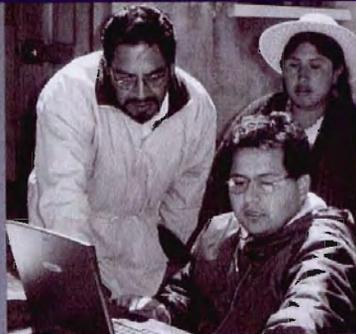


Human Resource Management Assessment Tool for HIV/AIDS Environments

Version 1.0
2002



MSH MANAGEMENT SCIENCES *for* HEALTH
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STRENGTHENING
HEALTH PROGRAMS
WORLDWIDE

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Human Resource Management Assessment Tool for HIV/AIDS Environments

HUMAN RESOURCE MANAGEMENT (HRM) is a key leadership, management, and financial issue for health organizations. Their personnel costs consume up to 80 percent of their organizational budgets. In countries with a high prevalence of HIV/AIDS, HRM takes on even greater importance. In these countries, health organizations suffer from attrition, absenteeism, low morale, decreasing productivity, and scarce resources. At the same time, demand for health services is increasing and decentralization is changing the roles and responsibilities of health staff at all levels. Health organizations in countries with a high prevalence of HIV/AIDS need especially strong HRM and human capacity development.

This publication presents an adaptation of the Human Resource Management Assessment Tool that allows users to assess both their organization's HRM system in general and their HRM policy and practice in response to the impact of HIV/AIDS on their health workforce. At the end of the assessment, users develop an action plan to make improvements in their HRM system. When organizations have HRM systems that are responsive to the impact of HIV/AIDS, they are better able to minimize the impact of this disease on their health workforce. In particular, they can:

- support the implementation of HIV/AIDS care and prevention strategies;
- effectively recruit, motivate, develop, and retain staff;
- improve overall organizational performance and capacity;
- carry out health sector reform initiatives;
- adapt to changing service delivery needs.

The tool is useful for organizations in both countries with a high prevalence of HIV/AIDS and countries that do not yet fall into that category. By taking steps now to strengthen their overall HRM system, organizations can help to minimize later impact from the HIV/AIDS epidemic on their workforce. The tool is based on an understanding of the critical link between effective HRM, human capacity development, the delivery of quality services, the achievement of organizational goals, and long-term sustainability. By using this tool, policymakers, ministers of health, heads of nongovernmental organizations, and health managers can better understand this link and plan for ways to address attrition, absenteeism, and decreasing productivity resulting from HIV/AIDS.

This tool can serve as a basis for focusing discussions, brainstorming, and strategic planning in both public- and private-sector health organizations. It can help organizations to look at the areas in which they need to provide support for their workforce. For newly formed organizations, it can help to guide the development of an optimal HRM system. For established organizations facing changes, such as contracting out services, decentralization, attrition, or expansion, the tool can serve as a reference for the types of HRM issues that must be addressed at every organizational level in order to manage change successfully. For optimal benefit to an organization, the use of this tool should be fully supported by the leadership of the organization.

Developing an Effective HRM System

Human Resource Management is defined as *the integrated use of procedures, policies, and management practices to plan for necessary staff, recruit, motivate, develop, and retain employees in order for the organization to meet its desired goals*. It includes five broad areas: HRM capacity (staffing, budget, and planning), personnel policy and practice, HRM data, performance management, and training.

An HRM system that functions effectively can help an organization to develop a set of policies, practices, and systems that advance the skills and increase the motivation of staff in order to achieve the highest possible level of performance over time. It can help to counteract potential constraints of the HIV/AIDS epidemic on overall performance.

Benefits of an Effective HRM System

An effective HRM system:

- encourages systematic planning to support the organizational mission;
- increases human capacity in the organization to achieve its goals;
- minimizes the impact of HIV/AIDS on the health workforce through applied resources, benefits that encourage staff retention, non-discriminatory policies, responsive supervision, and training;
- increases staff morale and improves staff performance;
- provides a clear definition of each employee's responsibilities and a link to the organization's mission and strategies;
- encourages greater equity between compensation and level of responsibility;
- defines levels of supervision and management support;
- results in cost savings through improved efficiency and productivity;
- increases the organization's ability to manage change.

