Final Report & Handover Notes on HR Work Streams in L&DDD

Livestock & Dairy Development Department

Punjab Government Efficiency Improvement Programme

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Final

PFMConsulting

End-of-Project Handover Notes on HR Work Streams in L&DDD

1. Background

The Civil Service Reform component of the Punjab Government Efficiency Improvement Programme (PGEIP) envisaged, among other things, a modern Human Resource Management system for maximizing the well-being and efficiency of the workforce under the prevailing circumstances. Although discussed in detail in various documents from previous projects, this paradigm shift from the traditional public sector 'personnel management' to a more modern HRM paradigm had been suggested with a view to focus the energies of the public sector department on active human resource management as against an application of the standard administration of rules and regulations.

Any modern HR management system is concerned with maximizing the performance of an employee, by giving him the necessary tools (*eg.* skills, knowledge, physical and financial resources), compensating him adequately and finally evaluating him against the targets (both departmental and personal) set at the onset of any performance cycle.

A two-day CAF1 Workshop attended by representatives from the Department identified a long list of areas for improvement (AFIs). The delegates then prioritised these, with some guidance from the Workshop facilitators. Confirming the PGEIP vision, the prioritised AFIs included three HR-related items:

a. The establishment of a modern and professional Human Resources Management Information system.

b. The implementation of a more effective strategy and policies for the capacity development of all staff together with increased provision of training courses.

c. The development of a Job Description process for management and senior professional staff jobs to facilitate the setting of actual work targets and ultimately a quantification of performance.

The Implementation Plan agreed with the Department included the establishment of a Core Team to work with the HR Specialists on drafting Job Descriptions and carrying out a Training Needs Analysis (TNA) process. This later crystallised into a fourth work stream to set up an HRD Unit in the Department. The HRD Unit is the primary mechanism for the continuation and sustainability of the HR reform process and therefore became the primary work stream.

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1 Common Assessment Framework (an interactive methodology to help an organisation identify areas where improvement is needed)

2. HR Reform

To be successful, civil service reform must focus not only on the systems and procedures of the service, but must also address the human factors. It is the people of the service who ultimately determine if the reformed systems and procedures will deliver any benefit.

HR reform involves changing attitudes and mindsets as well as ways of working, and these need time to be assimilated and embedded in the everyday working of the public administration workforce. This is particularly true in a Civil Service such as that in the Punjab where the rules and processes relating to the management of the workforce are closely prescribed and controlled by the centre. Increasing this one-size-fits-all approach is no longer applicable as government service becomes more specialised and technical.

Effective and efficient management therefore needs to be much more flexible and responsive than is possible under the current regime. HR reform therefore requires a major paradigm shift in thinking and attitudes which takes time to be absorbed. The 18 months duration of the present project was always insufficient to see this paradigm shift through to full completion. The focus was therefore to start the process by designing some systems which could be implemented under existing rules and regulations, and establishing the means for these systems to be rolled out at a pace which was acceptable to the Department management and officials.

3. Purpose of this document

The purpose of this document, then, is to provide notes of the status of the four work streams at the close of the project when consultant support must end and the Department's own HRD team takes over.

Work Stream 1: Establishment of an HRD Unit in L&DDD

Establishment of an HRD Unit in Livestock & Dairy Development Department

1. Introduction

It needs to be kept in mind that establishing a fully functional HR unit with the necessary training and expertise, from scratch, is a major undertaking. However, several of the activities normally associated with the HR Function (recruitment, posting & promotion, pay and grading) are currently controlled centrally by S&GAD or the Finance Department. It is not the intention of this project to propose alternations to these centrally controlled activities. In the current paper, therefore, a basic HR Development unit is proposed which would undertake those activities which are possible within the current regulations, but which will contribute towards the achievement of the three work streams mentioned in the previous section. The HR Specialists will work with this Unit to achieve the current targets and orient them towards the eventual establishment of a fully fledged HR function.

2. Proposed Structure

Transitional and final organisation structures proposed for this new unit are attached at the end of this section and the functions / posts shown on the charts are outlined below.

It is estimated that the transitional phase of establishing the HRD Unit will take between six and nine months. During this period, the main difference between the organograms is that in the transitional structure there are two HR Co-ordinator roles, one in Research and one in Extension. These roles will involve monitoring and leading the Job Description work and co-ordinating any training requests that emerge during the JD process.

