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HUMAN RESOURCES STRATEGY: 2010 - 2014

November 2010

Contract No. 263-I-03-06-00015-00 (REDI Task Order No. 3)

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HUMAN RESOURCES STRATEGY: 2010 - 2014

November 2010

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1. Introduction

1.1. This document sets the strategic direction and actions for the Human Resources (HR) Department in the Council of Representatives (COR) covering the period 2010 to 2014. Its purpose is to align the agreed vision and mission of the COR into a comprehensive HR strategy, and to develop a process by which HR can better meet the expectations of its stakeholders and to enhance HR's ability to make decisions. The intent is to build a cadre of professionals to support the work of legislators. The plan will describe a people-management vision, strategy and objectives, which will support the management capability and capacity to sustain and deliver the expressed strategic outcomes. Implementing such a strategy requires significant changes in people, procedures and management culture.

1.2. It has been developed from four key considerations:

- The COR's strategic direction in line with the vision and mission
- An approach linking management of people to organizational development
- A strong recognition that people are a major asset
- A practical and realistic approach

1.3. In order to achieve the depth of change required, the strategy is designed to guide the HR function toward a fit between what is immediately needed and an eventual Organizational Development (OD) approach. Thus, it is proposed that there will be a future shift away from a purely HR focus towards organizational development and the improvement of the business of the COR. The key is to develop an integrated OD Strategy which suits the COR's current needs and adjusts over time to future realities. In addition, the work will be emergent; we cannot know everything at the outset about what will improve our performance.

Best practice in HR

1.4. Furthermore, the 'how' of managing people (doing it right) is as important as the 'what' (doing the right thing) in determining whether or not the HR Strategy will have a positive impact. Well executed, integrated approaches to HR across a number of mutually reinforcing areas, are much more effective than one-off interventions.

2. Background

2.1. To date, the Human Resources Department has delivered a basic HR function to the COR. The time is ripe to enhance and expand this function so that HR can play a central role in modernizing COR procedures and practices. This strategy will lead the COR's HR practices and procedures over the next four year parliamentary session to ensure that employees and stakeholders experience high quality services and the COR becomes an employer of choice with motivated and professional staff.

2.2. The modern approach to the HR role is focussed on adding value, while at the same time fulfilling its day-to-day functions. Because increasing demands are being placed on HR it is vital to have competent and professional staff to deliver the HR role. Employing HR practitioners of the right calibre is essential to the future success of the HR function. In addition, the HR function needs to be agile and flexible in response to expressed and future needs. Thus, the eventual devolution of many HR activities into the Directorates and Provincial Offices together with a closer working partnership with line managers on strategic issues, specialization and segmentation are future realities.

2.3. The current situation of the Human Resources Department

The HR Department forms part of the Administrative Directorate within the COR Secretariat. It comprises 30 staff members, tasks and functions are assigned on an individual basis. The main tasks performed in the Department are the following:

- Maintaining personnel files
- Staffing and promotion
- Managing personnel leave and recruitment
- Training
- Distribution of formal statements and letters e.g. from the Presidency Council and Ministries

3. Assessment Method

3.1. This strategy is based on interviews with the Senior Director of Human Resources in the COR and a business gap analysis conducted between July and October 2010. The HR function was also a central issue discussed as part of the Senior Managers' Retreat in Istanbul, December 2009 and at the subsequent Retreat in Erbil, April 2010.

3.2. The findings provide the basis of the HR Strategy Plan for 2010 – 2014. The focus of this strategy is on four main HR functions:

- Recruitment and Selection
- Performance Management
- Training and Development
- Equality and Diversity

3.3. To enable a step change in productivity and efficiency, their needs to be a move from the delivery of a basic HR function to better, modern methods of working.

4. Organization and Business Development

4.1. Business planning is a core influence on organizational performance. It defines behaviour and how the organization copes with its environment. Strategically, the HR function of the COR Secretariat needs to be delivered in a planned way that integrates organizational goals and objectives with its vision and mission and turns them into policies and practical actions.

4.2. The role of Human Resources thus encompasses:

- Providing and managing people who are motivated and capable of conducting the business of parliament;
- Actively monitoring personnel and organizational development needs and managing change when it is needed;
- Developing new policies and practices to implement the desired changes.

4.3. A business development process plots aspirations into a practical plan of action based on answers to the following questions:

- What do the COR's internal and external stakeholders want?
- How well does this fit with the vision, mission and values of the COR Secretariat?
- What changes might be required, over what period of time, and who will be responsible to implement the changes?
- What risks and critical success factors are involved?
- Is there the necessary competence to turn a theoretical plan on paper into a practical reality that delivers what is promised?
- How can the plan be monitored and evaluated?

4.4. The central role of HR is to ensure that staff have the skills, knowledge and capability to play their part to help the COR innovate and develop for the future. In particular, by supporting the COR's work in providing legislative oversight, transparency and accountability.

4.5. A business plan has a number of advantages:

- It gives a clear yardstick by which to measure the performance of individuals, groups and the organization
- It forces an appraisal of the present situation, the options going forward and a road map to get to a desired future.
- It is a useful tool for communicating the HR direction and the rationale for the choices that have been made.

5. Human Resource Business Delivery Gap Assessment

5.1. A business delivery gap assessment of the HR function in the COR was conducted as a first step in developing the HR Strategy. This was carried out through interviews with the DG for Administration, the Senior Director for HR and the Head of the Training Unit, together with a group exercise during a HR training event. The assessment focused on four main HR areas:

- Recruitment and Selection
- Performance Management
- Training and Development
- Equality and Diversity

Appendix A sets out the main findings of the Business Delivery Gap Assessment

6. The COR Secretariat's Strategic Direction

6.1. Strategy is the roadmap for delivering the vision. It defines the choices of approach, and the options for the future. A successful strategy needs a three-level approach:

- Organizational level - because strategies involve decisions about key goals, major policies and the allocation of resources they tend to be formulated at the top. Senior management needs to be visibly active to show commitment to the HR Strategy and resulting change management.
- Focus – business-informed strategies focus on organizational effectiveness. With this perspective people are viewed as a valuable resource to be managed toward the achievement of strategic goals.
- Framework - strategies by their very nature provide unifying frameworks that are at once broad, contingency-based and integrative. They incorporate human resource goals and activities designed specifically to fit the culture, environment and to be mutually reinforcing or synergistic.

6.2. People are the key asset required to implement the HR Strategy. Their knowledge, skills and abilities have to be deployed and maximized if the COR is to create value by attracting and retaining talented staff to serve the legislature. The way in which qualified staff possessing parliamentary skills are managed, motivated and deployed will shape the strategic direction. This should be of concern to all stakeholders, not just the Human Resources Department.

6.3. The Human Resources Department should play a pivotal role to improve and develop the overall performance of the COR by:

- Establishing a clear link between the human resource function and organizational success as embodied in the COR Secretariat's vision
- Providing guidance on how to measure and report on performance
- Underlining the importance of using measurements to prove that superior people management is delivering superior results, and to indicate the future direction for the delivery of the HR strategy
- Drawing attention to the need to base strategies and processes on the requirement to create value through people

- Strengthening the belief that people are assets

6.4. The role of the Human Resources Department is crucial in defining the framework within which these processes take place.

6.5. The HR strategy has been developed to support the COR Secretariat's vision, values and mission. All goals and activities align with this strategic direction that was mapped out at The Retreat in Istanbul, December 2009.

Appendix B sets out the agreed COR Secretariat's vision, mission and values

6.6. Vision and Mission of the HR Department

As part of the business and strategy development the HR department has adopted its own vision and mission in line with the COR's overall vision:

Vision

To provide a HR service to all COR staff and its stakeholders that is professional, ethical and delivers good practice in line with the COR's stated values.

Mission

The Human Resources Department will support the COR's vision by delivering a superior service through recruiting, training, developing, and assisting our people in a caring, trustworthy and timely manner.

7. The Legal Framework

7.1. This Strategy has been developed in line with the legal framework as it relates to the HR function in the COR. There are some laws that cover all employees in Iraq and others that cover civil servants. The Iraqi civil service is a permanent, progressive career civil service system, with an open recruitment process.