The HRM Assessment Instrument

The HRM Assessment Tool provides users with a rapid assessment tool to identify the characteristics and capacity of an organization's HRM system and helps users form an action plan for improving the system. The instrument itself is a matrix that includes:

- twenty HRM components that fall within five broad areas of HRM;
- four stages of HRM;
- characteristics that describe each HRM component at each stage of development;
- blank spaces for users to write a brief statement, or indicator, to show that the organization fits a particular stage of development.

HRM Components

The 20 HRM components within the five broad areas of HRM represent the core functions of an effective HRM system. The tool provides a systematic process through which an organization can assess how well it is functioning in relation to each of these 20 components by identifying its stage of development in relation to characteristics described in the tool. An organization can then determine what steps it can take to function more effectively. Characteristics of HRM policy and practice that are helpful for an organization to consider when responding to the impact of HIV/AIDS are included in each of the five broad areas. These policies and practices include:

- a budget to support HIV/AIDS workplace strategies;
- HRM staff training in HIV/AIDS issues;
- benefits programs adjusted to maximize retention in the face of attrition;
- nondiscriminatory policies in recruitment, hiring, and promotion;
- workplace prevention programs;
- supervision and its responsiveness to HIV/AIDS issues;
- a training plan to adjust for HIV/AIDS skills and staff turnover.

Human Resource Management Components Assessed by the HRM Tool

HRM CAPACITY

HRM budget
HRM staff
Human resource planning

PERSONNEL POLICY AND PRACTICE

Compensation system
Benefits program
Recruitment, hiring, transfer, and promotion
Orientation program
HIV/AIDS workplace prevention program
Employee manual
Discipline, termination, and grievance procedures
Relationship with unions
Labor law compliance

HRM DATA

Employee tracking system
Personnel files

PERFORMANCE MANAGEMENT

Job descriptions
Staff supervision
Work planning and performance review

TRAINING

Staff training
Management and leadership development
Links to external pre-service training

Stages of Organizational Development

As organizations grow, strengthen, and mature, they evolve through several stages of development. Most organizations are at different stages of development for different HRM components at any given time, because the components have received different levels of attention during the organization's development. The numbers at the top of the HRM Instrument refer to these four stages of development, with "4" being the highest stage of development and "1" being the least-developed stage.

HRM Characteristics

For each HRM component, the instrument provides a statement that describes the common characteristics of organizations at each stage of development. These characteristics build on the characteristics of the previous stage(s). At the first stage, the characteristics describe an organization that is either just beginning to develop an HRM system, or has not paid very much attention to that component. At the fourth stage, the characteristics describe an organization that is operating extremely effectively with regard to that component and may need to direct its energies to components that are at lower stages of development.

Indicators

Because the users of this tool come from many parts of the organization, they often differ in their perceptions of whether or not the organization meets all the characteristics of a particular stage. To help resolve these different views, users should write one or two indicators that they believe show that the organization fits the characteristics of the stage they have selected. The instrument provides a blank space in the far right column for these statements, or indicators.

What is an Indicator?

An indicator is a measure or observation that offers evidence of a general status or condition. It answers the question, "What can we see that tells us something is true?"

For example, a participant who places the organization in Stage 2 for HRM Staff may indicate the number of HRM staff in relation to the total number of employees and/or sites, and indicate that the HRM staff have had no training on HIV/AIDS issues.

Using the HRM Assessment Instrument

This instrument is best administered by a diverse group of staff internal to the organization, such as the Executive Director and representatives from senior and mid-level management and clinics. Ideally, the group should not exceed 15 people. It is often useful for an external consultant to facilitate the process, which will require one full day for both conducting the assessment and developing the action plan.

