

TRAINING AND DEVELOPMENT RECOMMENDATIONS

MINISTRY OF FINANCE

Building Equity and Economic Participation (BEEP) Project
Contract No 504-0107-C-00-6201-00

Submitted to Daniel Wallace
Project Officer
USAID/Guyana
Georgetown, Guyana

Submitted by K C Soares, Ph D
IGI International, Inc
13899 Biscayne Blvd , # 205
N Miami Beach, FL 33181
U S A

Training and Development Recommendations Ministry of Finance

Process Utilized to Identify MoF T&D Needs

The process of restructuring the MoF inherently requires a review of the status of staff training and development needs. The current situation, pre-restructuring, involves the routine scheduling of training through the Ministry of Public Service training division. These courses are offered through a program that is prepared and presented on an annual basis and includes training with an administrative focus.

This consultancy reviewed what was currently being offered. Several different approaches were utilized to gather information and data regarding staff training and development. Among the activities engaged in were: a) individual interviews with MoF managers and some of their staff, b) appointment with the new director of training of the MPS training division, c) group meetings with some of the divisions and departments, d) team meetings with almost every unit within the MoF, e) job analysis was conducted and included a section where MoF staff could indicate what was currently needed and what they would like to see offered in the future, f) executive interviews were held with senior management of three of the four new Office groupings, g) a meeting with the *ad hoc* committee was held and several individual meetings with members of that committee were held, h) our observations during the three-week period in Guyana and experience garnered during the first consultancy, and i) our understanding of what the MoF needs during this period of transformation and what it will need for a more productive future.

Attached is a listing of all persons interviewed during the consultancy. While this listing is important, it is necessary to state that other informal encounters also occurred where restructuring and the human capital system were discussed. Valuable information was learned during these meetings. Likewise, group meetings with all or portions of various departments and divisions were also held.

The team meetings produced the largest source of information regarding the needs and expectations of MoF staff. These team meetings were organized by Office and Department/Division and were approximately three hours in duration. A "job analysis" worksheet was utilized, copy annexed. There were several objectives of these team meetings, among them - to acquaint the staff with the restructuring process that was beginning and respond to questions and comments, to work with the staff to better understand how they were currently performing their duties, their internal and external clients, their outputs and necessary inputs, and the training that they needed and wanted. There was extraordinary collaboration in the organization and conduct of these team meetings, with rich discussions and contributions during the actual team meeting. This provided the consultancy with valuable insight for the whole human capital system development project.

Executive interviews were conducted with the senior management of three out of four of the Offices. These were approximately three hours in duration and had the following agenda.

- Leadership Interview - worksheet and discussion
- Training and Development worksheet - to get their perspectives about these areas
- Policy Manual Checklist
- Review Office/Department - Scopes of Work/roles and Responsibilities
- Review Staffing Needs - New Structure

A copy of all the above is attached. Additionally, a Senior Management and Ad Hoc Committee Briefing was conducted at the end of the three-week period in Guyana. This included a review of the scope of work of the consultancy, the processes that we utilized during the three-week period, the results of this phase,

the expected results of the next phase of the consultancy, our strategic analysis - using the S W O T approach and discussion (copy attached)

S W O T Analysis

As a basis for the training and development recommendations for the restructured MoF the S W O T analysis is presented, as follows

Strengths

- Minister's strong commitment to project
- Strong leadership capability in Ministry
- Dedicated staff committed to continuous improvement
- Entrepreneurial leadership setting standards and benchmarks for other Ministries
- Engineering a paradigm shift

Weaknesses

- * Understaffing makes leadership roles difficult
- * Executives have to "roll up sleeves", sometimes losing sight of strategic goals
- * High turnover makes all jobs more difficult
- * Pay scales compared to private sector are too low
- * Turf battles sometimes hinder productivity

Opportunities

- Could serve as showcase for entire Public Service
- Creative collaboration with union on people issues
- PSM may find new policies and processes used of interest
- Focus on human resources will result in increased productivity, reduced grievances, and reduced turnover

Threats

- * Time lag. need to move quickly
- * Possible union backlash if not well managed
- * Lack of follow through on decisions taken could cause lower productivity
- * Not dealing with ambiguity could further reduce morale and motivation

These were among the topics discussed in the final briefing, as mentioned above, and help serve as a basis for the recommendations for strengthening the human capital system of the MoF