7.2. Set below are the main set of laws and regulations that impact on the HR function:

- Civil Service Law Number 24, 1960 (amended) in accordance with the 10th edition amended, 2010
- Government and Public Sector Staff Discipline, number 14, 1991 (amended)
- Code of Conduct – this applies to all employees in Iraq
- Health and Invalidity Law, no. 11, 1999. – this includes the rights of workers
- The New Retirement Law, 2006 – the normal retirement age is 63 years unless extended by the appropriate Minister
- Political Dismissal Law

7.3. Civil Service Recruitment Law:

Before employment is offered all candidates have to comply with the following:

A

- Must be at least 18 years of age
- Must have held an Iraqi identification number for at least 5 years
- Must pass a medical and health check
- Must pass a criminal record check

Prior to the appointment of a candidate, the organization has to comply with the following:

B

- There must be an open job vacancy
- There must be a specific financial allocation for the post

- The potential employee must be assigned to a specific grade and pay point within that grade– there are 10 grade levels with 1 being the highest to 10 being the lowest. Each grade has a pay point ladder comprising 11 steps

In addition, the probation period for external recruits is set at one year. If the appropriate Director General deems the probationer unsatisfactory at the end of 12 months, then there is a further 6-month extension. If the employee is then judged not to be performing they will be dismissed. For internal staff being reassigned to a new post the probation period is 6-months and if they are judged not to be performing they will be offered the opportunity to return to their previous post.

7.4. In addition the Civil Service Code regulates promotion and access to training. New regulations on performance management and appraisal are currently under discussion.

8. The Human Resources Strategy

8.1. The strategy comprises the strategic objectives and operational goals of the HR Department. It is a practical approach and reflects today's realities alongside longer-term aspirations. The strategy covers a range of general objectives along with specific ones for, recruitment and selection, performance management, training and development and equality and diversity.

General Objectives

8.2. To achieve the COR Secretariat's strategic objectives, the following will be implemented:

High Priority

- The HR function will help optimize and align the leadership and culture of the COR Secretariat in accordance with its vision, values and mission to provide the highest professional support to the legislature.
- To re-structure a major part of HR activities under the following areas:
 - Recruitment and Selection
 - Performance Management
 - Training and Development
 - Equality and Diversity.
- To ensure that the COR Secretariat has a capable and engaged workforce, the HR Department will develop a positive culture of learning and innovation through:
 - Implementing sound employee relations practices for a disciplined and harmonized workplace
 - Applying accountability processes
 - Encouraging and enabling line managers to engage in managing staff
 - Strengthening workplace morale
 - Fostering a forward-looking, dynamic culture that can harness the potential and talent of all staff.
- To produce a suite of policies and procedures that enhance and fit the strategic direction of the COR Secretariat, including:
 - Job Analysis
 - Job Descriptions
 - Fair and Open, Merit-Based Recruitment and Selection
 - Performance Management
 - Ethics and Code of Conduct
 - Discipline and Grievance
 - Training and Development

- Equality and Diversity
- Workplace Health and Wellbeing
- Produce a HR Staff Handbook

Medium Priority

- Implement HR business processes and reporting

Specific Strategic Action Areas

8.3. Recruitment and Selection

High Priority

- Establish a consistent job analysis system
- Ensure clear, robust, merit-based recruitment and selection of staff
- Provide COR specific recruitment and selection processes

Medium Priority

- Deliver training to managers so that they can recruit and select the best person for the job
- Enable HR good practice to be effectively shared across the COR Secretariat
- Train HR personnel in recruitment and selection procedures to ensure specialist advice across directorates
- Enhance the record keeping system
- Ensure that all documentation is confidential and secure

Appendix C provides the background to recruitment and selection good practice

8.4. Performance Management

High Priority

- Deliver a comprehensive performance management system
- Design performance management cycle,
- Develop performance management method and tools including templates and personal development plans

Medium Priority

- Run a performance management pilot in one department
- Deliver training to all managers on performance management
- Brief all staff on the performance management system and initiate the cycle
- Train HR personnel in performance management procedures
- Ensure that all documentation is confidential and secure

Low Priority

- Develop a talent management pilot, including a training and mentoring process

Appendix D provides the background to performance management good practice

8.5. Training and Development

High Priority

- Develop a training and development policy
- Communicate the policy to all managers to cascade to their staff

Medium Priority

- Ensure that the Training Plan is regularly reviewed
- Brief all managers on upcoming training events
- Ensure that training is well coordinated and delivered
- Create a COR culture of continuous learning and development
- Ensure that all training documentation is confidential and secure

8.6. Equality and Diversity Training

High Priority

- Build diversity concepts and practices into management, team development and other training and programs to increase awareness of the need to handle different views, perceptions and ideas in positive ways

Medium Priority

- Include diversity issues in the induction session so that all new employees are aware of the COR Secretariat's values and policies
- Train line managers about equality and diversity, aiming to help them understand their responsibilities and the issues.

Appendix E sets out the background to training and development good practice

8.7. Equality and Diversity

To manage diversity and ensure equity, the COR Secretariat needs to take positive action and initiatives to support its business strategic objectives.

High Priority

- Develop an equality and diversity policy
- Ensure that initiatives and policies have the support of the senior management
- Establish a diversity working party to oversee equity good practice
- Focus on fairness and inclusion in recruitment, training and development

Medium Priority

- Address the challenges of work-life balance and wellbeing at work
- Encourage ownership and discourage a risk aversion and blame culture, aiming to create an empowering culture so that decisions are not passed upwards without good reason
- Design guidelines and training/briefing sessions for line managers to help them respond appropriately to diversity needs.
- Describe desirable behaviors to gain positive commitment and integrate these into the performance management process
- Make clear that everyone has a personal responsibility to uphold agreed standards through training events, team meetings and day-to-day behavior
- Regularly audit, survey, review and evaluate progress and keep qualitative data to chart progress and show business benefits, including data on gender, age, tribal trends and disability.

Low Priority

- Celebrate successes and identify learning opportunities from failures, to use them as building blocks for further progress.

Appendix F sets out equality and diversity good practice.

9. Conclusion

This strategy is designed to both embed good employment practice across the COR and to drive forward the human resources agenda. The intention is that the Human Resources Department in the COR will become a centre of best practice within the Iraq public sector.

10. Human Resources Strategy Delivery Plan

Strategic Objective	Action	Outcome	Timeframe
General			
<p>The HR function will help optimize and align the leadership and culture of the COR Secretariat in accordance with its vision, values and mission to provide the highest professional support to the legislature.</p>	1. To ensure that the vision, mission and values of the COR are used as a means to develop and enhance the culture and leadership practices of the COR.	<p>That the COR's working environment always reflects the stated vision, mission and values and that the HR department delivers all aspects of its work within this framework and that this reflects best practice.</p>	Ongoing to 2014
	2. That the HR department leads through visible good practice and behaviour.		Ongoing to 2014
	3. That the HR department acts as a professional customer service centre to the rest of the COR and its stakeholders.		Ongoing to 2014
	4. That the HR department regularly reviews its own practices to build its professional standards and delivery.		Ongoing to 2014
	5. To network with other HR parliamentary departments in other countries		UK Parliament HR Department agreed to network May 2010 - ongoing to 2014
<p>To re-structure a major part of the HR function under the following areas:</p> <ul style="list-style-type: none"> • Recruitment and Selection • Performance Management • Training and Development 	<p>1. To restructure the HR department to incorporate the functions of: Recruitment and Selection; Performance Management; Training & Development; Equality and Diversity</p> <p>2. To ensure that staff are trained and qualified to deliver the re-structure</p>	<p>That the HR function takes an active and central role in the professional delivery service that is compatible with international HR standards</p>	<p>By March 2012</p> <p>By March 2012</p>