Conducting the Self-Assessment

The assessment includes two phases:

- completion of the assessment by an individual;
- discussion of the findings by a group.

Individual completion of the instrument. First, each person in the group should individually assess the HRM components in the matrix by reviewing the characteristics of every component at each stage of development. There is no scoring involved. For each component, you should circle the stage that you believe best represents the current status of the HRM system. If only part of the statement applies to the HRM system in the organization, you should circle the previous stage. In the blank box in the right hand column, in the row marked "Indicators," write one or two specific observations that provide evidence for the stage you have circled.

Group discussion. After this individual exercise, group members share their assessments, discuss their indicators, and work together to reach agreement on the appropriate stage and indicator(s) for each HRM component. Once agreement is reached, the group should discuss the results and identify the reasons underlying them. It is important for the group to reach an understanding about why their organization is at a particular stage of development for each component. After reaching this understanding, group members should decide on priority areas that need strengthening. The group should determine what would represent desired performance in each priority area. It may not be possible to reach a performance goal immediately, but defining optimal performance will help to establish an interim step that can be addressed through an action plan. To make improvements in each priority area, the group will formulate an action plan that includes specific activities with time lines. A review of documents will help to inform the discussion.

Complementing the Self-Assessment with a Review of Documents

In each case, the assessment work should be complemented by a review of all relevant HRM and personnel documents. The following documents are recommended for review:

- Personnel files and reviews
- Job description
- Financial/payroll records
- Labor law
- Employee manual
- Organizational mission statement
- Strategic plans
- HIV/AIDS policies

The HRM Assessment Instrument for HIV/AIDS Environments

Instructions

For each of the HRM components in the matrix below, circle the statement that best applies to the *current* status of your organization. If only part of the statement applies, circle the previous statement. In the blank box in the right-hand column, please record the indicators (or reasons) that led you to select this box and any additional key information related to this component. Please refer to the glossary at the back of this publication for definitions of key terms used in the matrix.

HRM Component	Stages of Human Resource Management and Characteristics				Indicators
	1	2	3	4	
HRM Capacity					
HRM Budget	Outside of the personnel budget, there is no money allocated for addressing ongoing HRM activities, including those needed to support HIV/AIDS strategies.	There is a budget to support ongoing HRM activities (e.g., recruitment, training, systems development) but no additional funds for activities to support HIV/AIDS strategies (e.g., workplace prevention program, drugs, benefits).	Budget is allocated for ongoing HRM activities and also for HRM activities needed to support HIV/AIDS strategies, but allocation is irregular and cannot be relied on for any useful long-range planning.	Money is allocated for ongoing HRM activities and also to sustain HRM activities needed to support HIV/AIDS strategies. It is a permanent budget item, reviewed annually and adjusted as needed.	
HRM Staff	There are no staff specifically charged with responsibility for HRM functions.	There are adequate HRM staff in the organization, but they have limited HRM training and experience and are not trained to deal with HRM issues related to HIV/AIDS. They may have other functions in the organization in addition to HRM.	There are adequate HRM staff in the organization with training and experience in how to maintain the basic procedures and record-keeping functions. They do not participate in developing HRM policy or strategy and are not trained to deal with HRM issues related to HIV/AIDS.	There are adequate, experienced HRM staff in the organization who maintain HRM functions, participate in long-range strategic planning for the organization, and are trained to deal with the HRM issues related to HIV/AIDS.	

HRM Component	Stages of Human Resource Management and Characteristics				Indicators
	1	2	3	4	
HRM Capacity (continued)					
Human Resource Planning	No annual human resource plan exists for the organization.	A human resource plan exists, but it is not based on a formal assessment of the organizational goals, staffing needs, training needs, or existing employee data, nor is it adjusted to include strategies to minimize the impact of HIV/AIDS.	An annual human resource plan exists, based on organizational goals, staffing needs, training, and employee data, and it is also adjusted to include strategies to minimize the impact of HIV/AIDS, but there is no clear plan or resources to support its implementation.	An annual human resource plan based on organizational goals, staffing needs, training, employee data, and the impact of HIV/AIDS exists. It is funded for implementation and monitored and evaluated for impact.	

