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Human Resource Management and Development Strategy

Holding Company for Water and Wastewater

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SECTION I: INTRODUCTION AND BACKGROUND

Since its creation in 2004, the Holding Company for Water and Wastewater (HCWW) has owned and overseen the regional utilities throughout Egypt's governorates responsible for the delivery of water and wastewater services to Egyptian citizens. The network infrastructure under their purview is vast – drinking water now reaches nearly 100% of Egyptian households – reflecting decades of investments by the Government of Egypt with support from donors and international financial institutions. Future plans reflect growing investments – the Rural Sanitation Strategy estimates 20 billion Egyptian pounds for increasing wastewater service coverage to 100% by 2022. To preserve this valuable infrastructure, corresponding investments must also be made in the human resources that operate, maintain, and manage it. As a leader in the sector, the Holding Company aims to attract and develop highly-professional personnel, and to enable their affiliate companies to do the same.

With the establishment of HCWW's first Human Resources Division (Sector) in early 2010, along with HR Divisions at each subsidiary company, HCWW elevated the Human Resource Management and Development (HRM/D) function to a more strategic level within the organization and the sector. This strategy outlines the HCWW's priorities related to management and development of its human resources, and it will guide the activities of the HR Division. This strategy includes a one-year action plan, included as Section III in this document, to guide HCWW's immediate HR activities. The Action Plan will be updated annually.

A. HCWW Business Planning Process

In 2009, the Holding Company initiated its first-ever business planning process, to develop a five-year plan for the company as a whole. Through a participatory process supported by GTZ consultants, the HCWW team analyzed the company's strengths, weaknesses, opportunities, and threats, and agreed upon a mission statement, vision, values, and strategic objectives.

Following this activity, each division within the company was tasked with developing its business plan, and the HR team has been actively working on theirs with the support of both GTZ and USAID consultants. The HCWW business planning process has paused in recent months pending the revision of the organization structure, and will soon resume as the organizational structure was approved and launched in March, 2010.

This strategy builds upon the 2009 business planning process, and also reflects changes to the HR strategy, team, and operating context that have come about since the business planning workshops were completed. It reflects the current vision of the HRM/D function at the HCWW, its strategy, team, and operating context. This strategy is designed with the same objectives and timelines as the overall HCWW business plan, so that it can be integrated as appropriate.

B. Evolution of Human Resource Management and Development in the Sector

Operating context. The creation of the HCWW in 2004 and the subsequent consolidation of utility assets under subsidiary operating companies ushered in a new era for water utility management in Egypt. The transition from local economic authorities to companies brought more flexibility with staffing and incentive-based compensation. The subsidiaries of the HCWW currently number 23, and the newest 5 of them were established as recently as 2008. Human resource challenges persist, particularly in the new companies, including overstaffing, lack of qualified specialized professionals, and a compensation and benefits that are not competitive with the regional market.

Internal organization. Since its establishment in 2004, the HCWW has focused its human resource *management* functions on administration of payroll and benefits, which was handled by the General Department for Personnel Affairs. Further, human resource *development* efforts were limited to training, and were led by the General Department for Training. As part of the organizational reform process mentioned above, HCWW leadership expressed a commitment to elevate human resource management and development functions to a more strategic level within the organization and the sector, and to invest more comprehensively in mechanisms to attract, retain, and develop professional staff within the organization. With the approval of the new HCWW organizational chart in March, 2010, a more robust, newly empowered HR Division has been put in place, with a greater emphasis on strategic level functions, and with the support required to carry out their expanded mandate. The General Department for Personnel Affairs will continue to administer payroll and benefits to HCWW staff.

Like the Holding Company, until recently, the regional utilities had Personnel Affairs and Training functions for administration of salaries and benefits and training management, respectively. In 2009, however, HR Divisions were established in every company under guidance from the Holding Company, and, one year later, their development varies by company. While the structure is in place, holistic HR – from outreach and recruitment; career paths, incentives, and training; and systematic performance management – is still a new concept in a number of the companies. Many HR staff do not have HR experience or training, and require capacity building to fill their roles to the level envisioned by the HCWW.

To prepare the new HR Divisions at the HCWW and the subsidiaries to fill their expanded role, and to extend strategic HR concepts to its subsidiaries, HCWW has cooperated with donors including:

GTZ. One of the four components of the current GTZ-funded *Water and Wastewater Management Program*, implemented from 2007 – 2011 (Phase I), is Advisory Services to the HCWW, which includes capacity building in HR development. The GTZ team is co-located with the HCWW team in both locations (Cairo and Abbasiya) and provides technical assistance to HCWW counterparts in organizational design, recruitment management, and training development and implementation. The new HCWW organizational chart was developed with support from GTZ, as was the new recruitment system. Additionally, they have supported the development of a management career path for the sector, and a number of management courses for training staff and other subsidiary personnel.