Main Areas Identified for Training and Development Program

Five main areas were identified during the consultancy that serve as the basis and core structure for the recommended Training and Development Program of the MoF. The five main areas are

- MIS and computers
- Communication skills
 - Interpersonal
 - Verbal
 - Written
 - Presentation
- Professional Development, with three principle programs
 - Management Development
 - Leadership Development
 - Staff Development
- Technical Training
- Team building, performance management, work redesign, quality

Interviews and Meetings Conducted during Consultancy

K C Soares/Patti Digh

2 to 20 June, 1997

Secretary to the Treasury

Deputy Accountant General

Team/focus group meetings

Office of Budget

Policy Analysis Dept

Information Technology (2 groups)

Private, Public & Third Sector Enterprise Support Dept

Financial Policy, Legislation & Regulatory Dept.

Human Resources/Material Resources (2 groups)

Development Projects and Public Sector Investment programs Dept

Procurement Dept

Sub-Treasury 3

Guyana National Service Sub-Treasury

Guyana Defense Force Sub-Treasury

Sub-Treasury 6

Sub-Treasury 5

Sub-Treasury 10

Sub-Treasury 4

7 groups, Account General's offices

Planning, IT group

Debt Management

Accountant General

Assistant Deputy Accountant General for Sub-Treasury

Keith Gordon

Patterson Thompson

Ad Hoc Committee/Public Service Ministry

PSM Training Officer

Executive Interviews #1 - Edward Layne, Linda Gossai, Carole Hebert, Roseanne Hermanstein

#2 - Tony Farnum, Racquel Andrade, Priya Warshe, Mahase Pertab

#4 - Winston Jordan, Lorene Baird, Donna Yearwood

(#3 - no show Tarachand Balgobin, Denise de Souza, Coby Frimpong, Clyde
Roopchand, Neermal Rekha)

Patrick McDuffie and Daniel Wallace - 2 meetings

Senior Management Staff/MoF - 2 briefings

Minister of Finance

Guyana Human Resource Practitioners' Association

Volunteer Youth Corps, Ministry of Health

Attachments

- Persons interviewed, group meetings held
- Job Analysis
- Job Description
- Executive Interview
- Senior Management and Ad Hoc Committee Briefing Meeting

a. MIS and Computer

The staff's ability to, for example - process documents, record and process transactions, conduct research, do analytical procedures, statistical analysis, tracking of trends - all these, and other, activities depend on the utilization of computers, computer systems, LAN/WAN, management information systems, Internet, regular and specialized software. Without a doubt the MoF must be appropriately, and immediately, equipped with hardware and software, peripherals and installations, to address their current and future needs. The consequences of this are that a massive training program in MIS and computers must be conducted. Some of the courses would be word processing, e-mail and internet/intranet, spread sheets, data base applications, statistical packages, Windows 95, FoxPro, Lotus Notes courses, Oracle courses, software Project Planning and Management, JAVA programming language, systems analysis and design, Multimedia, computer-based training, and others to be identified by each specific user area.

b. Communications Skills

The restructured MoF focuses on performance management and quality in services for both internal and external clients, for stakeholders, for the general public, and all those entering into contact with the MoF. This will require training and development programs in the various fields of communications, especially in interpersonal communications, verbal communications, written communications, and presentations skills. This is an area where the individual and group will need to be acquainted with various processes, helped to understand their personal strengths and weaknesses, and training and development opportunities offered to allow the individual and group to develop and grow in the competencies.

c. Professional Development

Comprehensive programs must be developed, each with a two - three year development plan, for each of the three principle areas identified as priority: management development, leadership development, and staff development. There is currently a wide variation of abilities and competencies to manage and lead people that must be urgently addressed. This massive undertaking of educating managers, leaders and staff and allowing them new learning opportunities is critical for the successful implementation of the restructured MoF. There is a plethora of sources, see examples at end of this section, for designing and delivering these types of programs, which should be reviewed and planning started for implementation in January 1998.

d. Technical Training

There is a vast array of technical training that must be conducted, ranging from how to use a scanner, a report binder to voice mail and protocol to statistical and research methodologies and instruments to financial and economic analysis and reporting, for example. Some of the priority topics that should be offered in an initial training phase are, for example Security, Internet; Networking; Internetworking on Windows, Applications Development, Access Programming; LAN, WAN, PC troubleshooting, advanced configuration, Network Architecture, Protocols and Administration, and Client/Server systems - analysis, design and application.

e. Team Building, Performance Management, Quality

There are many areas of the MoF human capital system development that need strengthening. While some of the topics, listed below, will also be part of the design in, for example, the management and leadership development programs, these also need to be made available for all staff. It is of fundamental importance that the whole organization be aware of the restructuring, their rights and responsibilities in this process, and opportunities available to staff to develop themselves, their work teams, and their general professional qualifications.

