

# MEMO



To: Whom it may concern
From: Alan Gilmour; International HR Adviser, PGEIP / Crown Agents Suleman Yaqub, National HR Adviser, PGEIP / Crown Agents
Date: 9 December, 2011
Subject: <b>Training Strategy Concept Note</b>

Sirs,

## Introduction

One of the priority areas for improvement identified for L&DD and E&T Departments was the preparation of A Training and Development Strategy.

Both Departments identified the lack of training, particularly in technical and professional knowledge and skills, as a major impediment to effective service delivery.

## Benefits of the proposed approach

When considering the development of a Training Strategy, many people will think of a Training Needs Analysis (TNA) as the main investigation tool. And when reference is made to a TNA, most people are thinking of a method to identify individuals' training needs. However, a TNA of this nature is a complex and time-consuming exercise of limited value at a strategic level. For this reason the proposed approach will focus on "corporate level" training needs.

The key benefits of this high level TNA approach will be:

- Training needs will be more closely focussed on the Department's objectives
- Minimal intrusion into day-to-day operations
- Much faster results.

## Four-stage process

This work stream will be conducted in four stages:

### 1. Document status quo

During this first stage we will be assessing the current training practices in the Department. This stage has already begun, informally, as we have been able to collect some information on current training during the our work on the JD work stream. However, a full investigation will be conducted during December and January. This will involve conducting some interviews with relevant members of senior management and the Administration section.

### 2. Conduct Corporate TNA

Having established the present status quo as a base line, it is necessary to establish what gaps exist between the knowledge and skills currently available and those that are needed to achieve effective and efficient service delivery.

A corporate level TNA, unlike a "normal" TNA, focuses on the Department's needs, not the individual employee's needs -- these will be dealt with in the course of the appraisal stage of the new job description system.

This stage will be carried out by the two HR Advisers who will conduct one-to-one structured interviews with the Secretary and the senior management officers. This will be followed up with a series of focus group discussions with representative groups of line managers from Grades 17, 18 and 19. These discussions will be led

by the HR Advisers with a view to gathering the views of the participating officers about any weaknesses in their subordinates' set of knowledge and skills.

In the course of this stage the consultants will be looking at the current or short-term needs as well as longer-term future development needs of the Department.

3. Consolidate / analyse data

Data from the various interviews and meetings will be consolidated to identify common themes and patterns in the expressed opinions of the respondents. Areas of knowledge and/or skills which require to be addressed will then be prioritised in terms of urgency, short- or long-term, approximate number of staff to be trained.

4. Develop strategy

In this last stage a strategy for addressing the training needs identified in the previous stage will be identified. The strategy will define:

- the policy underlying the Department's approach to training
- the process for identifying current and future training or development needs
- approved training delivery options and circumstances when each may be most cost effective
- suggested sources of training supply, from in-house tutors / mentors to specialist foreign institutions, and criteria for deciding which option to adopt
- the process for evaluating training interventions in order to better manage future training
- the process and resources needed to manage the Department's training activities for maximum benefit and minimum cost

The Strategy statement will then be submitted for discussion and approval by the relevant stakeholders.

**Resources / support required**

During the corporate TNA stage, 30 - 40 minutes time will be required with each senior manager. For the focus groups, it will be necessary to arrange a schedule of meetings with line managers from grades 17-19:

- each group should comprise 5 to 7 participants from a single grade
- the participants in any one focus group should come from similar functions but not work together in the same location
- the participants should be selected to provide a good cross-section of the Department's activities and locations

Other than the commitment of time, the development of the Training Strategy will not require supporting resources from the Department. However, if the strategy is to be implemented in a sustainable manner it will be essential to have an HRD Unit to manage the processes and keep the records. This issue has been addressed in a separate document on establishment of an HRD Unit in the Department

**Training**

No training of Department staff is required during this work stream. Officers and staff appointed to the HRD Unit will need to be familiar with the training processes and will have to learn to operate the HRMIS when the training module is implemented.

### **Proposed schedule**

- Stage 1 - Status Quo: completed by 14 Jan 2012
- Stage 2 - Corporate TNA: 16 Jan to 18 Feb
- Stage 3 - Analysis: 20 to 25 Feb
- Stage 4 - Strategy Dev't: Draft submitted by 10 March

### **Conclusion**

The same general approach and schedule is proposed for both Excise & Taxation Department and Livestock Department.

However, there is a training initiative in L&DDD which relates to the one-off requirement associated with the 4-tier job structure being introduced in that Department, and is therefore deemed a separate stand-alone activity. This work stream will be dealing with the "steady state" training strategy in L&DDD.

If there are any questions or suggestions, please contact one or other of us and we will be happy to provide any additional information you require.

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