InWEnt. InWEnt, a German-funded non-profit organization focused on capacity building in human resource development, has an ongoing regional program aimed at *Promotion of Capacity Building Institutions to Support Reform Processes in the Middle East and North Africa Region*. Under this umbrella, InWEnt consultants have been working with the HCWW since 2008 to strengthen HR management and development in the sector through: establishment of a Center of Leadership in Cairo for high-level leadership training; development and delivery of management courses to existing and potential leaders; and capacity building of the emerging HR Division. InWEnt consultants have assessed Division staff's skills and qualifications, and made recommendations for training and career development. They have also advised extensively on the development of the forthcoming recruitment system, and they are supporting development of the management career path by integrating existing InWEnt courses.

USAID-funded Water and Wastewater Sector Support (WWSS) Program. The primary goal of the USAID WWSS program (2008 – 2012) is to increase financial and commercial viability of select subsidiaries of the HCWW. A pillar of the program approach is to strengthen HR management and development in the sector. Along these lines, the WWSS team is supporting select subsidiaries in establishing HR Divisions, strengthening HR planning, launching various HR functions, and developing and delivering training courses for technicians and managers.

SECTION II: HR MANAGEMENT AND DEVELOPMENT STRATEGY

A. HCWW Vision, Mission, and Strategic Objectives

The HCWW vision, mission, values, and strategic objectives, developed during the business planning process, serve as guiding principles to orient the organization – including all staff members – in their daily work. They capture the culture and spirit of the organization, and serve as a guidepost for aligning all members in the organization toward a common goal.

As a parent company to water utilities, the HCWW’s focus is outwardly focused, on service delivery to the sector’s customers. The HCWW’s ability to achieve its corporate goals and objectives, however, ultimately depends on its staff. The HR Strategy, then, is more internally focused, and aims to enable HCWW success by bringing the best possible staff into the organization and providing the requisite systems, policies, and practices to keep them within the organization and to continually advance their skills.

HCWW Vision. To achieve international standards in managing water and wastewater companies in Egypt

Mission. To manage water and wastewater companies to provide services according to Egyptian standards on economic and sustainable bases.

Values

1. Customer satisfaction
2. Transparency
3. Quality
4. Compliance
5. Team spirit

Strategic Objectives

1. Provide quality service to clients
2. Protect and develop investments
3. Upgrade institutional performance
4. Develop leaders and professionals
5. Reach financial autonomy
6. Develop awareness of citizens of water issues

B. HR Strategic Objectives

Human resource management and development is the primary means by which the HCWW can achieve strategic objective 4, “Develop leaders and professionals.” It also contributes directly to strategic objective 3, “Upgrade institutional performance,” and indirectly too all of the strategic objectives. To ensure that HCWW achieves its strategic objectives, the HR Division has identified the following division objectives:

1. Attract and retain highly-qualified professional human resources to meet present and future needs
2. Develop a highly skilled workforce that continues to learn and is able to respond to changes in operating context
3. Guide and monitor HR management and development at the subsidiary level

C. HR Functions

To meet its HR objectives, the HCWW will focus on developing its HR functions in eight strategic areas outlined below. In each section, this strategy includes an overview of the definition and importance of the function, its current status within the sector at HCWW, and the objectives of the function within the HCWW’s new HR framework.

C.1 Organizational design

Overview. The foundation for human resource management and development in any organization is the existence of a sound organizational structure. The various units of the company must be defined, and functions and relationships within and across units and individuals must be clearly articulated and communicated. Further, to retain high-quality staff, the organization must provide opportunities

for advancement and make career paths clear and attractive. Across the world, organizational design functions include manpower/staffing planning, job analysis and job descriptions, job classifications, competency frameworks, and career path design and management.

Current status at HCWW. With the fundamental elements of organizational design in place, the HCWW is poised to advance its strategy in this area by developing tools for employees and by guiding subsidiaries' design functions. At the central level, the Company has recently updated its organization chart, and delineated career paths for select job classifications in the sector including management and chemists. A system of salary grades exists, and, for management levels, is mapped to a set of behavioral competencies.

At the subsidiary level, the HCWW has mandated the development of HR Divisions at its subsidiary companies, and has developed and is promoting sample organizational structures and functions for these. Additionally, with support from the USAID WWSS project, HCWW is developing a standard approach to staffing planning in cooperation with Menufiya and Assiut companies, and will then roll it out to the other governorates. Elements of career path management exist – such as the management assessment for promotion to subsidiary management positions – but are not comprehensive nor consistently applied across the sector.

Functional objectives.

4. Complete HCWW organizational design and sector career paths
5. Develop guidance materials for subs' organizational design and provide advisory and mentoring services

C.2 Training and capacity building

Overview. Ongoing development of an organization's workforce is necessary to meet present and future challenges. Additionally, by providing learning opportunities, a company can attract bright and highly motivated staff who will continue to propel the organization forward and ensure excellence in operations. Education should begin on day one for each employee, to orient him or her to the company and its work. Ongoing job training programs should be directly linked to career paths and competency frameworks, and should cover both technical and management skills. Leadership development is also critical, to identify and cultivate leaders on an ongoing basis, and to encourage continuous education and professional growth.