Types of Training/Development to be Offered in Professional Development and Other Training, such as mentioned in the Team Building section

Managing Priorities	Interpersonal Skills
Team Building	Negotiation Skills
Performance Management	Resolving Conflict
Safety/Health Compliance	Alternative Dispute Resolution
Benefits Fundamentals	Time Management
Job Analysis	Problem Solving
Salary Administration	Decision Making
Discipline & Grievance	Stress Management
Harassment Prevention	Presentation Skills
Supervising and Managing	Writing Skills
Self-Managed Teams	Listening Skills
Influence Strategies	Performance Appraisals (360 degree)
Interviewing	Strategic Planning
Agenda Setting	Project Management
Manager as Coach	

Sources of HR Development and T&D - Some Examples

Cornell University
NYS School of Industrial and Labor Relation
Ithaca, NY
607-255-9212

The Conference Board
845 Third Avenue
New York, NY 10022-6679
212-759-0900

George Mason University
Institute for Conflict Analysis and Resolution
Fairfax, VA 2203-4444
703-993-1300

The Annenberg/CPB Project
Multimedia Collection
Dept CA95
S Burlington, VA 05407-2345

Center for Creative Leadership
One Leadership Place, P O Box 26300
Greensboro, NC 27438-6300
910-288-7210

Personnel Decisions, Inc
Minneapolis, Minn.
612-373-3431

Center for Human Services
Quality Assurance Project
7200 Wisconsin Ave , Suite 600
Bethesda, MD 20814
301-654-8338

International organizations, such as
IDB-Inter-American Development Bank
World Bank
IMF-International Monetary Fund
OAS-Organization of American States
UN system

U S Telecommunications Training Institute
1150 Connecticut Ave , N W , Suite 702
Washington, D C 20036
202-785-7373

Disney University Professional Development Programs
P O Box 10093
Lake Buena Vista, FL 32830-0093
407-824-4855

Checklist

Personnel Policy Manual

Government of Guyana

As noted in the BEEP Project Scope of Work, we are developing a draft Personnel and Policy Manual for the Ministry of Finance

Following is an outline of areas that might be covered in a personnel policy manual for the Ministry of Finance. Based on your experience, we'd like you to review these checklists to provide further guidance on areas that you believe must be covered in the revised manual

Instructions

- Please mark with a ✓ those areas you believe *must* be covered in the new policy manual
- Please mark with an ✗ those areas you believe are outdated and *don't* need to be included
- If you are unsure, please leave the field blank

I Recruitment, Appointment and Promotion

- ___ Definition of recruitment, appointment, and promotion
- ___ Authority to recruit and make appointments
- ___ Age for entry to the Public Service
- ___ Application for entry to the Public Service
- ___ Selection for permanent appointment on basis of competitive examination and interview
- ___ Utilization of services of Central Recruitment and Manpower Agency
- ___ Request for temporary employment
- ___ Employment on contract
- ___ Recruitment of Guyanese resident abroad
- ___ Date of appointment
- ___ Medical examination prior to confirmation of appointment
- ___ Probationary periods
- ___ Seniority list to be kept up-to-date
- ___ Determination of seniority
- ___ Filling of vacancies
- ___ Vacancies resulting from retirement
- ___ Filling of vacancies under delegated authority
- ___ Eligibility for appointment of persons from outside the Public Service
- ___ Acting appointments
- ___ Recommendation for acting appointment
- ___ Representations by or on behalf of Public Servant for acting appointment
- ___ Appointment within the particular service
- ___ Application for promotion
- ___ Notification for promotion of Public Servants on leave
- ___ Principle of selection for promotion