HRM Component	Stages of Human Resource Management and Characteristics				Indicators
	1	2	3	4	
HRM Data					
Employee Tracking System (e.g., number of staff, location, skill/education level, gender, age, year of hire, salary level)	None of these data are collected on any kind of systematic basis.	Although most of these data are collected, there is no system to maintain them or keep them up to date. They are not used to generate reports on attrition, absenteeism, or staff turnover.	All of these data are available and up to date. They are used to generate reports on attrition, absenteeism, and staff-turnover, but are not formally used in human resource planning or forecasting.	All of these data are available and up to date. Systems are in place. Data are formally used in human resource planning and forecasting.	
Personnel Files (individual employee records)	No individual employee records exist.	Limited employee personnel files are maintained, but not regularly updated.	Personnel files for all employees are maintained and kept up to date, but there is no policy for employee access or use of this data.	Updated personnel files for all employees and policies for appropriate use (e.g., confidentiality, employee access) exist.	

HRM Component	Stages of Human Resource Management and Characteristics				Indicators
	1	2	3	4	
Personnel Policy and Practice					
Compensation System	No formal system exists for determining the salary scale for each job category.	A formal system exists for determining the salary scale for each job category, but it is not routinely used.	A formal system does exist, is understood by all employees and is consistently used to establish salary upon entry to the organization.	A formal system exists and is used to establish starting salary, but also is fairly used to establish merit awards and salary upgrades.	
Benefits Program	No benefits program is in place.	A standard benefits program is in place, but it is not assessed for compliance with local labor law or adjusted for HIV/AIDS impact (i.e., expanded sick leave, funeral benefits, free drugs).	A standard benefits program is in place. It is assessed for its compliance with local labor law and to determine how changes could offset the impact of HIV/AIDS. No action is taken based on the assessment data.	A standard benefits program is in place and enhancements are made as needed to stay in compliance with local labor law and to offset the impact of HIV/AIDS on the retention rates of the organization.	
Recruitment, Hiring, Transfer, and Promotion	No formal process exists for recruiting, hiring, transfer, and promotion according to job descriptions. There is no policy of nondiscrimination on the basis of HIV/AIDS.	There are policies and procedures for recruiting, hiring, transfer, and promotion, but they are not followed consistently. There is a policy regarding nondiscrimination on the basis of HIV/AIDS, but it is ignored. There is no assessment of the impact of HIV/AIDS on hiring activities (e.g., increased staff turnover, transfer).	There are policies and procedures for recruiting, hiring, transfer, and promotion, and a policy of nondiscrimination on the basis of HIV/AIDS. These are used consistently. Some assessment of the impact of HIV/AIDS on recruiting, hiring, transfer, and promotion is done, but no action taken.	Policies and procedures are consistently used for recruiting, hiring, transfer, and promotion, and the policy of nondiscrimination on the basis of HIV/AIDS is followed. Strategies are developed and implemented, as necessary, to address the impact of HIV/AIDS on recruiting, hiring, transfer, and promotion.	