Current status at HCWW. The HCWW training department is well-established, with experienced staff and a rich history of technical and management training in the sector. At the HCWW, training planning happens on an annual basis, and this practice is implemented in the subsidiaries to various extents. The recently-established Center of Leadership (COL) in Cairo is equipped with space, staff, and an operating budget, and its manual of operations is under development. Once launched, the COL will be poised to play a role in sector training programs. While numerous training courses are developed and implemented, links to professional competencies and career paths, and standardization and sharing across the sector, could be vastly expanded. An operator and lab analyst certification program is under development in cooperation with the EWRA, and the HCWW will be the training developer and provider for the certification program.

Functional objectives.

6. Align training with career paths and certification programs
7. Identify and train future leaders through the Center of Leadership

C.3 Recruitment management

Overview. Attracting and hiring exceptional staff is a fundamental role of any human resource management department. To ensure a fair and competitive hiring process, procedures must be clear and consistently applied. Outreach programs can increase applications, and ongoing relationship-building with universities and schools can result in mutually beneficial programs and curricula. Activities of recruitment units include outreach, communication and advertising, interviewing and selection, job offers, internship or educational programs, and new employee orientation programs.

Current status at HCWW. The Holding Company has recently taken significant steps to streamline and standardize its recruitment process, and the round of hiring scheduled for later this year presents an opportunity to pilot the new system. This new system, developed with support from GTZ, recently approved by the Board of Directors, builds upon existing institutional structures such as HCWW and subsidiary hiring committees. Some training for managers on recruitment techniques such as interviewing has also been provided.

Functional objectives.

8. Standardize recruitment across the company for increased transparency and efficiency
9. Improve outreach and communications to attract high-quality staff

C.4 Performance management and evaluation

Overview. To ensure the continual growth of its human resources, a company must facilitate individual goal-setting, monitoring, and periodic evaluation of staff performance. Employees' performance targets should be linked to company objectives as well as to competencies and career paths. Standardized processes and tools for performance evaluations encourage consistency and fairness throughout the process, and provide a structured mechanism for constructive feedback as well as rewards.

Current status at HCWW. HCWW and subsidiary bylaws mandate an annual performance evaluation process, but they do not refer to self-evaluation or performance planning, nor are these consistently implemented. Further, due to low base salaries across the sector, the monthly performance-based incentive scheme has evolved into an expected, and often negotiated, supplemental salary payment, with weak or inconsistent links to performance and little transparency in the process.

Functional objectives.

10. Design and implement a performance planning and evaluation system for use sector-wide, to increase frequency and transparency of feedback
11. Propose an incentive system linked to performance

C.5 HR policies and procedures.

Overview. To promote consistent application of policies as well as adherence to legal requirements, a company's human resource policies and procedures should be documented and readily available to all employees. This serves the obvious purpose of increasing employees' awareness of the policies that affect them in their work, but it also builds trust with employees by increasing transparency and accountability. An organization's HR function is often tasked with explaining policies and procedures to employees, and with monitoring best practices and legal frameworks to ensure that HR policies are kept current. HR policies to consider include recruitment and selection, compensation, benefits, leave, termination, workplace practices, code of conduct, and safety and security.

Current status at HCWW. HCWW and subsidiary bylaws outline the high-level HR policies, with an emphasis on those with origins in Egyptian law. A recent review of the personnel bylaws by the HCWW and subsidiary chairmen resulted in recommended changes, which are currently under consideration. Training bylaws have also been created to govern training activities, though they differ from company to company and have not been approved or implemented. Benefits currently include transportation, per diem, monthly and annual bonuses, educational scholarships for select staff, and leave (sick, maternity, vacation, and Haj) according to Egyptian law. Noticeably missing at the HCWW is health insurance, and the company recently completed a survey, with GTZ support, of various providers, costs, and benefits. Some subsidiary companies have private medical insurance policies and/or social solidarity schemes, made up of company contributions to all-purpose insurance funds for employees. Finally, the HCWW has developed a draft employee handbook, which explains and outlines all policies and procedures to employees.

Functional objectives.

- Update and maintain policies, including consideration of additional benefits, in line with Egyptian market practices
- Improve documentation and communication of policies to HCWW and subsidiary employees

C.6 HRIS

Overview. A Human Resource Information System (HRIS) is a software solution to manage employee-centered data within a company. Typically, an HRIS is built on a database of employee records, including basic personal data on each employee as well as company-related data on: positions held, salary grades and increases, benefits, performance evaluations, and training history. A robust HRIS is fully integrated with payroll, accounting, and benefits administration. An effective HRIS should have reporting and analysis functions to enable managers to legally and effectively manage their employees.

Current status at HCWW. Currently, human resource data at the HCWW and its subsidiaries is managed in two discrete types of databases: 1) personnel databases, and 2) training databases. The design and provider of the personnel databases vary by company, though the most common (which is also used by the HCWW) is the ADVAC system, which includes linked modules for management of leave time and payroll, in addition to basic employee data such as marital status, identification numbers, etc. At the HCWW, the ADVAC personnel system is managed by the Personnel Affairs Division, and the HR Division has little to no access to it. The training database is a new system, developed with support from GTZ, which is maintained by the Training Department team and includes data on each training course implemented across the sector. Version 1 of this database is currently in testing; subsidiary data has been entered and it is ready for piloting in subsidiaries.