As the transitional phase reaches completion, it is suggested that the HR Co-ordinator (Research) will move to the HR Policy and Organisation Development role and the HR Co-ordinator (Extension) will take on the JD & Performance Management role in the final structure. The other senior roles (Director HRD, Training & Development, and Records & HRMIS) will need to be established at the soonest opportunity and need to be permanent through the transition phase and into the "steady state" phase.

a. **Supervisory Committee**

This oversight committee would comprise selected senior officers nominated by the Secretary (L&DD). It is envisaged that this committee will be convened from time to time under the chairmanship of the Secretary or Additional Secretary to oversee the HRD Unit and ensure that full co-operation is taking place between the HRD Unit and the HRM administration under DS (Admin). Membership of the Committee should include DG(E), DG(R), Director HRD, and DS Admin. While day-to-day

operational decisions may be taken by the Director HRD, any policy or strategic decisions would require approval of the Supervisory Committee.

b. **Director (Human Resource Development)**

Ideally, this role requires a qualified HR professional who can tutor and guide the staff below him/her in the technical HR aspects of their roles. While the Department is fortunate in having at least two officers with a relevant HR qualification, it is unlikely that either would be strong enough to perform the role of Director HRD. Ideally, a professional HR practitioner should be recruited on a three to five year service contract. However it is recognised that the process of getting approval for, and actually recruiting, such a person would take many months. In the interim, therefore, an internal candidate with appropriate management skills should be selected to lead the HRD Unit through the transition phase and, subject to his performance and wishes, beyond.

c. **HR Policy and Organisation Development**

This role is not required immediately, but may be introduced towards the end of the transition phase. Staffing would comprise a manager and one or two researcher / analysts who would be responsible for monitoring the latest international HR practices and determining whether these may be adapted for implementation in the Department. They would also be responsible for ensuring that the organisation structure of the Department is adjusted as and when necessary to support and facilitate the Department's strategic and operational objectives.

d. **Job Descriptions & Performance Management**

This role involves supervision of the job description process from writing the generic JDs, through assisting line managers to write the personal JDs with their subordinates, to collecting the training needs identified by the target-setting and monitoring component of the JDs. The jobholder will require some technical training in JD writing skills, but should be selected from within the Department for qualities of empathy and interpersonal skills. The role will involve management of two subordinate functions:

o *Support to Line Managers*: This role involves ensuring line managers are trained to complete the personal JDs with their subordinates, and monitoring the target setting and appraisal components which are an integral part of the enhanced JD process.

o *Generic JD Librarian*: This role involves collecting and maintaining the library of generic JDs as they are written, ensuring that they are kept up to date as jobs change, and advising line managers on the best generic JD to use for any specific post

e. **Training & Development**

With the introduction of the new 4-tier promotion process, the Department has undertaken a major processing and administration task in managing the first phase of the training programme. Later, in "steady

state" operation the T&D role will involve supervising the collection and consolidation of training needs, determining the best means of addressing the needs and then procuring the supply of training from the most cost-effective source. Sources of demands for training will include requests collected by the JD section (at c. above) as well as corporate-level TNA surveys carried out by the HRD Unit from time to time. Again, accurate records will be needed to certify officers as having satisfied or exceeded the minimum training require to qualify for promotion. The Department is fortunate in having an officer with a HR degree in training management who would be a suitable candidate. The role has two subordinate functions:

- o *Training Needs Consolidation*: This role involves keeping records of all training requests and consolidating similar requests to ensure the most economical method of delivery can be determined. The role will also involve maintaining records on the HRMIS of who has received what training, and evaluating the quality and effectiveness of the training.

- o *Training Procurement & Supply*: This role involves keeping an up-to-date register of approved training suppliers, including an internal pool of tutors as well as external national and international institutions. In addition, the role will research suitable sources of ad hoc or specialist one-off training. This role will also involve the administration and contractual arrangements for supply of training.

f. **HR Records & HRMIS**

This role involves managing the HRMIS to ensure accurate and reliable employee data is available either on-line or via ad hoc reports to authorised managers and staff. The role requires a person with reasonable technical IT competence, but a primary focus on the HR function will be essential to ensure a user-friendly and easy to use service. The role will supervise two subordinate functions:

- o *HRMIS Development and User Training & Support*: This role will be responsible for maintenance and on-going development of the HRMIS software. This role will also provide training and support to users of the HRMIS.