HRM Component	Stages of Human Resource Management and Characteristics				Indicators
	1	2	3	4	
Personnel Policy and Practice (continued)					
Orientation Program	There is no formal orientation program for new employees.	There is an orientation program, but it is not implemented on a regular basis and does not include a component on the organization's HIV/AIDS policies.	Orientation is offered in a routine manner but does not emphasize the mission, goals, and performance standards expected by the organization, especially in regard to the HIV/AIDS pandemic.	Orientation is offered to all new employees, emphasizes the mission, goals, and performance standards expected, and makes people feel welcomed and valued, as well as safe in light of HIV/AIDS.	
HIV/AIDS Workplace Prevention Program	There is no HIV/AIDS workplace prevention program in place to develop awareness and protocols to prevent HIV/AIDS infection (e.g., proper handling of needles, peer education program, distribution of condoms).	An HIV/AIDS workplace program has been developed but is not implemented.	An HIV/AIDS program is developed and focuses on using appropriate protocols to limit the risk of infection as well as education about the HIV/AIDS virus, but it is not mandatory and only some of the staff have participated.	An HIV/AIDS program is developed and focuses on using appropriate protocols to limit the risk of infection as well as education about the HIV/AIDS virus. It is mandatory for all staff and is monitored for effectiveness.	
Employee Manual (e.g., organizational chart, work hours, health insurance, sick leave, grievances, travel)	No overall employee manual exists, and no policy is communicated on how people (staff and clients) living with HIV/AIDS are to be treated.	An employee manual exists, but it is out of date and does not include all of the relevant information or any information on HIV/AIDS policy.	A current employee manual exists, including policies on how staff/clients living with HIV/AIDS are to be treated, but it is not available to all employees and is not always used as a basis for personnel decisions.	An updated employee manual exists and includes policies on HIV/AIDS. It is available to all employees and is used as a reference guide for all questions about employment in the organization. It is reviewed and updated regularly.	

HRM Component	Stages of Human Resource Management and Characteristics				Indicators
	1	2	3	4	
Personnel Policy and Practice (continued)					
Discipline, Termination, and Grievance Procedures	No formal procedures exist.	Formal procedures exist, but they are not clearly related to performance standards and do not protect the staff from adverse action in light of HIV/AIDS infection.	Formal procedures based on performance standards exist as well as policies to protect staff from adverse action in light of HIV/AIDS, but they are not followed in any consistent manner.	Formal procedures based on performance standards, including policies on HIV/AIDS, are known to all employees and used consistently.	
Relationship with Unions (if appropriate)	There is no link between HRM, management, and the union(s).	Links exist between HRM, management, and the union(s), but roles are not clear.	Management involves HRM in union issues, but not on a regular basis.	Management, HRM, and the union(s) work together to resolve issues and prevent problems.	
Labor Law Compliance (if appropriate)	There is no review of HRM policies to ensure compliance with local and/or national labor law.	There is some effort to review labor law, but it is not done on a regular basis.	A review of the labor law is done regularly as a formal part of the HRM function, but policy is not always adjusted to ensure compliance.	HRM policy and practice is adjusted to comply with local and/or national labor law.	

HRM Component	Stages of Human Resource Management and Characteristics				Indicators
	1	2	3	4	
Performance Management					
Job Descriptions (e.g., job title, qualifications, responsibilities, supervisor)	No job descriptions are developed.	Some staff have job descriptions, but they are not always up-to-date and/or are very general, lacking information about job responsibilities and supervision.	All staff have job descriptions, but they are not all up-to-date or complete, including specific duties and lines of supervision.	Complete job descriptions exist for every employee and are kept up-to-date through a regular process of review. Specific duties and lines of supervision are clearly stated.	
Staff Supervision	There is no clear system of supervision. Lines of authority are unclear. Supervisors do not meet regularly with their staff, nor do they receive training on supervision skills or HIV/AIDS policies.	There are established lines of authority, but supervisors' roles and functions are not understood and little supervision takes place. Supervisors do not receive training of any kind.	Supervisors understand their roles and the lines of authority. They meet regularly with their employees to develop work plans, solve problems, and evaluate performance. Supervisors are trained in general supervision skills, but not in the organization's HIV/AIDS policies.	Supervision is well institutionalized within the organization; supervisors are trained in general supervision as well HIV/AIDS policies and are generally effective in improving performance in the organization.	
Work Planning and Performance Review	There is no individual work planning and performance review system in place.	A work planning and performance review system is in place, but it is informal and does not include individual work plans or performance criteria developed jointly by supervisors and supervisees.	There is a formal system for work planning and performance review. Supervisors are required to develop individual work plans and performance criteria with each supervisee and review performance in the past, but this is not done on a consistent basis.	Supervisors and supervisees jointly develop individual work plans and performance criteria. These are used to conduct performance reviews at least once a year.	