Functional objectives.

- Integrate human resource information systems across the sector
- Launch and support sector-wide training database

C.7 HR planning and budgeting

Overview. Like any organization, an HR unit should plan its work regularly and review and update the plan on an ongoing basis. The planning process should be tied to the company's business planning process, should be grounded in the company's available budget, and should include reviews and updates at least annually. Plans should be actionable, including an ambitious but realistic task

load, and lay out clear responsibilities, timelines, and resources for its activities. To ensure understanding of and buy-in to the plan's objectives and activities, team members should play a role in the planning process, and others in the company should have access to the plan highlights.

Current status at HCWW. As described in Section I.A above, the new HCWW HR Division first engaged in a planning process in conjunction with the HCWW business planning effort. This strategy and action plan represents the outputs of that process, and pulls together in one place the various activities planned and underway within the HR Division. The attached action plan is for the first year of this strategy's implementation, and should be revisited and expanded upon for year two (July 2011 – June 2012). To date, the HCWW's HR planning activities have not included a budgeting exercise.

Functional objectives.

- Institutionalize the annual planning process, grounded in available resources and linked to the company's strategy and budget

C.8 Employee morale and welfare

Overview. To maintain a high level of motivation amongst staff, and to acknowledge employees' contributions, today's organizations, led by their HR units, create and implement reward and recognition schemes. In addition, with the understanding that healthy, happy employees are productive employees, it is in an organization's interest to invest in the welfare of its employees. Simple gestures such as acknowledgement of staff birthdays or holiday celebrations can build relationships between staff and managers and can improve morale.

Current status at the HCWW. The HCWW's current efforts to build employee morale and to promote their welfare is through its benefits scheme, described above. Existing programs, such as the quarterly newsletter, training and other events, present an opportunity to highlight employee contributions at a relatively low cost to the company. Finally, mechanisms to improve communication and feedback between decision-makers and staff should be explored.

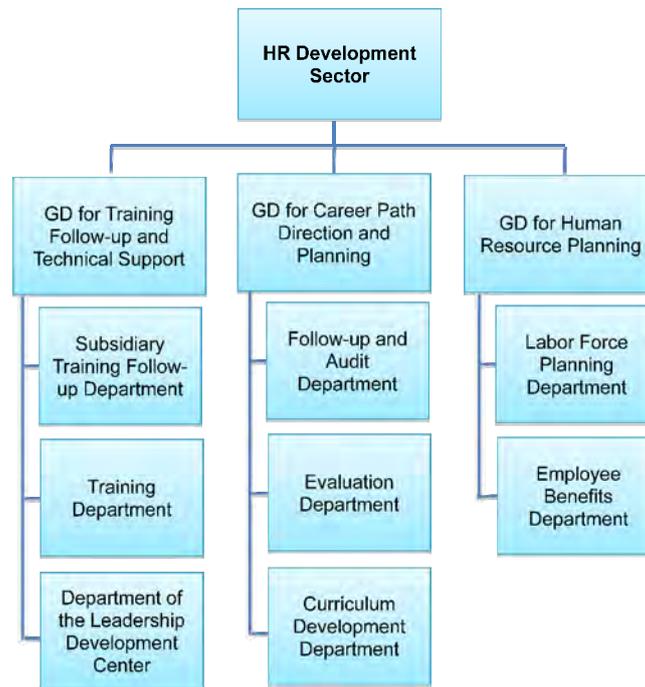
Functional objectives.

- Expand reward and recognition efforts aimed at staff motivation
- Improve communication and relations between staff by celebrating significant events and by creating feedback mechanisms

D. Sector HR Resources, Roles, and Responsibilities

The HR Division is led by a Division Head, who is supported by three General Department Managers, for Training, HR Planning, and Career Path Direction and Planning. Additional HR and training team members are represented in the HR Division organization structure below in Exhibit I, though a number of the positions remain to be filled. The complete descriptions of the functions of the three departments are attached in Annex B. The HR Division is complemented by the General Department for Personnel Affairs, which administers payroll and benefits for all HCWW staff. See Annex A for the HCWW organization chart.

Exhibit I: Organization Chart of the HCWW Human Resource Development Division



As a parent company, the HCWW has a dual responsibility of nurturing its own human resources while also encouraging the development of its subsidiaries' employees. In legal and regulatory matters, the HCWW must set policies and monitor subsidiaries' compliance, while in other matters the HCWW plays a mentoring and/or knowledge management role. Exhibit II below shows the roles and responsibilities of HCWW in relation to its subsidiaries in the HR functions addressed in this strategy.