- o *Data entry, validation and retrieval*: initially this role will carry a heavy administrative workload to ensure that data entered into the system is checked for completeness and accuracy. Once steady-state has been achieved, annual or bi-annual checks will be carried out with employees asked to verify in writing the correctness of their data. Also, it is expected that, initially, a significant number of line managers will be reluctant to access the data directly and will prefer to have data entered and retrieved for them. For this reason a KPO will be required for the foreseeable future to enter new data, make corrections, and print out reports.

g. **HR Co-ordinator** *(transition phase only)*

Because of the strong cultural divide between the Research and Extension "wings" at present, it is recommended that during the transition phase while the work is focussed on the job description work, the Director HRD should be supported temporarily by an HR Co-ordinator from each wing. Their role would be to work closely with the

Director HRD and to liaise with and lead the JD Core Teams in the respective wings. On completion of the transitional phase the two Co-ordinators would transfer to permanent roles in the final organogram, probably the HR Policy & OD role, and the Job Description & Performance Management role.

h. **JD Core Team**

For the same reason as two HR Co-ordinators are proposed, during the transition phase there will be two JD Core Teams of three or four persons each. Their role will be to facilitate the writing of generic JDs as quickly as possible. These teams would be trained in the JD principles and process. In addition to supporting the writing of generic JDs, they would be trained in the preparation of personalised JDs, and would be deployed around the Department's locations to train and mentor line-managers in the relevant skills. Once completed and steady state has been achieved, the two teams would be consolidated into a single pool of four to six part-time JD writers and trainers.

3. Training & Tenures

Most of the roles described above can be filled by currently serving L&DD officers or staff. Ideally, the leading HR role needs to be filled by an individual who has a professional HR qualification and real-life experience in an HR role. In addition, the selected person should be contracted to serve in post for a minimum of three years. However, as noted above, this scenario is not feasible in the short term, but should be borne in mind for the longer term. In the meantime, the Director HRD needs to be an active and somewhat forceful individual, capable of pushing for the staff and resources needed, and ensuring that new HRD processes are carried out. (At the time of writing a suitable officer has been notified.)

The Director will need to undergo some professional HR training and, in due course could well prove a suitable long-term occupant of the post. In the interim, his deeper understanding of the Department's culture and procedures will help to counterbalance his lack of formal HR training.

Candidates for the other HR roles need to be selected on the basis of an evident interest in the HR function, an empathy with people, and a willingness to commit to a minimum tenure of two to three years in post. Training would be by a combination of learning on the job learning through mentoring by the Head of HR and/or attendance on short HR skills courses provided by local high calibre training institutions such as LUMS, UVAS, PVMC, etc.

It is suggested that officers selected for HRD roles should complete their 4 weeks of training under the 4-Tier System with HR modules rather than the programme being discussed in a separate initiative.

4. Logistics

It is understood that the creation of new posts is a complex and time-consuming process. It is therefore likely that the HRD Unit will not be fully established by the time the PGEIP programme ends on 30th May 2012. However, without a team of officers and staff as outlined in the organogram and sections above, it is unlikely that the HR work streams will result in sustained changes in the management and development of the L&DD workforce.

It is therefore strongly recommended that an HRD Core Team of selected officers and staff is firmly established as soon as possible in order that they may begin working with the HR Specialists and learning the necessary skills through mentoring and training by the consultants. Members of the informal HR Team (including the officers identified above) with suitable skills and qualities may then be formally appointed to the HRD posts as these are approved and notified by the relevant authorities.

5. Status at close of Project

It is most pleasing to note that, at the time of writing (a few days before the end of the project), significant progress has been made in establishing the HRD Unit.

- The Unit has the active and explicit support of the Secretary L&DD
- The role of Director HRD has been notified and filled
- The Unit itself has been formally notified
- Candidates for the other senior roles are in the process of being selected and notified. This HR team will receive training and guidance from the HR Specialists during the remainder of the project
- A PC1 submission has been prepared, at the direction of the Secretary, to secure development funds to support the HRD Unit over the critical first three years. These funds need to cover salaries, training, some external technical assistance support, office equipment (laptops, printers, etc), transportation, and so on.

With adequate funding, some training and stable tenures for the key HR managers, there is an excellent chance that the Unit can become an established and effective part of the Department's strategic management structure.

6. Acknowledgements

The HR Advisers would like to record their appreciation of the support and co-operation willingly given by numerous officers of the Livestock and Dairy Development Department. We wish all our counterparts every success in continuing the reform process which is actively in progress.