- ___ Appointment of non-monthly employee on the monthly basis
- ___ Employee referrals
- ___ Induction and orientation procedures
- ___ Pre-employment physical examination
- ___ Sexual harassment guidelines
- ___ Employment application retention requirements
- ___ Hiring former employees, friends, relatives, and people with disabilities

II Classification

- ___ Definition of classification and related terms
- ___ Responsibility for the evaluation and classification of positions
- ___ Determination of job description and job specification
- ___ Job analysis schedule
- ___ Commencing salary upon reclassification/promotion
- ___ Redesignation
- ___ Salary anomalies
- ___ Evaluation of qualifications by National Equivalency Board
- ___ Incremental credits on appointment

III Staff Performance Appraisal

- ___ Annual submission of Staff Performance Appraisal Reports to Public Service Commission
- ___ Reporting Officers to be guided by own deliberate judgment
- ___ Outstanding rating(s)
- ___ Adverse rating(s)
- ___ Reports to determine eligibility for promotion

IV Transfers, Secondments, Special Assignments and Releases

- ___ Authority for transfers/secondments
- ___ Application for transfers within the Public Service
- ___ Notice to Public Servant transferred
- ___ Appeal for review of order of transfer
- ___ Transmission of Record of Service and other particulars upon transfer
- ___ Transfers within a Ministry/Department/Region
- ___ Release of Public Servant on special assignment
- ___ Transfers/secondments to Government organizations outside of the "traditional Public Service"

V Training

- ___ Responsibility for Training
- ___ The Manager's Function in Training
- ___ Training classified as "duty"
- ___ Nominations for Training Awards
- ___ Definition of "Trainee"
- ___ Definition of "Training/Service Agreement"
- ___ Medical Clearance of candidate
- ___ Completion of National Service/Orientation
- ___ Execution of Training/Service Agreement
- ___ Provision of guarantor(s) or collateral security
- ___ Endorsement of Guyana Passport

- ___ Travel arrangements to and from country of study
- ___ Upliftment of Contract Letter by Trainee leaving Guyana
- ___ Expenses for dependents accompanying Trainee overseas
- ___ Luggage expenses
- ___ Flight insurance
- ___ Intransit expenses
- ___ Report of arrival in country of study
- ___ Obligation of Trainees while studying in another country
- ___ Submission of reports/transcripts by overseas University/College
- ___ Termination of Training Awards
- ___ Failure to complete approved programme
- ___ Confirmation of completion date of overseas programme
- ___ Return to Guyana upon completion of overseas programme
- ___ Determination of training expenses and refund of such expenses
- ___ Determination of total cost of training when financed by external sources
- ___ Further training during contractual period of Training/Service Agreement
- ___ Resignation of bonded Trainee
- ___ Refund of training expenses upon dismissal

VI Official Working Hours and Conduct

- ___ Official Working Hours
- ___ General Conduct
- ___ Courtesy and Politeness
- ___ Discharge of Duties
- ___ Punctuality
- ___ Absence without leave or absence from the country without permission
- ___ Dress
- ___ Release of official information
- ___ Access to confidential records
- ___ Other employment activities during and outside of official working hours
- ___ Shares in Local Firms, etc
- ___ Acceptance of gifts/rewards
- ___ Bribery
- ___ Report of criminal charge
- ___ Public Servants and the Press
- ___ Broadcast talks by Public Servants

VII Leave and Holidays

- ___ Vacation leave and vacation allowance - pensionable employees
- ___ Qualifying period for new entrant after 1981-01-01
- ___ Vacation leave and vacation allowance based on preceding year's service
- ___ Vacation leave to include Sundays and Public Holidays
- ___ Period 1st - 31st December to be excluded from vacation leave
- ___ Upliftment of vacation allowance subject to grant of 21 days' vacation leave
- ___ Movement into higher leave category by virtue of increase in salary
- ___ Higher leave category conditions to apply when acting or responsibility allowance is being paid
- ___ Payment in lieu of vacation leave to estate of deceased Public Servant
- ___ Vacation leave for Public Servants on secondment
- ___ Vacation throughout Guyana
- ___ Vacation outside Guyana