Exhibit II: Mapping of HR Functional Roles and Responsibilities in the Sector

Function	Responsibility				Notes
	Wholly HCWW	Shared, but led by HCWW	Shared, but led by subs'	Wholly subs	
Organizational design – HCWW					Includes design of technical and management career paths
Organizational design – subs					HCWW provides guidelines and review
Training of HCWW staff					
Training of subs' staff					HCWW involved in select courses of management career path
Leadership development					
Recruitment management – HCWW					
Recruitment management – subs					HCWW provides review and guidelines
Performance management and evaluation –HCWW					
Performance management and evaluation – subs					
HR policies and procedures – HCWW					
HR policies and procedures – subs					HCWW sets centralized policies, covering compensation, benefits, etc, with some degree of flexibility for local customization, and monitors subs' compliance
HR information systems – HCWW					
HR information systems – subs					HCWW designs HR and training databases, rolls out to subs, and collects and analyzes data periodically
HR planning and budgeting - HCWW					
HR planning and budgeting – subs					
Employee morale and welfare – HCWW					
Employee morale and welfare – subs					

E. Evaluation

The continuous evaluation of HR management and development efforts will be essential to the ongoing effectiveness and relevance of HCWW HR management and development activities. Both the activities in the Action Plan and their outcomes will be monitored, to monitor HCWW and subsidiary progress in HR management and development and to adjust the strategy in the future. Section F of this strategy identifies indicators and milestones for each functional area of this strategy.

F. Strategy and Action Plan Summary

HCWW Strategic Objectives 1. Provide quality service to clients 2. Protect and develop investments 3. Upgrade institutional performance 4. Develop leaders and professionals 5. Reach financial autonomy 6. Develop awareness of citizens of water issues				Human Resource Management and Development Objectives 1. Attract and retain highly-qualified professional human resources to meet present and future needs 2. Develop a highly skilled workforce that continues to learn and is able to respond to changes in operating context 3. Guide and monitor HR management and development at the subsidiary level		
HR Function	Relevant HCWW/HR Objective	Responsible Department	Five-Year Objectives	Year One Priorities	Year 1 Indicators and Milestones	Five-Year Indicators and Milestones
Organizational Design	HCWW 3, HR 2, HR 3	HR Planning, Career Path Planning	<ul style="list-style-type: none"> Complete HCWW organizational design and sector career paths Develop guidance materials for subs' organizational design and provide advisory and mentoring services 	HCWW organization chart, job descriptions, competencies, subsidiary organization structures, staffing plans, and capacity building	<ul style="list-style-type: none"> HCWW organization chart approved 100% of HCWW job descriptions completed 3 subsidiary staffing plans completed 4 workshops held with subs on organizational design 12 follow-up visits to subsidiaries conducted 	<ul style="list-style-type: none"> 100% of sector career paths documented and approved Number of internal moves (promotions, lateral moves) at the HCWW
Training and Capacity Building	HCWW 4, HR 2, HR 3	Training Follow-up and Technical Support	<ul style="list-style-type: none"> Align training with career paths Identify and train future leaders through the Center of Leadership 	Career path review, curriculum development for 2 career paths, new hire orientation program, launch of CoL, development of e-learning system, annual training plan, management career path training	<ul style="list-style-type: none"> Training for two career paths launched Percent of new employees participating in the new hire orientation program Number of individuals trained in the CoL 23 subsidiaries completing annual training plans 	<ul style="list-style-type: none"> Training launched for 50% of the sector career paths Number of individuals trained in the CoL 23 subsidiaries completing annual training plans
Recruitment Management	HCWW 3, HR 1	HR Planning	<ul style="list-style-type: none"> Standardize recruitment across the company for increased transparency and efficiency Improve outreach and communications to attract high-quality staff 	Approve and launch HCWW recruitment system to fill empty positions in new organization structure	<ul style="list-style-type: none"> 30% of open positions filled using new recruitment system 	<ul style="list-style-type: none"> 100% of new positions filled using new recruitment system Number of recruitment events held Number of feeder or recruitment programs with universities
Performance Management	HCWW 3, HR 1, HR 2	HR Planning	<ul style="list-style-type: none"> Design and implement a performance planning and evaluation system for use sector-wide 	Not applicable	Not applicable	<ul style="list-style-type: none"> Percent of HCWW staff completing annual performance evaluations Revised incentive system