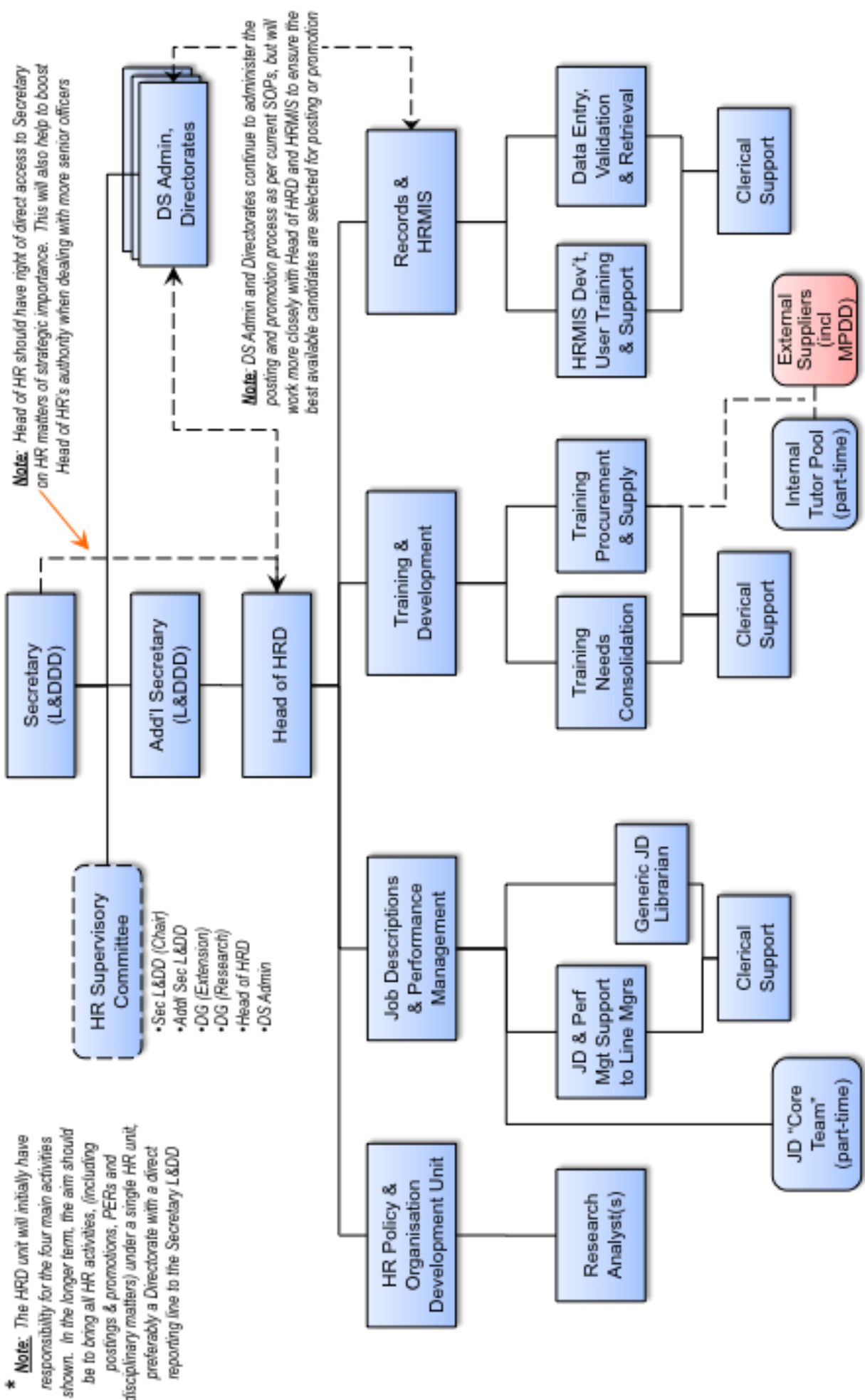*** Note:** The HRD unit will initially have responsibility for the four main activities shown. In the longer term, the aim should be to bring all HR activities, (including postings & promotions, PERs and disciplinary matters) under a single HR unit, preferably a Directorate with a direct reporting line to the Secretary L&DD

Note: HR Policy Unit is not an urgent priority during the transitional phase. In the longer term the HR Coordinator, Research Wing role will cease and the jobholder could be a good candidate to lead the policy and OD function.

Note: Head of HR should have right of direct access to Secretary on HR matters of strategic importance. This will also help to boost Head of HR's authority when dealing with more senior officers

Note: DS Admin and Directorates continue to administer the posting and promotion process as per current SOPs, but will work more closely with Head of HRD and HRMIS to ensure the best available candidates are selected for posting or promotion

Note: After the transition phase is completed, the HR Co-ordinator in Extension wing should be considered for the central JD role in the final structure.