Strategic Objective	Action	Outcome	Timeframe
<ul style="list-style-type: none"> Equality and Diversity 	3.To work towards providing a designated professional HR service to each COR department in order to begin to embed HR good practices.		Ongoing to 2014
To ensure that the COR Secretariat has a capable and engaged workforce, the HR Department will develop a positive culture of learning and innovation.	<ol style="list-style-type: none"> 1.Implement sound employee relations practices for a disciplined and harmonized workplace. 2. Apply accountability processes that apply to all staff, including clear job analysis and descriptions. 3. Encourage and enable line managers to engage in managing staff through performance management 4. Strengthen workplace morale through, training and development, team building and supervision 5. Foster a forward-looking, dynamic culture that can harness the potential and talent of all staff. 	<p>The COR Secretariat staff are engaged with the vision, mission and values. There is a high level of professionalism aimed at supporting the legislators and parliamentary process..</p> <p>The COR Secretariat is an employer of choice.</p>	<p>Ongoing to 2014</p>
To produce a suite of policies and procedures that enhance and fit the strategic direction of the COR, including: <ul style="list-style-type: none"> • Job descriptions • Fair and open recruitment and selection • Performance Management • Ethics and Code of Conduct • Discipline and Grievance • Training and Development 	<p>1.Draft policies on:</p> <ul style="list-style-type: none"> • Job analysis and descriptions • Fair and open recruitment and selection • Performance Management • Ethics and Code of Conduct • Discipline and Grievance • Training and Development 	That the COR adopts practical policies and procedures that are in line with international best practice	By March 2012

Strategic Objective	Action	Outcome	Timeframe
<ul style="list-style-type: none"> • Equality and Diversity • Workplace Health and Wellbeing 	<ul style="list-style-type: none"> • Equality and Diversity • Workplace Health and Wellbeing <p>2. Agree and sign off all policies</p>		By March 2012
To produce a HR Staff Handbook/Manual	<p>Based on agreed policies, produce a Staff Handbook covering all aspects of an employees life cycle in the COR</p> <p>e.g.</p> <ul style="list-style-type: none"> • Recruitment and selection • Probation, • Leave and entitlement • Pay and reward • Code of conduct • Grievance and discipline • Training and development • Equality and diversity • Health and wellbeing • Retirement 	<p>That the COR has a practical manual for all staff informing them of HR policies and procedures</p> <p>That briefings take place so that all members of staff are informed about the HR staff Handbook and receive their own copy in Arabic</p>	<p>By March 2011</p> <p>By March 2012</p>
Develop business processes and reporting	<ol style="list-style-type: none"> 1. Review current reporting and processing systems 2. Ensure that systems are harmonized and streamlined to be efficient and effective 3. Explore use of electronic processes 4. Where viable, input data electronically 5. Ensure data protection and confidentiality 6. Monitor business systems 7. Prepare half-yearly status report on the effectiveness of systems 	That HR business processes are reviewed and monitored to ensure that they are being improved and fit for purpose.	<p>By March 2012</p> <p>By March 2012 – ongoing to 2014</p> <p>Ongoing to 2014</p> <p>Ongoing to 2014</p> <p>Ongoing to 2014</p> <p>Ongoing to 2014</p> <p>Every 6 months from June 2011</p>

Strategic Objective	Action	Outcome	Timeframe
Recruitment and Selection			
Develop recruitment and selection policy	<ol style="list-style-type: none"> 1. Draft recruitment and selection policy 2. Agree policy and procedures 	A clear recruitment and selection policy that covers all aspects of the process together with open and transparent procedures	<p>By March 2012</p> <p>By March 2012</p>
Enhance the record keeping system	<ol style="list-style-type: none"> 1. Review current record keeping system 2. Ensure that the record keeping system is harmonized and streamlined to be efficient and effective 3. Explore the use of electronic processes 4. Where viable, input data electronically 5. Monitoring 	The HR department has modern record keeping	<p>Ongoing to 2014</p> <p>Ongoing to 2014</p>
Ensure that all documentation is confidential and secure	<ol style="list-style-type: none"> 1. Review current security procedures 2. Devise a system to ensure that sensitive recruitment and selection data is protected, confidential and secure 3. Brief all appropriate staff on the record keeping system 4. Monitor and review the system and provide regular feedback to the Head of HR 	All recruitment and selection documentation is secured with set procedures and safeguards	<p>Ongoing</p> <p>By March 2012</p> <p>Ongoing to 2014</p> <p>Ongoing from March 2011 to 2014</p>
Develop job analysis process, including training for managers	<ol style="list-style-type: none"> 1. Design job analysis guidelines together with COR specific templates 2. Train managers to analyze posts and record key functions, duties and responsibilities 	All posts in the COR will be subject to a job analysis which will be examined and if appropriate, amended when a post-holder leaves to ensure that the function, duties and responsibilities are still relevant to the COR's overall strategy	By March 2012

Strategic Objective	Action	Outcome	Timeframe
Develop COR specific job descriptions/person specifications templates	1. Design generic templates for COR posts 2. Line managers to draft job descriptions and person specifications for their teams	All posts in the COR to have a relevant job description and person specification.	By March 2012
Deliver training to managers on writing job descriptions/person specifications	Line managers to be trained in writing generic and specific job descriptions together with person specifications for each post in the COR	Job descriptions will be used for recruitment and performance management purposes	By March 2012
Deliver recruitment and selection training for all selectors	1. Design cross-COR training program for all staff who are involved in recruitment and selection. 2. Implement training cycle	All selectors to be trained in recruitment and selection good practice, including how to sift applications and interview procedures and behavior	By March 2012 May 2012 Commence April 2012
Train HR personnel in recruitment and selection procedures	1. Design HR specific training for HR personnel 2. Train HR personnel with recruitment and selection responsibilities	HR personnel to up-skill professional delivery of service	By March 2011 Ongoing to 2014
Performance Management			
Develop comprehensive performance management policy	1. Draft performance management policy 2. Agree policy and procedures	A clear and comprehensive performance management policy that covers all aspects of the process	By May 2011 By June 2011
Develop a talent management policy	1. Draft talent management policy 2. Agree policy and way forward	The COR is able to attract and retain talented staff	By March 2013 By May 2013
Design performance management cycle, including templates and personal development plans	1.Design Performance Management cycle and processes, including record keeping systems, generic templates and personal development plans 2.Design Performance Management Guidelines for managers and staff	The COR has an evolved performance management system aimed at developing the professional profile of staff.	By June 2011 By June 2011

Strategic Objective	Action	Outcome	Timeframe
Run a performance management pilot in one department	<ol style="list-style-type: none"> 1. Design a training program for line managers on their role in the performance management process and cycle 2. Roll out the performance management system to the whole of the COR 3. Monitor, review and evaluate the performance management cycle 	The COR will have a cadre of well trained managers who will provide professional and constructive feedback to their staff. This will enhance the leadership profile of the COR	<p>By September 2011</p> <p>By November 2011</p> <p>By February 2012</p>
Deliver training to all managers on performance management	<ol style="list-style-type: none"> 1. Design a training program for line managers on their role in the performance management process and cycle <ul style="list-style-type: none"> • Introduce them to the templates and record keeping system. • Train them to provide constructive feedback 	The COR will have a cadre of well trained managers who will provide professional and constructive feedback to their staff. This will enhance the leadership profile of the COR	By March 2012
Develop a talent management pilot, including a training and mentoring process	<ol style="list-style-type: none"> 1. Design a pilot in one COR department prior to the process being rolled out across the COR, including identification of potential 'mentors'. 2. Monitor, review and evaluate the talent management program 3. Adjust and amend the procedures and processes as appropriate 	The pilot will ensure that the talent management process is tried and tested prior to its adoption by the COR as a whole.	<p>By January 2014</p> <p>Ongoing from 2014</p> <p>Ongoing from 2014</p>
Brief all staff on the performance management system and initiate the cycle	<ol style="list-style-type: none"> 1. Design a concise written brief with answers to frequently asked questions that line managers can inform their staff. 2. Instruct line managers to brief their staff on the performance management system, their role and when it will commence. 	The COR will have an effective performance management process. Also staff will be well-informed and understand the principles and timings of the performance and talent management cycle.	<p>By January 2012</p> <p>Ongoing from the inception of the pilot to 2014</p>