HRM Component	Stages of Human Resource Management and Characteristics				Indicators
	1	2	3	4	
Training					
Staff Training	There is no organizational staff training plan or ongoing assessment of training/staff development needs.	Training is offered on an ad hoc basis, but it is not based on a formal process of assessing staff needs, nor is it linked to the organization's key priorities or changes in the health sector and health practices. It does not offer new skills and knowledge required by HIV/AIDS programs.	Training is a formal component of the organization and linked to staff and organizational needs, including HIV/AIDS issues, but it is not available for all staff, nor is it evaluated for results. It does not allow for the recurrent costs of training resulting from increased staff turnover due to HIV/AIDS.	Training is a valued part of the organization, and opportunities are developed for staff based on their needs and also on those of the organization. The training plan addresses skills and knowledge required by staff to implement HIV/AIDS strategies and allows for the costs of recurrent training.	
Management and Leadership Development Programs	There are no programs developed to increase management and leadership capacity at all levels of the organization.	There is an emphasis on developing management and leadership capacity, but it is done on an ad hoc basis and is not linked to implementation of the national HIV/AIDS strategy.	There are management and leadership development opportunities available on a regular basis, but they target senior-level staff and are not directly linked to issues and challenges facing the organization, including HIV/AIDS.	A management and leadership development program for staff at all levels is in place, and there is an opportunity for everyone to participate based on performance and other established criteria. The program is focused on solving problems facing the organization, including HIV/AIDS.	

HRM Component	Stages of Human Resource Management and Characteristics				Indicators
	1	2	3	4	
Training (continued)					
Links to External Pre-Service Training (This HRM component may be more relevant for government organizations.)	There is no formal link with the pre-service training institutions that train employees for the health sector, nor with the accreditation organizations that approve their curriculums.	There is a loose relationship between the organization and pre-service training institutions, but it is not used in any formal way to update their curriculums to meet the growing need for management capacity within the health sector nor to prepare people to work in HIV/AIDS prevention and treatment programs.	The organization and pre-service training institutions work together to ensure that their curriculums are based on skills, knowledge, and attitudes required by the health sector, including management skills and skills for working in HIV/AIDS prevention and treatment programs.	The organization and pre-service training institutions offer regular in-service training for staff in the workplace to upgrade their skills and knowledge, (e.g., management training, HIV/AIDS issues, change management, partnerships).	

Interpreting Your Results

The following guidelines will help you to interpret the results of your HRM assessment and prioritize areas for improvement.

It is important that a variety of staff (and board members, if applicable) review and analyze the results, and that agreement is reached on the HRM components that should be prioritized for improvement in the organization. For each HRM component, the characteristics described in each stage of development provide information that is useful in developing a plan of action for your organization.

The tasks required for making improvements are not necessarily costly, but if resources are limited, think strategically. Which actions will have the biggest impact on the effectiveness of the organization? Whatever the amount of time and resources that are required, your organization will reap many benefits from an investment in HRM.

Where to Begin

The components described in the HRM Instrument relate to the different parts of an HRM system. Some of these describe structural and organizational elements (staffing, budget). Other components describe personnel policy requirements. Some of the components describe management systems that are critical to managing human resources (performance management, supervision). Other components relate to staff training and development activities. An effective HRM system integrates all of these components. It also helps to minimize the effects of attrition, absenteeism, and decreasing productivity caused by HIV/AIDS.

While all of the components assessed by this instrument are required to manage your human resources effectively, there is an order to their importance:

HRM Capacity. It is critical that you address the components of this area first. If your assessment for HRM Capacity (budget, staff, human resource planning) is at a level 1 or 2—there are no qualified staff charged with HRM responsibility and no budget or planning—your organization cannot address the other HRM components described here.