HCWW Strategic Objectives				Human Resource Management and Development Objectives		
1. Provide quality service to clients 2. Protect and develop investments 3. Upgrade institutional performance		4. Develop leaders and professionals 5. Reach financial autonomy 6. Develop awareness of citizens of water issues		1. Attract and retain highly-qualified professional human resources to meet present and future needs 2. Develop a highly skilled workforce that continues to learn and is able to respond to changes in operating context 3. Guide and monitor HR management and development at the subsidiary level		
HR Function	Relevant HCWW/HR Objective	Responsible Department	Five-Year Objectives	Year One Priorities	Year 1 Indicators and Milestones	Five-Year Indicators and Milestones
			<ul style="list-style-type: none"> Propose an incentive system linked to performance 			launched <ul style="list-style-type: none"> Number of subsidiaries with performance planning and evaluation systems
HR Policies and Procedures	HCWW 3, HR 1, HR 3	HR Planning	<ul style="list-style-type: none"> Update and maintain policies, including consideration of additional benefits, in line with Egyptian market practices Improve documentation and communication of policies to HCWW and subsidiary employees 	Complete and launch employee handbook in HCWW, propose amended HR bylaws for subs, review and amend HCWW training bylaws, launch medical insurance scheme	<ul style="list-style-type: none"> 100% of interested employees enrolled in medical insurance Employee handbook approved and distributed Training and HR bylaws approved and disseminated 	<ul style="list-style-type: none"> HCWW and subsidiary retention rates Number of subsidiaries with published employee handbooks
HR Information Systems	HCWW 3, HR 3	HR Planning, Training Follow-up and Technical Support	<ul style="list-style-type: none"> Expand sector use of robust human resource information systems Launch and support sector-wide training database 	Implement and update training database, support subs' HR information system implementation	<ul style="list-style-type: none"> 23 subsidiaries entering data into Training Database Plan for integration of sector HR databases approved 	<ul style="list-style-type: none"> 100% of subsidiaries submitting HR data to HCWW at regular intervals
HR Planning and Budgeting	HCWW 3, HR 1, HR 2, HR 3	HR Planning	<ul style="list-style-type: none"> Update and maintain policies, including consideration of additional benefits, in line with Egyptian market practices Improve documentation and communication of policies to HCWW and subsidiary employees 	Develop and review annual plan and budget	<ul style="list-style-type: none"> Annual plan and budget completed 	<ul style="list-style-type: none"> Annual plan and budget completed
Employee Morale and Welfare	HCWW 3, HR 1	HR Planning, Training Follow-up and Technical Support	<ul style="list-style-type: none"> Expand reward and recognition efforts aimed at staff motivation Improve communication and relations between staff by celebrating significant 	Develop and implement recognition system, host graduation ceremonies/ parties after select training events	<ul style="list-style-type: none"> At least 3 graduation ceremonies held Recognition system developed and piloted 	

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HCWW Strategic Objectives 1. Provide quality service to clients 2. Protect and develop investments 3. Upgrade institutional performance 4. Develop leaders and professionals 5. Reach financial autonomy 6. Develop awareness of citizens of water issues			Human Resource Management and Development Objectives 1. Attract and retain highly-qualified professional human resources to meet present and future needs 2. Develop a highly skilled workforce that continues to learn and is able to respond to changes in operating context 3. Guide and monitor HR management and development at the subsidiary level			
HR Function	Relevant HCWW/HR Objective	Responsible Department	Five-Year Objectives	Year One Priorities	Year 1 Indicators and Milestones	Five-Year Indicators and Milestones
			events and by creating feedback mechanisms			

SECTION III: YEAR 1 ACTION PLAN

HCWW HR Strategy - Year 1 Action Plan																	
Tasks and Sub-tasks	Responsibilities	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	Resources: Other HCWW Departments, Consultants, Systems, Investments, Donors,
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
Organizational Design																	
Complete organizational structure, including lower levels																	
Seek and obtain approval on final organizational structure, which includes all levels down to departments	HR planning																Top Mgmt (Dr. AKK, Eng. MR, Gen. SN)
Place existing resources within new structure	--																Top Mgmt, Sector Heads
Develop job descriptions and competencies for all HCWW positions																	
Review existing job descriptions from consultants (GTZ), which cover all levels senior manager and above	Ghada																Relevant sector and dept heads
Conduct job analysis of every job, as input to job description development	Ghada																
Draft new job descriptions with HR sector as pilot	Ghada																
Draft new job descriptions for all other sectors	Ghada																
Finish mapping competencies to jobs below the manager level	Ghada																
Review and validate drafts with relevant departments	Ghada																
Support development of high-level organizational structure for subsidiaries																	
Evaluate existing organizational structures and develop it	MM																Subsidiaries, donors
Finalize subsidiaries' staffing plan model and pilot in 1 subsidiary																	
Refine staffing plan approach for use in subsidiaries	MM																Subsidiary HR Sectors
Manage the coordination between the committee members to prepare the staffing plan	EKhedr																Subsidiary HR Sectors
Review and redevelop the Database	EKhedr																Subsidiary HR Sectors
Prepare and follow up the implement of the staffing plan	EKhedr																Subsidiary HR Sectors
Capacity Building / Professional Development																	
Reviewing of the job families to facilitate the implementation of the career path	MM																Subsidiary HR Sectors

Develop curricula for management career paths, and integrate with management assessment course																
Review existing management training material	Noha															Donors' consultants
Develop management training material	Noha															
Prepare list of trainers	Noha															
Interview selected trainers	Noha															
Contract identified trainers based on the HCWW by laws	wafaa															
Identify potential training location	Noha															
Schedule the career path plan	Wafaa															
Establish monitoring and evaluation system	Eman Raafat															
Conduct the first module	Noha															
Develop curricula for chemist career path																
Review existing chemist training material	Wafaa															Donors and consultants
Develop chemist training material	Wafaa															
Establish testing and evaluation system	Wafaa															
Conduct the first module	Wafaa															
Develop curricula for technicians																
Review existing Technicians training material	Ahmed/Yasser															InWent consultants
Develop Technicians training material	Ahmed/Yasser															
Establish testing and evaluation system	Ahmed/Yasser															
Conduct the first module	Ahmed/Yasser															
Development and activation of the system of distance learning (E-learning)	Ahmed															
Monitor the implementation terms and conditions of Technical Education agreement	Ahmed/Yasser															TVET