Strategic Objective	Action	Outcome	Timeframe
	3. Adjust and amend the procedures, processes and delivery as appropriate 4. Ensure that new managers and staff are clear and confident about the system. 5. Roll out the performance management cycle to the whole of the COR		Ongoing to 2014 Ongoing to 2014 By March 2014
Train HR personnel in performance management procedures	1. Design HR specific training for HR personnel 2. Train HR personnel with performance management responsibilities	HR personnel to up-skill professional delivery of service	By January 2012
Ensure that all documentation is confidential and secure	1. Design record keeping and retrieval systems for performance management cycle and talent management system. 2. Ensure that the record keeping system is harmonized and streamlined to be efficient and effective 3. Explore the use of electronic processes 4. Where viable, input data electronically 5. Monitor and review the system and provide regular feedback to the Head of HR.	All performance and talent management documentation is secured with set procedures and safeguards	Ongoing from start of first cycle 2012 – 2014 Ongoing from start of first cycle 2012 – 2014 Ongoing to 2014 Ongoing to 2014 Ongoing from start of first cycle 2012 - 2014
Training and Development			
Develop training and development policy	1. Draft training and development policy 2. Agree policy and procedures	A clear and comprehensive training and development policy that covers both formal training and personal development activities	By March 2012

Strategic Objective	Action	Outcome	Timeframe
Communicate the policy to all managers to cascade to their staff	<ol style="list-style-type: none"> 1. Circulate the policy to all line managers with the request that they share this with their staff. 2. Ensure that all staff are briefed 	Managers and staff will be informed of the importance of training and development to increase the level their professional standards	<p>By May 2012</p> <p>By June 2012</p>
Ensure that the Training Plan is regularly reviewed	<ol style="list-style-type: none"> 1. The Head of HR and Training to continuously monitor and review the Training Plan to ensure that the offer reflects the professional needs of the COR. 2. To produce a report and hold a formal review process every 6 months 	That the COR delivers training and development that matches its strategic objectives	<p>Ongoing to 2014</p> <p>Every 6 months from January 2011 to 2014</p>
Ensure that training is well coordinated and delivered	<ol style="list-style-type: none"> 1. That the Head of Training provides regular updates to the Head of HR. 2. The Head of Training provides a COR Training and Development Report to the Head of HR every 6 months to include data on attendance and evaluation of all training and development activities and to predict future training needs. 	That the HR department is fully informed of the status of training and development in the COR and that both delivery and interventions are professional, of a high standard and delivering the COR strategic objectives.	<p>Ongoing to 2014</p> <p>From January 2011 every 6 months to 2014</p>
Brief all managers on upcoming training events	Inform line managers of future training events and provide an opportunity for them to ask questions so that they will be clear when selecting staff for training and development. Including information on how to select the right staff for the right training and the enrolment procedure.	That line managers recommend the right members of their staff to be participants on the appropriate courses to enhance professional standards across the COR. In order to enhance professional standards, skills, knowledge and behavior of their staff	Ongoing to 2014
Create a COR culture of continuous learning and development	<ol style="list-style-type: none"> 1. Draft Guidelines for Managers on training and development, to include: <ul style="list-style-type: none"> • The importance of evaluation 	Clear and accurate information for line managers so that they can understand the central role of training and development.	By March 2012 – ongoing to 2014

Strategic Objective	Action	Outcome	Timeframe
	<ul style="list-style-type: none"> • What is the role of personal development in the workplace • How to ensure that there is continuous learning in the workplace. <p>2. Actively foster a culture of continuous learning and development</p>		
Ensure that all training documentation is confidential and secure	<p>1.Design record keeping and retrieval systems for the training function.</p> <p>2. Ensure that the record keeping system is harmonized and streamlined to be efficient and effective</p> <p>3.Explore the use of electronic processes</p> <p>4. Where viable, input data electronically</p> <p>5. Monitor and review the system and provide regular feedback to the Head of HR.</p>	All training and development documentation is secured with set procedures and safeguards	<p>By March 2012-ongoing to 2014</p> <p>By March 2012 – Ongoing to 2014</p> <p>Ongoing to 2014</p> <p>Ongoing to 2014</p> <p>By March 2012-ongoing to 2014</p>
Equality and Diversity Training			
Build equality and diversity concepts and practices into management, team development and other training and programs	Quality assure training delivery and materials, including a wide range of examples and case studies to include equality and diversity COR examples in all appropriate training events.	To increase awareness of the need to handle different views, perceptions and ideas in positive ways	By March 2012
Include diversity issues in the induction session so that all new employees know about the COR's values and policies	Ensure that Induction training for staff has an equality and diversity focus so that new staff are clear about their responsibilities.	The COR will ensure that new staff are fully aware of the open commitment of the COR to improving equality and diversity good practice.	From inception of the Induction cycle - ongoing to 2014
Train line managers about equality and diversity, aiming to help them understand their responsibilities and the issues	Ensure that all line managers are trained and that they receive regular briefings and additional training when required.	All line mangers will be clear about: <ul style="list-style-type: none"> • The issues • Responsibilities • Actions they need to deliver to embed good practice	By March 2012-ongoing to 2014

Strategic Objective	Action	Outcome	Timeframe
	3.Line mangers to emulate senior managers in their action and behavior		Ongoing to 2014
Design guidelines for line mangers to help respond appropriately to equity and diversity needs	1.Line mangers to be briefed and fully informed of their duties and responsibilities in terms of equality and diversity 2.Senior mangers to support line managers in their efforts to deliver good practice.	Line mangers will act as positive change agents. The COR will build a confident, flexible and professional line management cadre.	By June 2012 ongoing to 2014 Ongoing to 2014
Describe desirable behaviors to gain positive commitment and integrate these into the performance management process	1.The diversity guidelines to describe examples and case studies of good diversity practice. 2.Ensure that the performance management process includes individual diversity objectives.	All staff will be clear about their individual and collective role in terms of forwarding equality and diversity good practice and standards of behavior in the workplace	Ongoing to 2014
Make clear that everyone has a personal responsibility to uphold agreed standards through training events, team meetings and day-to-day behavior	1.Ensure that the COR's mission, vision and values are prominently displayed in the COR. 2.Put equality and diversity topics and updates on team meeting agendas. 3.Ensure that every member of staff has at least one equality and diversity objective in their personal development plan as part of the performance management cycle. 4.Line managers to provide prompt and accurate data to the HR department so that they can update the equality and diversity database	The COR will become a centre of good practice and an employer of choice. There will be increased staff motivation and retention.	By March 2012 Ongoing to 2014 From the inception of the performance management cycle – ongoing to 2014 By June 2012
Regularly audit, survey, review and evaluate progress and keep qualitative data to chart	1. HR department to collect data on quality and diversity areas to collate statistics.	The COR will have a database for equality and diversity information to establish a base point and	By November 2012– ongoing to 2014

Strategic Objective	Action	Outcome	Timeframe
progress and show business benefits, including data on gender, age, tribal trends and disability	<p>2. HR department to produce an annual report on the COR's equality and diversity profile and suggest practical steps and targets to improve performance and visible commitment.</p> <p>3. Incorporate equality and diversity questions in staff surveys.</p>	to measure year on year improvement.	<p>Annually from January 2013</p> <p>By March 2012 - ongoing to 2014</p>
Celebrate successes and identify learning opportunities from failures, to use them as building blocks for further progress	<p>1.The equality and diversity annual report will include a section on successes and learning points. This will highlight the level of improvement that the COR has made as well as what it intends to deliver in the future.</p> <p>2.The COR can recognize events such as International Women's Day.</p>	The COR will be able to celebrate its successes and build on these over the coming year. It will have a documented record of its achievements that can be used for internal and external publication.	<p>From May 2011 - ongoing to 2014</p> <p>From January 2011 – ongoing to 2014</p>

Appendix A.

The Business Delivery Gap Assessment

Set out below are the main findings of the business delivery gap assessment.