- ___ Vacation leave/vacation allowance upon separation from the Service
- ___ Application for vacation leave
- ___ Assumption of duty prior to expiration of vacation leave
- ___ Deferred vacation leave
- ___ Replacement for Public Servant proceeding on vacation leave
- ___ Vacation leave not to be utilized towards training award of Government
- ___ Leaving of private address at the Ministry/Department/Region before commencement of vacation leave
- ___ Vacation leave--non-pensionable employees
- ___ Definition of "special leave"
- ___ Special leave for writing examinations locally
- ___ Special leave for urgent and unforeseeable private affairs
- ___ Special leave for training in (I) Reserve, Guyana Defence Force, (II) Guyana People's Militia
- ___ Special leave to attend conferences of recognized associations
- ___ Special leave to attend meetings of recognized Trade Unions/Staff Associations catering for Public Servants
- ___ Special leave to participate in cultural activities
- ___ Special leave to represent Guyana or the West Indies in inter-territorial or international sports
- ___ Special leave to attend training courses or seminars in Trade Union and/or Cooperative Education
- ___ Special leave for recuperation after hospitalization
- ___ Special leave for maternity purposes
- ___ Special leave on compassionate grounds
- ___ Special leave on the ground of public interest
- ___ Special leave on religious grounds
- ___ Time-off to attend meetings of Local Authorities
- ___ Time-off to attend Court
- ___ Record of leave granted
- ___ Notification of overstay of leave
- ___ Notification of impending absence from Guyana on duty

VIII Traveling and Subsistence Allowances and Transport Expenses

- ___ Definition of "fixed commuted traveling allowance"
- ___ Motor car traveling allowances
- ___ Motorcycle/autocycle/bicycle traveling allowances
- ___ Occasional traveling by Public Servant authorized to use motorcycle/autocycle, bicycle
- ___ Use of auto cycle instead of bicycle
- ___ Rate of traveling allowance when acting in higher post
- ___ Payment of traveling allowance during short periods of absence
- ___ Payment of traveling allowance on transfer or change in appointment
- ___ Home to office traveling
- ___ Traveling allowance—Magistrates
- ___ Traveling allowance—members of Statutory and Ad Hoc Boards, Committees, and Similar bodies
- ___ Chaffeur Allowance
- ___ Horse Allowance
- ___ Motor Boat Allowance
- ___ Submission of traveling claims
- ___ Half-yearly returns of mileage traveled
- ___ Definition of "subsistence allowance"

- ___ Rates of subsistence and out-of-pocket allowances
- ___ Out-of-pocket allowance to Public Servants attending approved residential courses
- ___ Additional allowance for field or camp conditions
- ___ Subsistence, camp and field conditions allowances to Public Servant in receipt of station allowance
- ___ Payment of actual reasonable expenses for meals and lodging in lieu of subsistence allowance
- ___ Subsistence allowance in cases of temporary assignment of duties away from base
- ___ Subsistence allowance in cases of transfer at short notice
- ___ Subsistence allowance for traveling within district
- ___ Calculation of subsistence allowance
- ___ Payment for traveling time outside of official working hours
- ___ Allowance payable to Public Servants attending External conferences
- ___ Submission of subsistence claims
- ___ Definition of "transport expenses"
- ___ Economy in mode of conveyance
- ___ Use of official transport
- ___ Use of hire cars and departmental vehicles
- ___ Hire of privately-owned launches
- ___ Reimbursement of steamer fares and toll charges
- ___ Reimbursement of removal expenses on transfer or upon change of residence
- ___ Definition of "actual reasonable expenses"
- ___ Expenses additional to those normally payable for removal expenses
- ___ Submission of claims for transport expenses
- ___ Internal scheduled flights
- ___ Charter flights
- ___ Receipts required for reimbursement
- ___ Entertainment expenses
- ___ Participation in trade and professional associations
- ___ Membership in civic organizations
- ___ Staff Advances - Policies and Procedures

IX Allowances other than Traveling and Subsistence Allowances

- ___ Acting Allowance
- ___ Duty Allowance
- ___ Responsibility Allowance
- ___ House Allowance
- ___ Standby Allowance
- ___ Overtime Allowance
- ___ Meal Allowance
- ___ Risk Allowance
- ___ Allowance in lieu of consultation and/or private practice
- ___ Uniform Allowance
- ___ Telephone Allowance
- ___ Tax-free non-pensionable Duty Allowance
- ___ Station Allowance