Personnel Policy and Practice. All of the components included under Personnel Policy and Practice provide an essential framework for defining the terms and conditions of work and need to be in place before effective performance management and supervision systems can be implemented.

Performance Management. Performance management and supervision systems define how people will interact with each other and how the work that they do will support the goals of the institution or organization.

Training. Training is essential to an effective HRM system, but it is most effective when it is managed and integrated into human resource planning, HRM policy, and performance management.

HRM Data. In addition to the other components described, organizations require some means of gathering data about the people who work for them. They also need employee data to accurately project employment needs. Components in this area should be addressed in a timely fashion.

You need to assess your results based on these priorities before developing your action plan.

Developing an HRM Action Plan

After discussing and interpreting the results, the group should agree on the priority areas to be addressed (referring to the guidelines for prioritizing components on this page). Once the priority components are identified and agreed to, the group should develop an action plan (see the Sample Components of an HRM Action Plan on page 16). By looking at the characteristics at the next higher stage for each HRM component, you can formulate targets for desired performance and define tasks for your action plan.

Implementing Your Action Plan

Successful, lasting change is a gradual process, so it is better to set realistic goals and try to move from one stage to the next in incremental steps. If many areas need to be addressed, focus on what is most practical

and achievable given the available human and financial resources. Consider where you can have the biggest impact. *For example, updating job descriptions can also provide a basis for performance evaluation, supervisory roles, and staff training.* Your action plan should specify activities and time lines and identify the persons responsible. Other elements to consider include:

- **Securing commitment of leadership.** The leadership of your organization should guide the effort and actively support your activities, especially with regard to potentially difficult decisions regarding the use of human and financial resources.
- **Allowing sufficient time.** Realistic expectations are often the key to success. Improvements are often incremental and cumulative. Sustained change takes time.
- **Managing change.** Organizational change is often met with resistance. By involving people in the process, you can help reduce resistance and/or work on those areas where there is the most agreement.

Reducing the Impact of HIV/AIDS on the Workforce

When your organization has thoroughly assessed its HRM components, including characteristics related to the HIV/AIDS environment, it is ready to develop an HRM system that can help reduce the impact of HIV/AIDS on its workforce. It can take steps to:

- budget funds to support HIV/AIDS strategies;
- plan for minimizing the impact of HIV/AIDS through flexible staffing, training, employee data, and sick leave policies;

- extend its benefits program to promote staff retention;
- develop and enforce policies that do not discriminate against people with HIV/AIDS in hiring, transfer, promotion, and discipline;
- develop an orientation program that helps new employees feel safe in the light of HIV/AIDS;
- implement an HIV/AIDS workplace prevention program that limits the risk of infection and educates employees;
- include in the employee manual an HIV/AIDS policy;
- generate reports on attrition, absenteeism, and staff turnover to assist in planning and forecasting staffing needs;
- provide training for all staff in HIV/AIDS-related issues.

The training that the organization provides must be recurrent and include instruction for:

- HRM staff in HRM issues related to HIV/AIDS;
- supervisors in HIV/AIDS policies and in maximizing employee performance;
- staff in the implementation of HIV/AIDS strategies;
- managers and emerging leaders at all levels that addresses the challenge of HIV/AIDS faced by the organization and country;
- staff working in HIV/AIDS programs on prevention and treatment, through links with pre-service training institutions.

