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**COURSE: DIPLOMA IN GRANTS MANAGEMENT**

**MODULE NO: 3-**

**MODULE TITLE: HIRING AND TRAINING KEY STAFF OF**

**COMMUNITY ORGANIZATIONS**

**ASSIGNMENT DUE DATE: 30TH NOVEMBER 2019**

1. **Distinguish between training and development. Discuss how training is important for maintaining employee motivation and improving organization efficiency. Critically evaluate the significance of training employee in present day environment.**

Humans need to experience self-growth and HR professionals and managers can help this process by offering training programs within the organization and paying for employees to attend career skill seminars and programs. For example at Enabel, there is a training policy where staff are reimbursed tuition to enable them acquire high qualifications. Also the organization pays for relevant professional trainings to build on the skills and competencies of the staff depending on their roles, for example I am being supported to undergo this grant management training.

Training is therefore the process of helping employees acquire necessary skills, knowledge, and strategies to do a particular job. It can include teaching staff members new skills, exposing them to unfamiliar ideas, giving them the chance to practice and get feedback on particular techniques or styles of working with one another. It is continuous throughout the employee’s tenure at the company. The strategies are different and it starts from orientation, in-house training, mentoring etc, therefore training is applicable to all employees new and existing. Development on the other hand is the acquisition of either specific new knowledge or next level expertise, for example my earlier example of undergoing the grant management course is part of development. The process or strategies might differ, it could be through attending a training programme, a conference, a workshop etc.

Proper training boosts the confidence of the staff in their ability to do their tasks, which increases motivation and productivity.

Training program for all staff increases organizational effectiveness and keeps it increasing, rather than allowing the organization to stagnate as it reduces the time the staff need to acclimatize and become competent at their jobs.

Training facilitates independence among staff as it reduces their need to keep consulting other staff for advice, information and this also reduces the drain on other staff, hence everyone is able to devout time and energy on doing their tasks. Proper training demonstrates to the staff the commitment of the organization to what it does and therefore encourages them to become serious and committed as well.

Training convinces the new staff of the norms and values of the organization, its philosophy as well as methods, this instills in them a feeling and need to uphold and adhere to them.

It facilitates the staff especially new staff to quickly assimilate in the organizational culture, language and norms.

Training helps to familiarize employees with the means of preventing, detecting, and eliminating poor quality items. This ensures that the products or services provided are of the right quality and employs comply with the required standards.

Training increases the competency of the staff members as it their knowledge of the field by introducing them to the latest research and theory, and can expose them to new ideas which ultimately may improve their own effectiveness and that of the organization.

Training constantly keeps the staff updated with latest methods that are more efficient, exposes them to different and perhaps better practices of doing things, which enhances their interest and enthusiasm as it reduces incidences of boredom. This ensures that the company as a whole is dynamic, thinking, growing and changing.

Training develops proficiencies needed to actually perform the job. For example, an administrative assistant might be trained in how to answer the telephones, this helps employees to enjoy their work develop positive attitude but also provides opportunity for the employee to grow in their job.

Training supports employees to perform their duties well and empowers them to do their work and in a place where performance is recognized and rewarded, the employees are motivated.

Training in present day requires adaptations as it has changed due to the advancements in technology. Currently employees are able to follow online courses that they can fit in their work schedule conveniently without necessarily having to take time off. *Two days ago, my Manager told me to that for everything that I don’t know, I should use Wikipedia first and see what it says the topic, he did tell me that he just uses that all the time, he has always told me to take online courses that are free and given me the sites that I should check*- these are the dynamics of training in this present day!

The information era ushered in a lot of information that one has to decide and choose what they really need for their staff, critically ascertain the value and worth, credibility of the source of the training etc.

The strategies have as well changed, discussions through webinars and other forms or modalities of training delivery, it is no longer necessarily face to face.

Also staff can now depending on their own initiative take courses for their own personal development because resources are conveniently and easily available.