Overall, the HR function and service delivery was viewed as poor with little or no fundamental structure and few processes in place. The HR Department is very aware of this fact and there is a strong and positive desire to improve.

The business delivery gap assessment identified the high-priority changes set out below:

Job Analysis. There is no job analysis process in the COR. Job descriptions are often drafted with little attention to the duties and responsibilities of the post. In many areas this is a new concept and the opportunity is lost to develop roles and responsibilities when staff leave the COR.

Job Descriptions. Clear, focused, realistic, written job descriptions are rare. The normal practice is limited to a couple of sentences describing the role, or just a job title. For some generic roles job descriptions are adopted from the Civil Service Commission but are not COR-specific. The lack of standardized COR-focused job descriptions results in a lack of clarity and often confusion about roles and responsibilities. The fundamental function of HR to ensure that employees are clear about their duties and responsibilities, and the level at which they operate, is therefore not being adequately fulfilled.

Person Specifications. A person specification or job profile sets out the selection criteria for a post, this includes education and qualifications, training and experience and personal attributes / qualities. A job description describes the job; a person specification describes the person needed to do the job. A person specification can, therefore, form the basis for the selection of the most suitable person to fill the job. The concept of a person specification is new and normally is developed in line with an organizational competency framework.

Recruitment and Selection. Recruitment and selection of personnel is a major concern of the HR department. There are many examples of individuals being hired with scant attention to their suitability or level of experience for the role that they were hired to fulfil. The pressure to recruit unsuitable staff is immense and hard to resist. COR staff need consistent, transparent, agreed, written policies to defend good recruiting and hiring practices.

Performance Management. Performance management is not formalized in the COR and there are no written policies and procedures. The opportunity is lost to use performance management as a promotion and retention tool. Models of performance management and appraisal systems will directly help address the common lament that COR staff lack motivation. Modern performance management systems will produce a formalized, documented process for each member of staff to engage in his/her development and agree upon performance objectives linked to standardized measures.

Training and Development. Training is being delivered in the COR by the Legislative Strengthening Program (LSP) and some other providers. The training is predicated on building professional competence, knowledge and capacity. The HR department has a Head of Training with one assistant. There is little evidence of any professional or career developmental activity for staff at any level. The COR should take steps to overcome these inadequacies

Equality and Diversity. There is no formal Equality and Diversity policy and action apart from the employment law on tribal origin. The COR does employ staff with disabilities but currently there is no procedure for gathering statistics. Directorates vary in terms of their employment of male and female staff. There are few women in senior positions and only one at DG level. The delivery of fair, open and transparent HR processes and procedures that will directly address equality and diversity issues is a major challenge that will need sensitive management and culture change if it to be an on-going success.

Appendix B.

The COR Secretariat's Vision, Values and Mission

Vision

'The COR Secretariat will be an active, professional and developed Institution that is trustworthy and an ideal model to others both in, and outside of Iraq'

Values

1. **Credibility** – that the Secretariat would be the trusted source of support for the elected members of parliament
2. **Truthfulness** – that the Secretariat would provide honest advice and conduct its affairs in a transparent way to set an example for elected officials and for Iraqis.
3. **Integrity** – that with honour and with purpose, the Secretariat would render and provide the best possible advice and guidance to the elected members and provide that advice without bias and regardless of sectarian or partisan background
4. **Efficiency** – that the Secretariat would find new ways to innovate and improve its output to ensure it delivered what was required of it – on time and above expectations
5. **Cooperation** – that the Secretariat would try to break down internal barriers among directorates and departments and foster great cooperation within the COR
6. **Respect** – understanding that Iraq is a diverse country, that the Secretariat will do its utmost to respond to the needs of the Iraqi people by supporting their elected representatives
7. **Equality** – that the Secretariat will operate fairly and in an unbiased way regardless of ethnic, sectarian, political or gender considerations

Mission

The Secretariat shall faithfully exercise its tasks and duties to enable the COR to perform its role within the defined Constitutional and legal frame of the Republic of Iraq.

Appendix C.

Recruitment and Selection

Recruitment is the process of placing the right person, in the right place, at the right time. It is crucial to the COR's performance. Recruitment is a critical activity, not just for the HR area but also for line managers who should be increasingly involved in the selection process. All those involved in recruitment should be aware of relevant legislation and be trained in good practice.

The selection processes should be based only on a candidate's:

- Ability to do the job
- Ability to make a contribution to the COR's effectiveness
- Potential for development.

The recruitment process involves a series of stages:

- Defining the role
- Attracting applications
- Managing the application and selection process
- Making the appointment.

Defining the role

Job analysis. Before recruiting for a new or existing position, it is important to gather information about the nature of the job. This means thinking about the tasks, the job's purpose, the outputs required by the job holder and how the job fits into the COR's structure. This analysis should form the basis of a job description and person specification/job profile.

Job description. The job analysis leads to writing a job description. Job descriptions are required for every position so that recruiters and applicants can understand the role. A job description defines a person's role and accountability. Without a job description it is not possible for a person to properly commit to, or be held accountable for their role in the organization. The job description also communicates expectations about performance to employees and managers to help ensure effective performance in the job.

Person specification/job profile. A person specification or job profile states the necessary and desirable criteria for selection. Increasingly such specifications are based on a set of competencies identified as necessary for the performance of the job. Developing a core competency framework together with key performance indicators will form part of the future HR strategy as it moves towards an OD model.

Attracting applications

The first stage is to generate interest from candidates and there is a range of ways of doing this:

Internal recruiting methods. It is important not to forget the internal staff pool when recruiting. Providing opportunities for development and career progression increases employee engagement and retention and supports succession planning.

Referral. An applicant can be referred by family or friends. In itself this is not prohibited but it is very important that the COR should not rely on this procedure at the expense of attracting a diverse workforce. It is also essential not to give any real or perceived advantage to particular individuals because they have been referred -- they should always follow the same process as every other applicant.

External recruiting methods. There are many options available for generating interest from individuals outside the COR.

Eventually, vacant posts will be placed on the COR's website. Currently, posts in the Provincial Offices are already being advertised this way.

Other ways to attract applications include building links with education establishments and holding job fairs.

Managing the application and selection process

Applications are likely to be received in two main formats: the curriculum vitae, and the application form. It is possible that these could be submitted either on paper or electronically.

Application forms. Application forms allow information to be presented in a consistent format, and therefore make it easier to collect information systematically, and to objectively compare the candidates' suitability for the job. The form should be appropriate to the level of the job. Application form design and language is also important - a poorly designed application form can mean applications from some good candidates are overlooked, or that candidates are put off applying.

Curriculum Vitae (CV). The advantage of CVs is that they give candidates the opportunity to present themselves in their own way and don't restrict the fitting of information into boxes which often happens on application forms. However, CVs make it possible for candidates to include extraneous or irrelevant material, which may make them harder to assess consistently.

At this stage in the development of the HR function and bearing in mind the role of the law, the strategy will work toward asking applicants to send in a CV. The HR department will give the candidate guidance on what information is required along with the job description/person specification.

Dealing with applications

All applications should be treated confidentially and circulated only to those individuals involved in the recruitment process.

All solicited applications should also be acknowledged, and where possible, so should all unsolicited applications. Prompt acknowledgment is good practice and presents a positive, professional image of the COR.

The candidate experience

The recruitment process is not just about employers identifying suitable employees for the future, it is also about candidates finding out more about the business of the COR and considering whether they would like to work there. The experience of successful and unsuccessful candidates at each stage of the recruitment process can influence their view of the COR.

Selecting candidates

Selecting candidates involves two main processes: short-listing and assessing applicants to decide who should be offered a job. Selection decisions should be made after using a range of assessment tools appropriate to the time and resources available. Training of panel members is crucial if the right person is to be selected for the job. Further care should be taken to use techniques which are relevant to the job and the business objectives of the COR in general and the specific area of work in particular. All tools used should be validated and frequently reviewed to ensure their fairness and reliability.

Making the appointment

Before making an offer of employment, HR has the responsibility for checking that applicants provided the correct and accurate information about their qualifications, experience and nationality.