X Advances

- ___ General requirements for the grant of Advances

- ___ Authority to approve payment of Advances
- ___ Advance to purchase motor car or other motorized vehicle
- ___ Advance to purchase bicycle
- ___ Application for Advance to purchase second hand motor vehicle or bicycle
- ___ Insurance of vehicle
- ___ Motor Vehicle Advance to Probationers
- ___ Advance to purchase other than approved type of vehicle
- ___ Misapplication of Advance to purchase vehicle
- ___ Disposal of vehicle purchased with an Advance
- ___ Obligation to use vehicle purchased with an Advance
- ___ Advance to repair motor vehicle
- ___ Advance to purchase protective clothing
- ___ Advance to purchase furniture and related household effects
- ___ Advance to purchase horse, saddle and bridle
- ___ Advance on gratuity prior to retirement
- ___ Leave Advance
- ___ Personal Advance
- ___ Advance from Imprest
- ___ Provision of guarantor/s or collateral security
- ___ Limit of Advance and ability to repay
- ___ Proof of proper use of Advance granted to purchase vehicle or other essential item
- ___ Repayment of Advances and intervals between Advances
- ___ Application for Advance when the interval since last Advance has not expired

XI Separation and Superannuation Benefits

- ___ Definition of "separation" and "superannuation benefits"
- ___ Compulsory and voluntary retirement
- ___ Retirement on medical grounds
- ___ Retirement in the public interest
- ___ Termination of appointment on abolition of post or for facilitating improvement in the organization of a Ministry/Department/Region
- ___ Authority for grant of superannuation benefits in cases of separation for reasons other than (1) statutory age for retirement, (2) death
- ___ Resignation and superannuation benefits
- ___ Dismissal and superannuation benefits
- ___ Termination of employment in the public interest and superannuation benefits
- ___ Pensionable Employees
- ___ Payment of superannuation benefits to pensionable employees
- ___ Definition of "pensionable office"
- ___ Determination of "pensionable service"
- ___ Retention of pensionable service with organizations, service with which is deemed to be "other public service" or "public service"
- ___ Eligibility for pension and gratuity
- ___ Calculation of pension and gratuity
- ___ Additional pension on abolition of office or compulsory retirement to facilitate improvements in the organization

XII Wage and Salary Administration

- ___ Basic wage and salary policies
- ___ How wage and salaries are determined
- ___ Job evaluation plan
- ___ Merit or performance rating plan
- ___ Rate range by grade
- ___ Length of service raises
- ___ Incentive wage policies
- ___ Wage and salary differentials
- ___ Overtime pay policies
- ___ Employees subject to overtime pay
- ___ Supervisor overtime

XIII Conduct, Discipline, and Termination

Discharge Policy and Procedure

- ___ Description of misconduct which warrants the discharge of employees immediately without prior warning
- ___ Policy providing employee to be suspended before a discharge is made final and effective
- ___ Policy stating that management has the right to determine what is cause for immediate discharge
- ___ Requirements on documenting discharge without notice
- ___ Policy on when termination of employment notice is to be given
- ___ Minimum period prior to discharge
- ___ Type of form of termination notice—oral or written
- ___ Contents of termination notice
- ___ Policy providing that all discharges are subject to final approval and authorization of supervisor's immediate superior
- ___ Policy on providing discharged employees with dismissal or severance pay
- ___ Policy on performing exit interviews
- ___ Policy on discharges being subject to grievance procedure
- ___ Policy on reinstating employees if the employer is found to be in error through grievance procedure
- ___ Policy on reinstated employee being eligible for back pay for time lost

Resignation Policy and Procedure

- ___ Policy statement requiring or not requiring employee notice of intent to resign (verbal or written notification and time limit)
- ___ Policy on a penalty provided for failure to notify the employer of intent to resign
- ___ Policy on issuing letters of reference for terminated employees

XIV Complaint and Grievance Procedures

- ___ Defining the term "grievance"
- ___ Steps to be followed in the grievance procedure
- ___ If unionized, can individual employee take a grievance to arbitration?
- ___ Defining time intervals for each step of the procedure in which a decision is to be made and between each step of the procedure

Our Agenda

- ◆ Leadership Interview
- ◆ Training & Development Worksheet
- ◆ Policy Manual Checklist
- ◆ Review: Office/Department - Scopes of Work/Roles & Responsibilities
- ◆ Review: Staffing Needs - New Structure





