and grading structure.

2.1.2.Training Methodology

The learning outcomes of this module were based on the following;

- What is a job description?
- Job Analysis Overview
- The Purpose of a Job Analysis
- Who Should Be Involved in the Process?
- Job Analysis Process
- Developing Job Descriptions
- Benefits of Job Descriptions

2.1.3.Training Exercise

The delegates were placed into groups of three and given a blank job description template. Their task was to develop a job description for a position provided to them by the facilitator. The groups had to then present their job description to the rest of the delegates.

2.2. Development of Human Resource Policies and Procedures

2.2.1.Philosophy

Every organisation needs to have policies and procedures which detail what processes are to be followed with respect to different issues, or what benefits apply to specific employee groups. It makes for consistency of decision-making, as well as enabling work to continue without having to refer matters to higher levels for decision-making.

Policies serve several important functions:

- Communicate values and expectations for how things are done at your organisation.
- Keep the organisation in compliance with legislation and provide protection against unwarranted employment claims.
- Document and implement best practices appropriate to the organisation.
- Support consistent treatment of staff, fairness and transparency.
- Help management to make decisions that are consistent, uniform and predictable.
- Protect individuals and the organisation from the pressures of expediency.

2.2.2.Training Methodology

This module focused on teaching the PSDP beneficiaries the process of developing human resource policies from the planning, consultative, development, implementation and evaluation and review stages.

The learning outcomes of this module were based on the following;

- Links between Human Resource Policies, Procedures and Strategy
- Why Introduce HR Policies and Procedures?
- Who Develops HR Policies and Procedures?
- Benefits of Workplace Policies and Procedures
- Which HR Policies and Procedures Should Be Introduced?
- Steps in Policy and Procedure Development
- Consequences of not Having Documented HR Policies and Procedures

2.2.3. Training Exercise

Delegates were again separated into groups and asked to come up with examples of policies and procedures that would benefit their organisations. The groups returned to a plenary session and each group presented their lists with explanations of why they thought each policy would be useful and necessary for an organisation.

2.3. Performance Management System

2.3.1. Philosophy

Performance Management is a process that ensures that the organisation stays on track with respect to its strategies and goals. Performance Management Systems transform organisational culture by ensuring that everyone's performance is aligned to the strategy of the organisation and it is a process whereby everybody knows:

- What is expected from them?
- How well they are performing against targets.
- Their learning and development needs.

The effectiveness of a PMS process is influenced by the extent to which management know and understand the process. The leadership skills of the manager are instrumental in:

- Setting objectives and targets for staff.
- Managing and reviewing performance.
- Rewarding performance.
- Coaching and support underperformance.

2.3.2. Training Methodology

The performance management training module covered following areas:

- What is Performance Management?
- Aims of Performance Management
- Principles of Performance Management
- The Performance Management Stages and Processes
- Key Areas of Accountability
- Performance Objectives
- The Appraisal Form
- Use of the outputs of Performance Reviews and Assessments
- Managing Underperformance
- Persistent Non-Performance
- Performance Reward
- What is the Performance Appraisal?

2.3.3. Training Exercise

Working in groups, the delegates were given a sample performance appraisal scoring sheet to practice developing objectives and calculating scores. They then returned to a plenary session to their completed worksheets to the rest of the delegates.

To reinforce learning further a video called "The Dreaded Appraisal" was viewed followed by group discussion.

2.4. Attraction and Retention Strategy

2.4.1. Philosophy

An Attraction and Retention strategy provides the structure within which an organisation facilitates employee motivation and commitment to achieving its strategic goals and objectives. Therefore, an integrated attraction and retention management approach is required to ensure a coordinated and comprehensive attitude to employee motivation and long-term attachment to the organisation. It is an approach that links the attraction and retention strategy with the overall organisational strategy as well as other human resources initiatives such as recruitment, career development and progression, career pathing, performance management, rewards and recognition.

2.4.2. Training Methodology

The learning outcomes of this module included;

- Employee Value Proposition (EVP)
- Benefits of Employee Value Proposition to the Organisation
- Challenges of Employee Value Proposition for the Organisation
- Impact to Businesses of Recruiting the Wrong Person
- Impact to Businesses of Losing Key Talent
- The Impact of Retaining Employees Who Do Not Fit the Organisations' Cultures and Values
- Employee Attraction and Retention Strategy as a Component of EVP
- The Key to Talent Attraction - The Employer Value Proposition
- Retention Principles
- Illustration for Retention Strategy Implementation
- Non-Financial Rewards

2.4.3. Training Exercises

Delegates were split into two groups. Each group was allocated a different scenario for the exercise and required to present an effective attraction and retention strategy. Scenario A featured an organisation that was struggling to attract key talent and delegates had to present ideas on how the organisation could attract key talent to it. While on the other hand, Scenario B featured an organisation that was losing its top talent and delegates had to present initiatives the organisation could implement to retain these employees.

2.5. Human Resources Management System and Databases

2.5.1. Philosophy

The Human Resources Management System (HRMS) is a platform where transactions relating to payroll processing, position management, time, attendance, recruitment, benefits, and other human resources data collection procedures are recorded, stored and retrieved in a variety of ways. The transactions recorded ensure the timely payment of employees and provide information to business staff and management for the purpose of making decisions and accountability reporting.