References

A recruitment policy will be agreed and should state clearly how reference checks will be used, when in the recruitment process they will be taken up and what kind of references will be necessary (for example, from former employers). These rules should be applied consistently. Candidates should always be informed of the procedure for taking up references. References are most frequently sought after the applicant has been given a 'provisional offer'.

The Employment offer

Offers of employment should always be made in writing and made with the requirements of the law. All offers of employment are subject to the ability of the candidate to pass a medical check.

Joining the COR

Well-planned induction enables new members of staff to become fully operational quickly and should be integrated into the recruitment process. Induction events should be included in the Training Plan on a 3-month cycle.

Documentation

The recruitment process should be documented accurately. Access to candidates' personal or sensitive information must be limited to recruitment staff. HR staff should be trained to handle sensitive documents such as applications and this should be also covered in recruitment and selection training.

Unsuccessful candidates should be notified promptly in writing and if possible given feedback.

Until irregular practices are replaced with HR driven processes then there can be no consistent and coordinated form of recruitment and selection.

Summary

Effective recruitment is central and crucial to the successful day-to-day functioning of the COR. Successful recruitment depends upon finding people with the right skills, expertise and qualifications to deliver objectives and the ability to make a positive contribution to the values and aims of the COR. Recruitment is not only carried out to fulfill current needs. Recruiters also need to be fully aware of legislation and understand how discrimination can occur both directly and indirectly in the recruitment process. For example, untrained interviewers can make subjective judgments based on non job-related criteria.

Appendix D.

Performance Management

Performance management, a key practice of people management, should be:

- Strategic – it is about broad issues and longer-term goals
- Effective – it should ensure people have the knowledge and ability to perform
- Integrated – it should link various aspects of the business, people management, and individuals and teams.

At its best, it is a tool to ensure that line managers effectively manage the people they are responsible for and in line with the COR's objectives and goals. It is the primary means by which they ensure that individuals:

- Know and understand what is expected of them
- Have the skills and ability to deliver on these expectations
- Are supported by the COR to develop the capacity to meet these expectations
- Are given feedback on their performance
- Help with effective learning and development opportunities
- Have the opportunity to discuss and contribute to individual and team aims and objectives

The process should therefore be clear and concise and easily understood by everyone involved. Managers and individuals should understand what performance management is trying to achieve and how to do it.

Performance management provides a formal, recorded, regular review of an individual's performance, together with a plan for future development.

Performance management is a holistic process, bringing together many of the elements of successful people management, in particular learning and development. However, for this reason, it is complex and capable of being misunderstood by participants. Performance management systems and processes are therefore vital for managing the performance of COR staff.

However, managers and staff often dislike this process and try to avoid it. The system can be daunting and time-consuming. The process can be seen as a difficult administrative chore and emotionally challenging. The annual cycle is sometimes the only time in a year that the employee and supervisor sit together for a meaningful discussion. Often the reason for this is that there are unclear processes and training has not been delivered.

Therefore, there needs to be a clear strategic drive to evaluate and understand the impact of performance management on both individual performance and the COR's performance; and strong integration with other strategies to attract, manage and retain high quality staff.

Thus, performance management should incorporate:

- Performance improvement – throughout the COR, for individual, team and organizational effectiveness
- Development - unless there is continuous development of individuals and teams, performance will not improve
- Managing behavior - ensuring that individuals are encouraged to behave in a way that allows and fosters better working relationships.

It is also about ensuring that managers themselves are aware of the impact of their own behavior on the people they manage and are encouraged to identify and exhibit positive behaviors.

So, performance management is about establishing a culture in which individuals and groups take responsibility for the continuous improvement of business processes and of their own skills, behavior and contributions.

It is also about sharing expectations. Managers can clarify what they expect individuals and teams to do; likewise individuals and teams can communicate their expectations of how they should be managed and what they need to do their jobs.

It follows that performance management is about interrelationships and improving the quality of relationships between managers and individuals, between managers and teams, between members of teams and so on. Therefore it is a joint and joined up process.

It is about planning and defining expectations expressed as objectives and in business plans. In addition, it is about measurement -- 'If you can't measure it, you can't manage it' - clear, concise and agreed objectives together with targets and success criteria is key in how to measure performance. It should apply to all employees, not just managers, and also to teams as much as individuals. Finally it is a continuous process.

Modern models of performance management are as much about driving engagement and collecting information and data to provide better insight into the drivers of performance, as they are about providing information about individuals and teams.

How does performance management work?

Because performance management should be all-pervasive, it needs a supporting framework to help people operate. But it should not be a rigid system; there needs to be a reasonable degree of flexibility to allow people freedom to operate and innovate.

Performance management is a process, not an event and operates as a continuous cycle. Strategic goals provide the starting point for business and departmental goals, followed by agreement on performance and development goals, leading to drawing up plans between individuals and managers, with continuous monitoring and feedback supported by formal reviews.

Performance management tools

Performance Development and Review - The Appraisal System.

Organizations with performance management systems need to provide staff with the opportunity to reflect on past performance as a basis for making development and improvement plans. A performance and development review meeting, normally named as an 'appraisal', provides this chance. The meeting must be constructive, and various techniques can be used to achieve an open, free-flowing and honest discussion, with the 'reviewee' doing most of the talking.

The appraisal process encompasses on-going support and development and provides a framework to:

- Review and evaluate current performance
- Discuss training and development needs
- Agree objectives for the following twelve months
- Encourage employees to take responsibility for delivering their work objectives and training and development needs.

It is designed to benefit both the jobholder and the manager as well as the COR as a whole.

Learning and development

Employee development is the main route followed by most organizations to improve performance, which in turn requires an understanding of the processes and techniques of organizational, team and individual learning.

Performance reviews can be regarded as learning events, in which individuals can be encouraged to think about how they want to develop. This can lead to the drawing up of a Personal Development Plan (PDP) setting out the actions they propose to take, with the help of others, not least their managers, to develop themselves. To keep development separate from salary discussions, development reviews may be held at other times, for example, on the anniversary of joining the COR.

Objectives and Performance Standards

Objectives and goals describe something to be accomplished by individuals, departments and organizations over a period of time. They can be expressed as targets and tasks to be completed by specified dates. They can be work-related, referring to the results to be attained, or personal, taking the form of developmental objectives for individuals.

Objectives need to be defined and agreed. They will relate to the overall purpose of the job and define performance areas. This includes all the aspects of the job that contribute to achieving its overall purpose. Alongside objectives are performance standards. They are used when it is not possible to set time-based targets, or when there is a continuing objective, which does not significantly change from one review period to the next and is a standing feature of the job.

Performance Measurement

To manage performance effectively, individuals should know how their performance will be measured. Measures should be transparent and applied fairly across the COR. Ideally there should be a mix of individual and team measures, and measures relevant to both the inputs and the outputs of performance. Examples of individual output measures:

- Achievement of objectives
- Achievement against agreed standards of performance, which might be for example, descriptions of excellent, good, satisfactory or poor performance
- Behavior, measuring the extent to which individuals exhibit behaviors associated with performance such as respect for others, integrity, trust etc.
- Specific instances of performance for example commendations for specific pieces of work.

Examples of individual input measures:

- Competence
- Skills and experience and the extent to which new skills are applied
- Potential to develop or acquire new skills and progress to next career level
- Behaviors associated with personal development and knowledge sharing
- Communication skills and other traits which enhance team roles

Examples of team measures:

- Individual contribution to the team through involvement in projects
- Support for other individuals to achieve their objectives
- Understanding of team role
- Engagement and team spirit

Managing Talent

Many organizations are re-defining performance management to help identify, nurture and retain talent. Development programs are reflecting the need of succession planning and seeking to foster leadership skills. However, too much emphasis on talent management may damage overall development needs, and care should be taken to ensure that development is inclusive, accessible and focused on developing the COR Secretariat's overall capability.

Talent management can also contribute to other strategic objectives, including:

- Building a high performance workplace
- Making the COR into an organization that values learning
- Making the COR an employer of choice
- Contributing to diversity management

Thus a strategic approach to talent management can provide a host of tangible benefits that reinforce other HR functions.