**2. Distinguish between induction and training highlighting any three advantages of on the job training**

Induction is the process used for welcoming a new employee into the organization. It equips the new employee with an understanding of the organization’s policies and learn how their specific job fits into the big picture. Orientations should include introductions to the organization, the target population, the community, and the job itself, as well as an evaluation and something to mark the transition to regular employee. If you can run a timely orientation for new staff members that includes these elements, as well as whatever else you and they feel they need to know to do their jobs well; you'll probably have done much to forge a long-term relationship between them and the organization. When induction is done right, the employee is able to understand policies fast and therefore starts to work right away.

A well-done induction makes for a better prepared employee, which means less time having to teach the employee and saves time of the supervisor and co-workers.

Induction helps to prepare the employee; and if employees know from the start what the expectations are, they tend to perform better. Likewise, if employees learn the values and attitudes of the organization from the beginning, there is a higher chance of a successful tenure at the organization and also saves them the anxiety that comes with starting a new job.

On job training means that employees learn in actual working site in real life situation. Workers are given direct instructions to perform their job on the work floor. It could be through coaching, job rotation etc.

On job training allows for quick learning as the learning environment for the learners is their actual work environment.

On job training allows for staff to learn multi skills, for example it could combine technical skill and soft skills all at once.

On job training improves productivity. On job training equips employees with practical skills of what to do and how to do it

3. **Successful organizations make deliberate effort to forecast their human resource needs. Explain five reasons for this effort**.

Human resources (HR) forecasting involves projecting labour needs and the effects they’ll have on a business. An HR department forecasts both short- and long-term staffing needs based on projected sales, office growth, attrition and other factors that affect a company’s need for labor. In addition to forecasting the number and type of workers you’ll need, HR planning includes analyzing the various costs and administrative work that go along with adding workers or downsizing,( Edmunds, 2019).

Human resources forecasting helps to address staffing needs by keeping updated with for example employees that will be retiring, leaving or asked to leave, so plans to bridge the gaps these movements may bring internally or by sourcing is important.

Human Resource forecasting determines the employees that will be required when and therefore be able to make appropriate budgets

HR forecasting facilitates realization of organization’s short to long term plans for example possibility of expansion geographically or in terms of product range.

HR forecasting increases the organization’s prepared ness to deal with changes in the global expansion trends, sales increases or decreased, budget constraints, expected or trends of employee separation.

Human resource forecasting helps organisations to assert their position in response to any external factors like changes in technology, changes is the legal landscape, unemployment rates shifts in demographics, competition etc.

**4. Explain five reasons why inadequate staff training may contribute to low organizational productivity.**

Training is important for success of organisations and companies and inadequate training for staff breeds the following effects which contribute to low organizational productivity.

With constant updates in technology and increase in global trading and exchange, the level of competition between organisations and businesses is constantly increasing. This means that there is increased need to have staff that are adequately prepared with relevant training and skills to work productively, therefore inadequately trained staff will not be able to cope with the demands and therefore will have reduced productivity.

Poorly trained staff are likely to feel unappreciated because they are not able to meet the expectations of their employer and therefore they will also suffer workplace stress and eventually they will either leave in search of better opportunities or the organization will be forced to fire them for underperforming hence increased staff turnover which affects organizational productivity negatively.

Inadequately trained staff are likely to experience poor job performance, demotivated and have workplace stress that results into dissatisfaction, unhappiness and chances of them looking out for opportunities elsewhere for progression are high. It is key to invest in the happiness of employees by prioritizing their development.

Unsafe work environment; employer has a legal obligation to ensure you provide your employees with adequate health and safe training, ignoring this could result into legal litigation but also costs in public relations among other.

The organization that poorly trains staff will suffer from reputational risk and be known as one that does not motivate and train their staff hence will not attract competent human resources.

**5. Distinguish between the following terms as used in Human Resource Management**

1. **General Management and Human Resource Management**

General management refers to the process of planning, organizing, leading and controlling the work of organizational members and of using the available organizational resources to reach stated organizational goals (Stoner et all, 1996).