Design and implement orientation program for the newly hired																	
Design and outline orientation program	Wafaa																HR Dept, employee handbook
Develop the materials and schedule	Wafaa																
Orient new staff	Noha																
Build capacity of subsidiary Chairman																	
Implement monthly Chairman forum	Noha																Donors
Subsidiary HR capacity building																	
Identify training need assessment	Wafaa																
Design development packages for HR and Training Directors to address gaps	Wafaa																
Conduct training courses using development packages	Wafaa																
Implement monthly management training for training managers and coordinators	Wafaa																GTZ
Conduct T.O.T courses (management)	Wafaa																
Conduct T.O.T courses (Technicians)	Wafaa																
Training procedures (Taps) for CoL																	
Complete draft of Taps	ERaaft																InWent consultants
Seek and obtain review and comments (internally and InWent)	ERaaft																
Complete final draft	ERaaft																
Develop annual HCWW training plan	Wafaa																
Implement annual training plan	Wafaa																
Support subs' implementation of select courses from management career path	Wafaa																
Selection and training of candidates from subsidiaries and rehabilitation them for the post of Chairman (AUC)	MM																

Recruitment Management															
Introduce the system to the HCWW to fill vacancies in new org structure (pilot, evaluate,															
Identify vacant positions in new organizational structure by sector	HR planning	■	■	■	■										
Communicate vacancies to sector heads	Ghada					■	■								
Implement recruitment system	Ghada					■	■	■	■	■	■	■	■	■	■
Recruitment committees, Dr. Khalifa, and BOD															
HR Policies and Procedures															
Review and launch employee handbook	Ghada	■	■	■	■	■	■	■							
GTZ, Dr. Khalifa and Eng. MR for approval															
Propose amended HR bylaws for subsidiaries															
Incorporate input into amended bylaws	EKhedr	■	■	■	■	■									
Seek and obtain approvals from all relevant officials	MM							■	■						
Disseminate bylaws to subsidiaries	EKhedr									■					
Review training bylaws/procedures for HCWW, subsidiaries and propose improvements															
Incorporate input into amended bylaws	Wafaa							■	■						
Seek and obtain approvals from all relevant officials	MM								■						
Disseminate bylaws to HCWW, subsidiaries	Wafaa									■					
Upon selection of medical insurance provider, orient staff to system, including dissemination in employee handbook and other communications for HCWW (*Cairo Water Hospital)	Ghada							■	■	■	■	■	■	■	■
Propose changes to benefits, such as social solidarity schemes															
Review and benchmark benefits schemes, particularly social solidarity schemes, within the sector and across other sectors and government	MM								■	■	■				
Present recommendations for changes to HCWW and subsidiary schemes	MM										■				
HRIS															
Implement training database															
Orient subs at a workshop	Wafaa	■										■			

Monitor subs' data entry and enter HCWW data	Noha Mamdouh																	
Collect feedback and amend database based on 4-month pilot	Noha Mamdouh																	
Launch version 2	Noha Mamdouh																	
Ongoing use of the database	Noha Mamdouh																	
Promote HR database to subsidiaries																		
Assess various databases in use by subsidiaries, including pro's and con's of each, extent of use, challenges and opportunities for	Mosatafa Farag																	USAID WWSS IT Master Planning Activity
Identify preferred database(s) to recommend to subs when necessary	Mosatafa Farag																	
Train needy subsidiaries to increase use of existing databases	Mosatafa Farag																	
Research possibility of linking subs' systems with HCWW system	Mosatafa Farag																	
Participate in installation of ADVAC HR system in remaining 2 WWSS-supported subsidiaries	Mosatafa Farag																	USAID WWSS
Oversee installation and training in additional 5 governorates	Mosatafa Farag																	USAID WWSS
HR Planning and Budgeting																		
Develop budget for year 1 action plan implementation, and provide input to annual budgeting.	MM																	
Review progress against action plan and make adjustments to plan as necessary	MM																	
Prepare year 2 plan and budget	MM																	
Monitoring and evaluation for donors contracts to HR activities -USAID - KFW - gtz - InWEnt - Dutch Project	Dina																	
Employee Morale and Welfare																		
Host graduation ceremonies/parties after select training events																		
Plan and host parties for a group of trainees quarterly	MM																	Training budget

ANNEX A: HCWW ORGANIZATION CHART

ANNEX B: HCWW HR FUNCTIONAL DESCRIPTIONS

Tasks of the Leadership Development Center

- Manage and monitor the implementation of career path for leaders of the subsidiaries.
- Develop training plans and monitor the implementation of leadership program whether for employees of the holding company or the subsidiaries, and develop relevant training budget.
- Supervise the trainees evaluation results and records (and exchange of information with the entity the trainee is working for).
- Develop training courses for leadership and adapt them as need be, in addition to the training programs of the leaders working at the HCWW.
- Develop leadership training programs for other entities in cooperation with the subsidiaries, in addition to marketing such programs to a achieve a revenue that will help upgrade the level of training.
- Manage and follow up the forum of the subsidiaries' chairmen.