Sample Components of an HRM Action Plan That Is Responsive to HIV/AIDS

HRM Component for Improvement	Proposed Activities	Time Line	Person(s) Responsible	Resources Needed	Indicators
Personnel Policy, Performance Management					
Benefits Program	Undertake a cost-benefit analysis of various options, in addition to the standard benefits program, to determine how changes could offset the impact of HIV/AIDS.	Within 45 days (from date of this plan)	Benefits Manager Consultant	Staff time and assistance 10 days for consultant	A report is written describing the costs and benefits of various HIV/AIDS related benefits in addition to the standard benefits package.
Work Planning and Performance Review	Revise existing system to include a process of joint work planning between the employee and the supervisor, based on the employee's job description and linked to organizational goals.	Six months to review and develop a process and six months to train staff and implement it	Staff responsible for HRM and Director of Training, with a working committee representative of all levels of the organization	External consultant to assist in training all staff	A revised performance evaluation system is in place. Staff are trained and a system has been developed to monitor implementation.
Workplace Prevention Program	Conduct a needs assessment to determine what employees want a workplace HIV/AIDS prevention program to address. Develop the program.	Within 45 days Within 3 months	HRM Director	Staff time Budget	The workplace prevention program is in place.

Defining the Importance of the HRM Components

The following chart provides a summary of how each HRM component fits into the overall management of the organization and its particular relevance to the HRM system.

HRM Area and Component	Importance
HRM Capacity	
HRM Budget	Allows for consistent human resource planning and for linking costs to results
HRM Staff	Experienced HRM staff contribute higher levels of individual and organizational performance
Human Resource Planning	Allows HRM resources to be used efficiently in support of organizational goals
Personnel Policy and Practice	
Compensation System	Allows for equity in employee salary and benefits, and is tied to local economy
Benefits Program	Provides competitive benefits and added incentives for ensuring staff retention
Recruitment, Hiring, Transfer, and Promotion	Assures fair and open process based on candidates' job qualifications
Orientation Program	Helps new employees to identify with the organization and its goals/values
Workplace Prevention Programs	Assures that staff have the systems and knowledge required to prevent the spread of HIV/AIDS
Employee Manual	Provides rules and regulations that govern how employees work and what to expect
Discipline, Termination, and	Provides fair and consistent guidelines for addressing performance problems
Relationship with Unions and Labor Law Grievance Procedures	Promotes understanding of common goals and decreases adversarial behaviors and litigation
HRM Data	
Employee Tracking System Compliance	Allows for appropriate allocation and training of staff, and tracking of personnel costs
Personnel Files	Provides essential data on each employee's work history in the organization

Performance Management

Job Descriptions	Defines what people do and how they work together
Staff Supervision	Provides a system to develop work plans and monitor performance
Work Planning and Performance Review	Provides information to staff about job duties and level of performance

Training

Staff Training	A cost-effective way to develop staff and organizational capacity
Management and Leadership Development	Leadership and good management are keys to sustainability
Links to External Pre-Service Training	Pre-service training based on skills needed in the workplace is cost effective

Glossary of HRM Terms

compensation and benefits: The annual base salary paid to the employee for a particular job, including the added benefits that are customarily allowed (e.g., health, vacation, housing, loans).

Human Resource Management (HRM): The integrated use of systems, policies, and practices to plan for necessary staff and to recruit, motivate, develop, and maintain employees in order for the organization to meet its desired goals.

human resource plan: The document which results from annual (or longer-term) planning, describing the goals and priorities for staffing, training, and other HRM activities, and how they are related to the organization's mission. It includes the budget for achieving these goals.

incentives: Rewards, generally monetary, that are used to compensate good performance and the achievement of objectives, and/or to motivate employees to improve program quality. Incentives, in addition to salary and benefits, can be a planned part of total compensation.

job classification system: The system that the organization develops to classify jobs according to their function and level of responsibility. It includes job descriptions for each position.

job description: A document that states the job title, describes the responsibilities of the position, the direct supervisory relationships with other staff, and the skills and qualifications required for the position.

performance management: The system, policies, and procedures used by an organization to define and monitor the work that people do, and to ensure that the tasks and priorities of employees support the mission and goals of the organization.

performance review: A review of the employee's performance by the supervisor and employee, and based on jointly established work plans and performance objectives.

recruitment: Activities undertaken by the organization to attract quality job candidates.

work planning: The process used by supervisors and staff to jointly plan the performance objectives and specific activities the employee is expected to perform within a specific time period.



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