It is the process of consciously and continually shaping organizations to achieve the goals and the people that support help in achieving these goals are called managers.

Management has several functions that include planning, organizing, leading, controlling, coordinating, communication, decision making, reporting and budgeting (Chandan, 1999)

Human Resource management on the other hand refers to the acquisition, development, motivation and maintenance of human resources in the organization. It is the process of employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them. As a field, HRM has undergone many changes over the last twenty years, giving it an even more important role in today’s organizations. In the past, HRM meant processing payroll, sending birthday gifts to employees, arranging company outings, and making sure forms were filled out correctly—in other words, more of an administrative role rather than a strategic role crucial to the success of the organization.

According to Armstrong, it is “a strategic approach to acquiring, developing, managing, motivating and gaining the commitment of the organization’s key resource — the people who work in and for it. The overall purpose of HRM (or people management) is to ensure that the organization is able to achieve success through people. HRM aims to increase organizational effectiveness and capability – the capacity of an organization to achieve its goals by making the best use of the resources available to it. (Armstrong, 2010)

1. **Recruitment and selection:**

Recruitment refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants. This process therefore provides the organization with a pool of qualified job candidates from which to choose.

Selection on the other hand refers to the steps involved in choosing people that possess the right qualifications to fill a current or future job opening. Usually, managers and supervisors will be ultimately responsible for the hiring of individuals, but the role of human resource management (HRM) is to define and guide managers in this process.

The selection process involves the following key activities;

The first aspect to selection is planning the interview process, which includes criteria development.

Criteria development means determining which sources of information will be used and how those sources will be scored during the interview. All individuals involved in the hiring process should be properly trained on the steps for interviewing, including developing criteria, reviewing resumes, developing interview questions, and weighting the candidates.

Once the criteria has been developed, the applications and resumes are then reviewed. For example at my current place of work, the review includes compliance to the requirements for example first degree in the discipline that was specified and the years of experience, this narrows down the process to few resumes and applications to be reviewed.

Once the HR manager and/or manager have determined which applications meet the minimum criteria, a selection of the people to be interviewed is then done. Sometimes if the list is long, telephone interviews are conducted to reduce the number of candidates.

The first round of interviews normally tests are then administered to the selected candidates. These could include personality tests, aptitude drug tests, physical tests, personality tests, and cognitive tests before hiring decision is done. At Enabel, my current employer, the first test is a test to check the technical competences of the candidate in relation to the role. The top candidates proceed to the next level which oral interviews where a panel of between 5-7 technical people ask the candidates questions to gauge knowledge but also communication and presentation skills. The top candidate is normally selected by this panel and the HR Manager conducts reference checks for the top candidate. Depending on how competent the next two candidates were, they might be put in the pool or not.

Once the interviews are concluded and the reference checks have turned out positive then the offer of employment is done, which is the last step in the selection process. The chosen candidate is offered the position. Some organisations like the ILO, a candidate is offered a provisional offer pending medical tests. The provisional offer is normally for 3 months as they await the medical test results.

1. **Succession planning and Human Resource planning:**

Succession planning refers t the process of identifying and developing new leaders who can replace old leaders when the leave. This process increases availability of experienced and prepared employees that have the potential and are able to competently assume the roles and responsibilities as they become available. As we know, many people leave organizations because they do not see career growth or potential. One way we can combat this in our retention plan is to make sure we have a clear succession planning process that is communicated to employees. Succession planning is sometimes called the talent bench, because successful companies always have talented people “on the bench” or ready to do the job should a key position become vacant.

The goals of most succession plans include the following (Rothwell & Kazanas, 1999)

* Identify high-potential employees capable of advancing to positions of higher responsibility.
* Ensure the development of these individuals to help them be “ready” to earn a promotion into a new position.
* Ensure diversity in the talent bench by creating a formal succession planning process.