Building Effective Human Resource Management Systems

Ministry of Finance, Guyana

Executive Interviews

June 1997

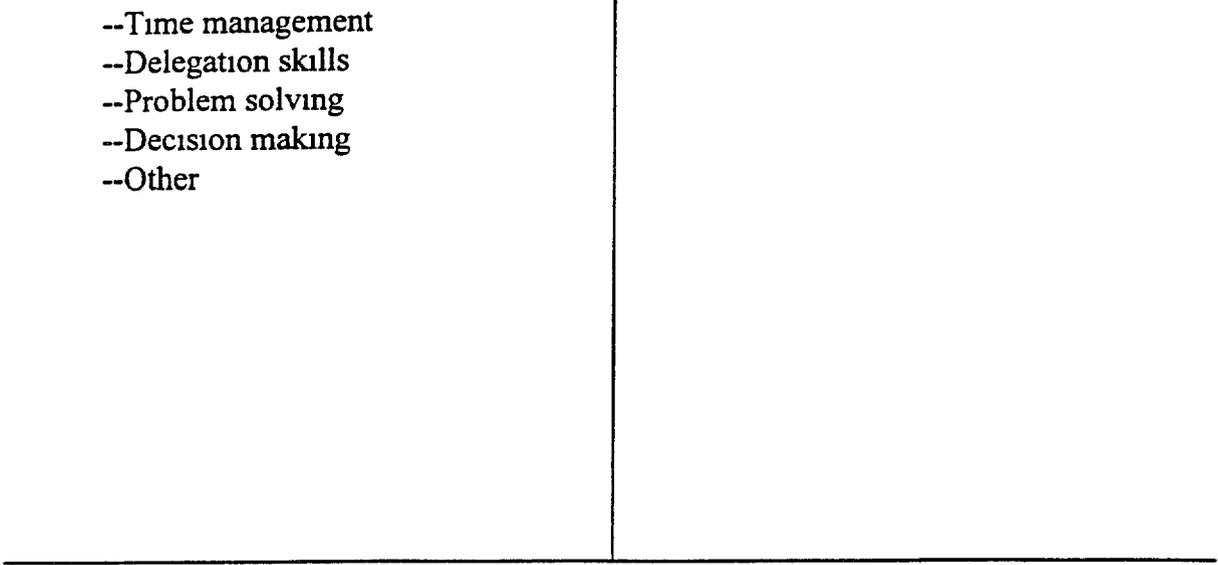
by K.C. Soares & Patti Digh

BEEP Project

Worksheet

Senior Managers & Supervisors

Learning Areas	Specifics
<u>Knowledge - based learning</u> Leading towards degrees_ <ul style="list-style-type: none"> - Associates degree (2yr) - Technical degree - Bachelors - Masters - Ph D - Other 	
Certificate training	
<u>Technical skills-based learning</u> <ul style="list-style-type: none"> - Computers and processing - MIS - Presentation Software - Data -bases - E-mail - Internet - Other 	
<u>Performance skills-based learning</u> <ul style="list-style-type: none"> - Management Development - Executive Development - Leadership Development - Supervisor Development - Staff Development - Seminars <ul style="list-style-type: none"> --Interpersonal Communications --Performance Management --Negotiations --Conflict Resolution 	

- Time management
 - Delegation skills
 - Problem solving
 - Decision making
 - Other
- 

BUILDING EFFECTIVE HUMAN RESOURCE SYSTEMS-MoF

Senior Management and Ad Hoc
Committee Briefing

K. C. Soares/Patti Digh
BEEP Project
June 18, 1997

OUR AGENDA

- ◆ Scope of work
- ◆ Processes
- ◆ Results: this phase
- ◆ Expected results: next phase
- ◆ Strategic Analysis, using S.W.O.T. approach
- ◆ Discussion

Our Scope of Work

- ◆ Develop clear understanding of human resource needs
- ◆ Conduct Ministry-wide skills assessment
- ◆ Review job descriptions, update & refine
- ◆ Design training and development plan, internal and external
- ◆ Review personnel policies and procedures
- ◆ Develop employee handbook
- ◆ Conduct orientation training on personnel policies and procedures

Processes Utilized

⇒ Team/focus groups

- ★ Ministry-wide job analysis
- ★ Ministry-wide skills assessment
- ★ Ministry-wide job description review and assessment
- ★ Sharing information about MoF restructuring project