However, an established performance management system should be in place prior to the deliver of a talent management process.

Pay

Performance management is often linked with performance-related pay (PRP), although not all organizations claiming to use performance management have PRP. Nevertheless, PRP is an important element of performance management because it is believed to motivate; it is said to deliver the message that performance and competence are important, and it is thought to be fair to reward people according to their performance, contribution or competence.

However, other factors are more important than PRP in motivating staff, such as opportunity for career advancement, type of work, being treated fairly, open and transparent processes and the reputation of the organization; that it is usually based on subjective assessments of performance, that it inhibits teamwork because of its individualistic nature, and that it leads to 'short-termism'.

An alternative to PRP is competence-related pay, which links pay progression to levels of competence that people have achieved, using a competence profile or framework. Because measuring competence is difficult some organizations use a mix of PRP and competence-related pay. Other pay systems are: team-based pay, a kind of PRP for teams; and contribution-related pay, which means paying for results plus competence, and for past performance and future success.

Performance may be used to determine all or some aspects of pay. In many instances only non-consolidated bonus payments (a single payment, often a lump sum, that does not become part of basic pay and typically does not count for pension purposes) are linked to performance, which tend to reflect organizational, team and individual performance while salary progression is linked to service and pay scales.

Still, many organizations believe that when performance management is linked to pay the quality of performance discussions will inevitably deteriorate.

For the purposes of this HR Strategic Plan (2010-2014) is recommended that performance and pay are clearly separated, as the COR is in the very early stages of managing performance and any linkage could create confusion. It is best to take a step-by-step approach and bring in a performance management system that is monitored and reviewed. Subsequently, it can be decided if it is to be linked in any part to pay and other rewards.

Analysis

In order to improve both the standard and measurement of performance in the COR it is imperative that a rigorous and systematic performance management cycle is established. There are no regular, standardized procedures to identify and measure performance and this has had a serious detrimental impact, not only on individual understanding of their level of competence and behavior but also on the ability of managers to manage in a confident manner.

Summary

Performance management has a significant role to play in enhancing the COR's performance by:

- Ensuring everyone understands their contribution to the COR's goals and objectives
- Ensuring each individual's understanding what is expected of them and that they have the skills and

support to achieve this

- Driving engagement
- Ensuring effective communication throughout the COR and linking of objectives
- Enhancing the individual/line manager relationship, encouraging line managers to build positive relationships with individuals based on trust and empowerment.

The keys to the successful introduction and application of performance management are:

- Being clear about what is meant by performance
- Understanding what the COR is and needs to be in its performance culture
- Being very focused on how individual employees will benefit and play their part in the process
- Understanding that it is a tool for line managers and its success will depend on their ability to use it effectively.

Appendix E

Training and Development

The COR needs to develop a clear training and development direction that aligns with the expressed business imperatives. In order to serve MPs and other stakeholders staff need to not only provide a professional service but also to continuously develop their professional capacity and capability.

Unless employees can deliver a consistent and high standard then the COR's objectives will not be met. The most important constituent in the COR is the staff. They need to be skilled, knowledgeable and motivated. These are all key elements that training and development serves.

The starting point was the Training Needs Assessment and the Training Plan that was delivered in the first quarter of 2010. This together with the HR business gap assessment, have informed the strategic plan whose role is, in part, to enhance and forecast future training and development objectives.

The training and development strategy is about understanding how learning can add value in a cost effective way in the shorter and longer term to help to realize the strategic aspirations of the COR.

Within The COR learning has the capability to play three interlocking and overlapping modes.

- First, there is the investment role. It has to do with the development of people within work so that they have the necessary capability to contribute and to continue to grow their contribution. It has to do with appropriate investment in recruitment, induction and initial on and off the job learning. However, too much emphasis can easily be placed on the off-the-job element in this mode of development; equally important are project, networking, role change, and other work-based activities.
- Second, there is the learning that takes place as a result of continuous improvement and organizational change. This particularly has to do with the nature of change and changing roles, behavior, relationships, systems understanding and stakeholder needs. Here learning is more diffuse, partly technical, partly behavioral and considerably reliant on the sharing of information about what works for the COR and what does not
- Third, there is individual career development. Employees have legitimate learning and career aspirations. Because employers are particularly interested in what people have done, rather than what their qualifications are, learning that relates to investment and organizational change constitutes an important element in a learning portfolio.

Training

Training can be defined as an instructor-led, content-based intervention leading to desired changes in behavior and/or the acquisition of knowledge or skill. Formal, off-the-job courses are one of the most tried and tested forms of development. These structured courses give the opportunity to focus on identified COR specific areas, increasing the possibility of learning, skills and knowledge transfer. These are the types of training programs that are outlined in the current Training Plan, which serves to increase the skill and knowledge base of staff and to increase leadership and management capability of line managers.

Learning carried out away from the workplace may be the easiest to record and cost, but should not be considered the only way in which learning happens.

While, training people to carry out repetitive tasks is relatively easy. Teaching them a range of options to apply to diverse problems, which is the situation operating in the COR, is difficult. Preparing them to deliver specified strategic objectives and serve stakeholders, while applying appropriate professional disciplines is very difficult. It requires a mix of off and on-the-job learning and in particular it needs to be led and the on-the-job element needs largely to be delivered by, line managers.

Trainers working in this context understand modern forms of work organization and change management techniques. They understand how employment relationships and motivation affect work organization and learning. They know how to blend together, as appropriate, traditional and modern methods, on and off-the-job learning with organizational change.

Formal courses have continuing advantages:

- They offer protected time for learning
- They offer the chance for participants to share ideas with each other and learn from shared experience
- They can offer participants the opportunity to practice skills in a risk free environment
- A course instructor can give feedback immediately and in a non-threatening way
- A training course can signal what matters to the organization.
- Compulsory courses are a strong signal that this knowledge is still important.

The Changing World of the Trainer - Martyn Sloan 2007

The question then becomes how to ensure that the courses in the COR offered are designed in order to maximize these advantages and to construct them in a way which concentrates on the needs of the learner.

- Effective courses need to reflect the COR's culture and encourage the alignment of the individual and the COR. By reflecting as closely as possible the way in which the learner does their job. Courses also need to align with other aspects of learning culture as one part of the COR's learning strategy.
- Effective courses also need to consider that learning takes place when learners are motivated to learn. Positive motivation can lead to self-driven, self-directed learning, but only within an appropriate context, and with sufficient facilitation and support.

Formal courses and content

Effective courses use methods, which suit the content of learning and blend methods where there is more than one category of content or learner need.

Sharing knowledge

Social learning is a highly effective process that goes on daily in most people's lives on the job, informally sharing information, ideas and tips. Discussing information allows learners to construct the knowledge in a way that has meaning for them. Formal events are a useful way of sharing and enhancing the knowledge.

Participation and practice

Courses covering skills maximize individual learner participation and build in practice, feedback of results, and ideally, yet more practice. This means including time for each participant, sufficient time for feedback, and if possible giving the opportunity for participants to practice again, using the feedback they have received.

Course design will therefore:

- Ensure that work is done in small groups as much as possible and give each participant the opportunity to contribute, practice and ask questions
- Use real COR relevant examples and case studies. Learners can be primed to come with issues they face, for example they can be asked to bring or write short scenarios of recent incidents.
- Stress the applicability of skills to day-to-day work, and encourage learners to set themselves targets for the application of new learning back in their workplace.

Use of feedback

Feedback is one of the critical skills of facilitators and of line managers. Done well it gives learners increased confidence and the ability to continue their learning with each new opportunity to practice, whether on a course or as part of their work. Many effective courses use all members of the group to give feedback on the skills they see practiced as well as the facilitator.

Learner engagement

Effective methods which engage learners both personally and emotionally must include opportunities to translate concepts into real behavior. This means that the participants need to be asked to work out how the major COR themes will actually be seen in their day to day work.