Tasks of the Training Follow-Up Department:

Follow up the training of employees at the leadership level of the holding company and the subsidiaries (standard or tailored training courses, use of internal resources or outsourcing)

- Manage and follow up the implementation of career path for employees of the subsidiaries.
- Participate in identifying the training needs of the HCWW employees and assist the training departments in the subsidiaries in identifying their training needs in the information, engineering and financial field.
- Supervise and follow-up the implementation of the subsidiaries training plan and evaluate the training needs based upon performance development.
- Manage training programs and compile training material through the electronic training management system.
- Manage and monitor the implementation of career path for leaders of the subsidiaries.
- Develop training courses and adapt them as needed, in addition to the training courses of the HCWW employees.
- Intensive use of the principle of training of trainers for the learners, experienced employees and efficient ones in addition to ensuring the continuity of training and working in the field of training.
- Quality check on the standards of measuring training.
- Supervise the trainees records and evaluation (exchange relevant information with the entity the trainee is affiliated to).

Mandates of engineering training.

- Supervision on the implementation of the approved engineering training programs.
- Design a framework for the implementation of training contracts and monitor the implementation of training programs.

Mandates of financial training.

- Supervision on the implementation of the approved financial training programs.
- Design a framework for the implementation of training contracts and monitor the implementation of training programs.

Mandates of information training.

- Supervision on the implementation of the approved IT training programs.
- Design a framework for the implementation of training contracts and monitor the implementation of training programs.

Mandates of the subsidiary training follow up department

- Supervision on the regional training centers and the subsidiaries training center.
- Assist the subsidiaries in developing the training plan.
- Support training centers in the subsidiaries through providing the training rooms with IT and information technology equipment.
- Support the managers of training departments in activating the planned training programs.
- Organize programs for educating subsidiaries' employees on the new training initiatives developed by the holding company (such as the career track program) and other centrally managed programs (such as leaders' training programs).
- Submit periodic reports to the supreme management on the results of training activities at the subsidiaries.
- Develop TOT programs from the Holding Company to implement some of the programs in the subsidiaries.

Tasks of the Career Path Direction and Planning Department

Mandates of the curriculum development department.

- Develop the curriculum model.
- Assign the tasks of developing curricula to work groups.
- Required qualifications of the promising curricula evaluators.
- Maintain the update data base for the evaluators.
- Approve training locations (training center, workshops, work locations, laboratories.. etc).
- Develop schedules of evaluation and coordination tasks with evaluators and training locations.
- Establish evaluation system for each curricula.
- Implement the developed evaluation system.
- Develop evaluation reports and issue certificates of efficiency.
- Calculate the cost of each type of evaluation.

Mandates of evaluation department

- Establish the procedures governing evaluation for each evaluation process.

Mandates of the quality follow up and audit department

- Monitor the performance of evaluators.
- Monitor the performance of evaluation centers.
- Identify the means and procedures of reviewing complains and retesting.
- Evaluation databases
- Submit quality follow up reports to the head of the Human resources development sector at the HCWW.
- Maintain databases related to evaluation.

Tasks of the Human Resources Planning Department

- Develop and plan human resources systems and policies and replicate them on the holding company and the subsidiaries (labour force plans- job description- job titles).
- Plan for selection and recruitment, as well as setting its standards and techniques for the holding company and the subsidiaries. Develop the reference manual and the work procedures and policies manual of the holding company.
- Plan for all the recruitment efforts in the holding company starting from identifying needs, announcing vacancies, evaluating applicants' resumes, conducting interviews, rating candidates, short listing to select the best according to the job description requirements.
- Establish and follow up the strategic performance management mechanisms (performance planning, performance guidance, performance analysis, performance evaluation and performance improvement and development).
- Propose salary structure for the Holding company and subsidiaries.
- Establish the general framework of career path, follow up its implementation and linking it to the current labor force (plan for succession).
- Develop the human resources sector at the subsidiaries and providing consultation to them to get to know and apply the updated methods in the field of Human Resources.
- Study the organizational structure of the subsidiaries, review the jobs in each department, the relations among the departments and propose the related amendments.
- Provide health and social care programs to employees and their families at the Holding company
- Provide benefits, services and comprehensive programs to the employees, eligible retirees and their families in order to enable them to cover such benefits in a way that meets their needs.
- Search the additional or successive benefits and financial structures to maximize the coverage of the benefits program within the limits of the financial capabilities.
- Support and develop health care and social insurance benefits for subsidiaries.
- Develop a proposal for the evaluation of employees efficiency at the holding company and the subsidiaries.