⇒ Consultations, meetings, analysis

- ★ Training and development needs assessment
- ★ Research on existing personnel policies and legal framework
- ★ Meetings with external agencies and resource organizations

Results

◆ This Phase

- ✓ Job analysis, data collection with MoF staff concluded; team meetings, contacting approximately 120-150 staff
- ✓ *Researched current job descriptions with MoF/SPS and PSM*
- ✓ Researched current personnel policies
- ✓ *Training & development procedures reviewed, began identifying local and regional resources*
- ✓ Executive interviews conducted, 3 out of 4 Offices participated

◆ Next Phase

- Draft job descriptions - reviewed and finalized
- *Proposed training and development plan - reviewed and discussed*
- Recommendations for updating personnel policy and procedures - reviewed
- *Outline for staff handbook - reviewed*
- Orientation/training for all staff on new personnel policy
- *Supervisory training on uniform application of personnel policy*

Strategic Analysis using S.W.O.T. approach

- ◆ Strengths
- ◆ Weaknesses
- ◆ Opportunities
- ◆ Threats

Strengths and Weaknesses

◆ Strengths

- ▲ Minister's strong commitment to project
- ▲ Strong leadership capability in Ministry
- ▲ Dedicated staff committed to continuous improvement
- ▲ Entrepreneurial leadership setting standards and benchmarks for other Ministries
- ▲ Engineering a paradigm shift

◆ Weaknesses

- ▼ Understaffing makes leadership roles difficult
- ▼ Executives have to "roll up sleeves," sometimes losing sight of strategic goals
- ▼ High turnover makes all jobs more difficult
- ▼ Pay scales compared to private sector are too low
- ▼ Turf battles sometimes hinder productivity

Opportunities and Threats

◆ Opportunities

- ↗ Could serve as showcase for entire Public Service
- ↗ Creative collaboration with union on people issues
- ↗ First modern human resources management system in Public Service
- ↗ PSM may find new policies and processes used of interest
- ↗ Focus on human resources will result in increased productivity, reduced grievances, and reduced turnover

◆ Threats

- ↕ Time lag: need to move quickly
- ↕ Possible union backlash if not well managed
- ↕ Lack of follow through on decisions taken could cause lower productivity
- ↕ Not dealing with ambiguity could further reduce morale and motivation

Discussion

- ◆ Are there any questions?
- ◆ This is an ongoing process, what suggestions do you have as we proceed?
- ◆ How would you like to be involved?

Government of Guyana	Name of Incumbent _____
Ministry of Finance	
JOB ANALYSIS	
Job Title	
Office/Department/Division	
Regular Duties (Briefly list the main functions of your job)	
Date prepared	Date revised

Work Processes - Steps/Phases

Identify those skills you utilize to perform the duties listed on the previous page

1 Knowledge requirements
(what the job holder must know and understand)

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- 7 _____

2 Technical skill requirement
(what the job holder must be able to do and demonstrate)

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- 7 _____

3 Performance skill requirements
(how job holders must conduct themselves with other people)

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- 7 _____

4 Tools required

- 1 _____
- 2 _____
- 3 _____
- 4 _____

Clients

Internal clients

External clients

Inputs list the inputs from others that are necessary for you to perform your duties

Input

Received from

Periodicity

Outputs list the outputs that you provide to others for them to perform their duties

Outputs

To whom

Periodicity

You may want to include the following skills, if applicable

Technical skills such as

- specific job related skills
- physical requirements
- clerical

Performance skills, such as

- organization (time management ability and organizational procedures)
- leadership (motivation of others, able to prioritize and delegate)
- quality (awareness of quality customer service and products)
- flexibility (adaptability to change, willingness to adapt routines)
- judgment (problem-solving and decision-making skills)
- initiative (willingness to accept responsibility and take action)
- attention to detail (tendency toward accuracy and clarity)
- teamwork (ability to contribute in a team environment)
- communication (language skills, both written and oral)
- customer service (verbal communication and conflict resolution)

Government of Guyana	Name of Incumbent <hr/>
Ministry of Finance	
JOB DESCRIPTION	
Job Title	
Office/Department/Division	
Reports to/position	
Supervises/position(s)	
Purpose of Position	
Date prepared	Date revised

Duties and Responsibilities (with %/time)

Qualifications

Education

Experience

(Core) Competencies