Succession planning must be planned and employees should all know clearly how they can further develop within the organization, and it helps them see what skills they should master before that time comes, hence the plan must be communicated to the employees.

Human Resource planning on the other hand refers to systematically planning ahead to achieve optimum use of an organization’s employees. It ensures that employees undertake or execute jobs that they are best fitted for, it seeks to avoid manpower shortages and surpluses. It involves analyzing the organisations objectives, inventory of the present human resources and forecasting the demand and supply of the human resources, analysis of any manpower gaps and developing human resource development action plan, implementing the plan, monitoring the plan as well as obtaining feedback on the whole process for learning and capitalization. Human resource planning therefore relates to planning, strategy development, searching and evaluation and control of actions that aim at ensuring that the organization maximizes the productivity of the human resources.

1. **Job design and Job Analysis**:

Job design relates to detailing the specifics of a job in terms of its content, methods and relationships in order to meet the organizational requirements as well as the social and personal requirements. It refers to how a job can be modified or changed to be more effective—for example, changing tasks as new technology becomes available

While job analysis refers to collection of information about the duties, responsibilities, the necessary skills, outcomes and work environment of a particular job. Job analysis therefore is a formal system developed to determine what tasks people actually perform in their jobs. The purpose of a job analysis is to ensure creation of the right fit between the job and the employee and to determine how employee performance will be assessed. To facilitate job analysis, research on for example review of job responsibilities of current employees, researching job descriptions for similar jobs with competitors, and analyzing any new responsibilities that need to be accomplished by the person with the position must be conducted.

1. **Job evaluation and employee evaluation**:

According to ILO, job evaluation is an attempt to determine and compare the demands which the normal performance of a particular job makes to a normal worker without taking into account the individual abilities. It is the process of determining the value or the worth of a job.

Employee evaluation refers to the assessment and review of a worker’s performance. It is in most places a formalized process to assess how well an employee does his or her job. The effectiveness of this process can contribute to employee retention, in that employees can gain constructive feedback on their job performance, and it can be an opportunity for the manager to work with the employee to set goals within the organization. This process can help ensure the employee’s upper level self-actualization needs are met, but it also can address some of the motivational factors discussed by Herzberg, such as achievement, recognition, and responsibility.

**6. Explain the usefulness of having job description in the organization:**

A job description refers to a list of tasks, duties and responsibilities of a given job. Job descriptions are usually written to include job specifications. The latter refers to skills and abilities the person must have to perform the job.

The process of preparing the job descriptions and selection process of a given job facilitates clarity on the thinking about the position, the kind of person that is desired and also the structure of the position in the organization. Organizations often have to include job descriptions in proposals for new programs or positions. Sometimes, the act of composing the job description changes the whole course of the proposal, as people realize that they can use a position in ways they hadn't considered, or that what they had originally conceived was, in fact, unworkable. A job description can sometimes serve to define a whole program.

A job description is very useful in giving potential applicants sense of whether they can apply for the position. The job description details the duties, responsibilities and what sort of person is being searched for, potential candidates are able to evaluate themselves and determine whether they have the relevant experience and qualifications that is asked for. So the clearer the job description is the less time an organization will spend on reviewing applications from inappropriate candidates.

The job description clarifies the exact roles, duties and responsibilities a staff is supposed to be doing and who is actually supposed to be supervising them. This clear definition of the position in the organization is important for clarity but also for legal purposes should any need arise to determine whether a staff member is doing what they are supposed to do and taking responsibility as required by their position.

Having a clear job description and selection criteria will help you write the copy to advertise the position, and will make the interviewers' task easier as well. If interviewers have a clear understanding of the tasks of the position, they can be much clearer about how to find out whether an interviewee can perform those tasks

Most important, a clear job description and selection criteria make it more likely that you'll hire the best person for the job. If you know exactly the person you're looking for, and have a distinct picture of what you want her to do, you're much more likely to find her than if you're simply hoping someone good will turn up

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