HRMS is seen as offering the potential to improve services to HR department clients (both employees and management), improve efficiency and cost effectiveness within the Management, and allow HR to become a strategic partner in achieving organisational goals.

2.5.2. Training Methodology

HRMS allow organisations to automate many aspects of human resource management, with the dual benefits of reducing manual processes and increasing efficiency. The Human Resource Management Systems training module focused on the benefits, development and maintenance for the following key areas:

- Using Technology to Increase Your Business Productivity
- What is Human Resource Management Systems?
- Benefits of Having Human Resource Management Systems in your organisation
- A Modern Approach to Human Resource Management Systems
- Functions of Human Resource Management Systems
- Managing Payroll
- Time and Attendance Software
- Employee Scheduling
- Performance Management System Software
- Recruitment and Selection

2.5.3. HRMS Demonstration

One of the delegates from an IT company offered to demonstrate their employee performance tracking and monitoring systems which they offer for sale. The system enables users to input employee information, the tasks they have to complete and targets they have to meet. The product proved to be beneficial as it gives managers instant information on employee productivity allowing them to monitor any problems and act on them immediately.

There was a lot of healthy debate throughout the workshop which was enhanced by the fact that there were three IT professionals in the group who were able to explain issues using the Cloud in their businesses and the type of infrastructure SMEs should consider.

Gauge Electronic Job Evaluation System

An example of a HRMS offered by the Resource Logic was used to demonstrate its practical applications to the delegates. The delegates were shown the usefulness of using technology to enhance human resources processes that have previously been done manually.

Gauge is a software-as-a-service (SaaS) that was developed in the early 1990s and brings the benefits of technology to the job evaluation process. It is a web driven job evaluation system that assesses seven factors to come to a job evaluation score.

3.6. Summary

Throughout each module, discussions took place to highlight the integration of each individual module with all the other modules, and that they should not be seen in isolation. Any initiative implemented will have an impact on another area of human resource processes and it is important that organisations think laterally like this for optimum effectiveness and benefit to the organisation.

3. DELEGATE ASSESSMENT

Delegates were assessed through observation of course participation, individual demonstration of an understanding of the course material and concepts through questions and comments, and the presentation of the different group exercises to demonstrate application of the principles of each module. The details of the individual delegates' assessment for each module are documented in Appendices 1-5.

3.1. Job Analysis and Job Description Development

Most delegates participated enthusiastically and effectively, and asked useful questions. On completion of the technical discussions, participants broke away into groups to develop a job description using the concepts of the workshop as an experiential process of using the theory.

From the feedback at the plenary sessions, it was clear that everyone were comfortable with the contents of the module.

3.2. Development of HR Policies and Procedures

Theoretical aspects of the module were around the need to have HR policies the benefits to organisations and the legal environment. Practical interaction was based on going through the Amendments to the Employment Act 2010 and what should be considered in the development of policies, procedures and terms and conditions of employment manuals.

Once again participation was enthusiastic with good questions and sharing of experiences.

Experiential application was through break away sessions at which participants had to discuss which policies and procedures would be beneficial and report back to the plenary session. The policies identified included:

- Recruitment, Selection and Retention
- Retention
- Training and Development
- Health, Safety and Wellness
- Leave
- Performance Management
- Disciplinary and Grievance
- Termination

3.3. Performance Management Systems

Normally carried out over three days, the PMS training workshop was modified and condensed to fit into a one day course. The delegates' participation was good and they were able to understand and demonstrate how they would score performance on an appraisal form. Usually this course includes practice in developing performance objectives. The delegates were able to understand the concepts but we were not able to spend a lengthy amount of time of practicing how to write SMART objectives.

3.4. Attraction and Retention Strategy

Participation and enthusiasm to outdo each other was very high. Experiential learning was assessed through a group exercise where participants were required to develop either an attraction strategy or a retention strategy depending which scenario they were provided. One Group used the initiative to name their company using initials from all of their names and talked about their positioning in the market which was very entertaining.

3.5. Human Resources Management System and Databases

The last module of the project proved to be one of the most interactive as delegates were keen to share their experiences in using different forms of technology in their respective organisations. This was useful as some delegates who presented issues in their organisations for example their employees habitual late coming, theft and low productivity, were able to find assistance from their counterparts who offered HRMS solutions which proved beneficial in their own organisations. The delegates' engagement and understanding of concepts were high with the programme ending on a high note.

4. EVALUATION OF THE WORKSHOPS AND FACILITATOR

An evaluation form was presented to delegates at the end of each module which they were requested to complete in confidence. On the whole it seems that the participants were extremely happy with the course content of all the modules and how each one was facilitated with the scores ranging from 4 (Good) and 5 (Excellent).

5. EVALUATION OF THE VENUE

The first two modules were conducted at BNPC. The delegates were very unhappy with the training room, which has not been updated since it was first built. They were particular dissatisfied with the meals and the cleanliness. Even though the ratings for the questions regarding the venue range from 3 (Average) to 4 (Good), there were a lot of verbal complaints and two of the delegates coming from the hospitality industry even called the manager.

As a result, the dates for the last three modules were changed in order to conduct the training at Botswanacraft Marketing. The overall score from the remaining three modules was that the venue, refreshments, meals and ablutions were 5 (Excellent). The first module after lunch was a challenge as everyone was too full!