Development

A learning and development 'intervention' can be defined as any event that is deliberately undertaken to assist learning to take place. This makes the job of the developer, a trainer or line manager, complex and challenging but it does provide the possibility of better outcomes. Because so much learning occurs directly through work, managers should aim to include these responsibilities within their normal repertoire of behavior, rather than view them as separate learning activities.

There are a number of ways people learn for example:

Coaching and mentoring

Coaching is about improving skills and performance, usually for the current job, but also to support career transitions. Usually coaches are hired from outside the organization, but increasingly organizations expect all line managers to operate as coaches. Mentors usually come from inside the organization. Typically they will be experienced managers, but for senior managers, outside mentors may sometimes be hired. The differences between coaching and mentoring are usually that mentors have relatively long-term relationships with their junior colleagues and their focus is less on events than is the case in coaching.

On the job training

On the job training (OJT) is usually:

- Delivered on a one-to-one basis at the trainee's place of work
- Given time to take place
- A specified, planned and structured activity

OJT is a popular method of learning, perhaps because it is seen to be immediately relevant, but those who train, work colleagues or line managers, need to understand how to support learning to ensure that it is effective and no bad practice is passed on. In particular they need to ensure that:

- Trainees are able to practice what they have learned immediately so they don't forget
- Instruction is paced to avoid information overload
- Good feedback is given to encourage the trainee

Knowledge management

Increasingly organizations gather teams together at the end of projects to review how they have worked and to record 'lessons learned'. These events allow for participants to learn better ways of working together, or improve processes. The outputs can be recorded for future reference.

Briefings and Bite-sized learning

Small chunks of formal training of an hour or two and in varying formats including team briefing sessions. This type of training work well for information based content and training that can be delivered in small, discrete chunks.

Evaluating learning

Assessing the effectiveness of learning interventions is important. Setting clear learning objectives before the intervention can help, as does involving line managers before and after the training has taken place

Towards the COR becoming a Learning Organization

The strategic direction of training and development in the COR is a drive towards eventually building an active learning organization. This is not so much about introducing expensive and innovative learning programs but rather changing the way that work is organized so that the work itself is conducive to learning. This means working towards a greater emphasis on nurturing core competences such as team skills, communication and problem solving.

However at this stage the first priority that learning needs is to become embedded in day-to-day working practices rather than existing only as a separate activity.

Analysis

The training and development offer has begun to be rolled out. However the Training Unit with the HR department comprises only one full-time member of staff who not a Learning and Development professional. This has had an impact on the organization and speed of the delivery of formal training events. There are informal learning practices happening across the COR but these are often not recognized as such and are very patchy if in some places non-existent.

Summary

What is needed is to put into practice that which is most effective:

- Integrating on and off-the-job learning
- Integrating learning and organizational change
- Making sure that management understands how to do these things and growing that capability throughout the COR
- Developing better, more comprehensive frameworks so that there is a structured and consistent approach for a better understanding of the processes and purposes of learning.

As professionals move from concentrating on training to learning, the provision of courses that follow this philosophy will maximize the opportunity given to learners to learn practical and applicable skills and knowledge. Courses that use the types of techniques discussed above treat learners as equal and active partners in the process of increasing the adaptability and performance of organizations.

Appendix F

Equality and Diversity

Recognizing individual differences and managing them sensitively and effectively is the challenge the COR must face to create a fair and productive working environment. This is one in which everybody can contribute their best effort to meet the COR's organizational goals, feels valued for what they do and be appropriately rewarded and recognized.

Diversity can be defined as valuing everyone as an individual, valuing people as employees, stakeholders and due to the national position of the COR, this includes all the Iraqi people. Therefore it is important that the staff profile reflects the county's demographics.

Another point is that it is important to recognize that a 'one-size-fits all approach to managing people does not achieve fairness and equality of opportunity for everyone. People have different personal needs, values and beliefs. Good people management demands that staff are treated both consistently fair but also flexible and inclusive in ways that are designed to support business needs.

The social justice or equality case

The social justice argument is based on the belief that everyone should have a right to equal access to employment and when employed should have equal pay and equal access to training and development, as well as being free of any direct or indirect discrimination and harassment or bullying. This can be described as the right to be treated fairly.

The business case

When people are treated unfairly at work they can feel less valued. This can damage the relationship they have with their employer and how well they perform. Employers need all staff to perform well to sustain success. To provide real equality of opportunity, people need to be treated differently in ways that are fair and tailored to their needs but in ways that are aligned to business needs and objectives.

This approach takes thinking about equality of opportunity beyond a rights based philosophy to one that recognizes difference as an asset not a problem, that is balanced with personal and business responsibilities and a focus on fair mutually advantageous solutions. The business case stance builds on the social justice arguments. They are not an alternative.

There are two main strands to the business case:

[i] People issues

International research on the psychological contract shows that people want to work for employers with good employment practices. They also want to feel valued at work.

To be efficient and effective, the COR needs everyone to make their best contribution. Increasingly, employers are recognizing the importance of diversity in recruiting and retaining the skills and talent they need. Further, there is also a growing recognition of the importance of designing appropriate, transparent and fair systems to be successful.

Creating an open and inclusive workplace culture in which everyone feels valued and that respects colleagues, is acknowledged as key.

It is now apparent that:

- Employers who offer good working conditions benefit from more positive and committed employees, who are less likely to leave.
- Employees who are happier at work are less likely to suffer from stress or become sick, leading to fewer disruptions
- Good employers receive more applications for jobs, leading to a larger pool of talent to choose from
- A diverse workforce can be more creative and innovative.

Considering diversity issues helps organizations to:

- Make sure their people policies and working practices are bias free and fit well with business models and initiatives
- Create working environments in which people from all backgrounds can work together harmoniously by combating prejudice, checking stereotyping and stopping bullying, harassment and undignified and disrespectful behavior
- Bring about positive cultural change.

[ii] The Reputation of The COR

The overall image of the COR is important in attracting and retaining staff.

Ethical behavior is essential. Setting standards by means of value statements and making sure they are complied with sends messages to present and potential employees.

Policies on diversity require that all forms of intimidating behavior, including harassment and bullying, are regarded as contravening the values of the COR and are treated as serious disciplinary matters.

Managing diversity

Managing diversity is about ensuring that all employees have the opportunity to maximize their potential, enhance their self-development and their contribution to the COR. It recognizes that people from different backgrounds can bring fresh ideas and perceptions, which can make the way work is done more efficient and make delivery of service better.

Managing diversity successfully will help to nurture creativity and innovation and thereby to tap hidden capacity for growth and improvement.

However, this is a complex task. Unless senior managers are visibly committed through action and attitude, change will not occur. This requires systematic management action, with a focus on the development of an open workplace culture in which everyone feels valued and that they can add value. This is a continuing process and is in part, about managing conflict, complexity and ambiguity.

The COR needs to ensure that although the HR department may lead on this issue, it should be owned by everyone so that it influences all employment policies and working practices on a day to day basis.

Excellence in communications is central. People must be willing and able to talk to each other and listen to each other, and respect different views and ideas.

How diversity links up with overall HR strategy

For the COR to gain the full benefits of equality and diversity, a coherent strategy is needed to ensure that policy and working practices across the organization reflect relevant diversity implications which will add value to business performance.

Diversity strategies need to embrace greater flexibility in both employee and stakeholder service delivery. Managing diversity also links to ensuring that employee wellbeing is not just a 'nice to do' but an essential element of employee engagement and motivation. Additionally, good employers take account of these issues as key components of their reputation to support, attract and retain talent.

Analysis

The COR needs to take a positive, pro-active approach and embed equality and diversity as a fundamental principle of operation. This is not just about individual dignity at work and the internal culture but also about the impact on the reputation of COR as an employer.

Summary

Recognizing and valuing diversity is central to good people management practices. HR practitioners have an important role to play in creating inclusive workplaces where everyone can contribute to the success of the COR.

Diversity strategies need to be designed to support business objectives and strategies to add real value to business performance. Just 'doing' diversity for cosmetic reasons is misguided and can result in undesirable outcomes such as raising expectations through false promises. Further, employers who sit on the sidelines regarding diversity will quickly become less attractive to existing and prospective employees.