Note: In due course the Training & Dev't role in both wings will be amalgamated under the Training & Development position

Note: The JD Core Teams in both Wings will be nearly full-time during the transitional phase. In due course the role will become a part-time one

Org chart boxes:
- Secretary (L&DDD)
- Add'l Secretary (L&DDD)
- Head of HRD
- HR Supervisory Committee
  - Sec L&DD (Chair)
  - Add'l Sec L&DD
  - DG (Extension)
  - DG (Research)
  - Head of HRD
  - DS Admin
- DS Admin, Directorates
- Records & HRMIS
  - Data Entry, Validation & Retrieval
  - HRMIS Dev't, User Training & Support
- HR Co-ordinator Extension Wing
  - JD "Core Team" (Extension)
  - Trg & Dev't Extension Wing
- Training & Development
  - External Suppliers (incl MPDD)
  - Internal Tutor Pool (part-time)
- HR Co-ordinator Research Wing
  - JD "Core Team" (Research)
  - Trg & Dev't Research Wing
- HR Policy & Organisation Dev't Unit

Legend:
- Existing posts
- New postings needed now
- New postings needed in due course

HRD Orgchart v4; 1 May 2012

ANNEX 1b: Suggested final structure of HRD Unit* in L&DDD

* Note: The HRD unit will initially have responsibility for the four main activities shown. In the longer term, the aim should be to bring all HR activities, (including postings & promotions, PERs and disciplinary matters) under a single HR unit, preferably a Directorate with a direct reporting line to the Secretary L&DD

Note: Head of HR should have right of direct access to Secretary on HR matters of strategic importance. This will also help to boost Head of HR's authority when dealing with more senior officers

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Secretary (L&DDD)

Add'l Secretary (L&DDD)

Head of HRD

DS Admin, Directorates

HR Supervisory Committee
- Sec L&DD (Chair)
- Add'l Sec L&DD
- DG (Extension)
- DG (Research)
- Head of HRD
- DS Admin

HR Policy & Organisation Development Unit
- Research Analyst(s)

Job Descriptions & Performance Management
- JD & Perf Mgt Support to Line Mgrs
- Generic JD Librarian
- Clerical Support
- JD "Core Team" (part-time)

Training & Development
- Training Needs Consolidation
- Training Procurement & Supply
- Clerical Support
- Internal Tutor Pool (part-time)
- External Suppliers (incl MPDD)

Records & HRMIS
- HRMIS Dev't, User Training & Support
- Data Entry, Validation & Retrieval
- Clerical Support

Work Stream 2: Establishment of an Effective HRMIS in L&DDD

Establishment of an Effective HRMIS in Livestock & Dairy Development Department

1. Introduction

The foundation of any modern HR function is an effective computerised database of employee information. Ready access to this information, and the ability to filter and analyse it quickly, is fundamental to effective management of the workforce, both collectively and as individuals.

An HRMIS consists of two main components:
- The Database – one of several proprietary software products for storing data. Requires some setting up, but basically a standard product.
- The HR Application – the specialised software that enables the entering and retrieval of data to/from the database. This is where the detailed functionality needed by HR users is built in, along with the graphic interface which makes the system user friendly for non-IT users.

There are basically two approaches to acquiring an HRMIS; build your own or buy one in. Designing and building an HRMIS from scratch can be a very lengthy process, and often the functionality available to the end user can be limited necessitating intervention by IT technicians.

On the other hand, modern well-tested and fully functional HRMIS products are now readily available off-the-shelf. Because these are designed by HR specialists for use by HR practitioners, they can be tailored and installed in weeks, or at most a few months. OTS systems are therefore usually the most practical and cost-effective way to proceed.

2. Initial review of existing L&DD HR system

During an early visit to the P&E Directorate, we were informed that the Resource Centre team was developing an HR system as an extension to a larger project to develop a bespoke farmer registration database.

Our expectations of the HR system were not high, and a demonstration showed a rudimentary system capable of storing and retrieving but with little capability to filter data or generate ad hoc reports.

3. Alternative solutions

With the agreement of Dr Qaseem Head of the Resource Centre (which included the IT team), research into alternative off-the-shelf HRMIS products was undertaken in parallel with similar work for the second pilot Department.

Several alternatives were identified:
- There were some local Pakistani suppliers of HRMIS solutions, but all were based on using HR modules from SAP or Oracle. These are very

heavyweight solutions and the through-life cost can be prohibitive even if the modules are offered free of initial cost.

- One Karachi-based software house had a well developed own-design system currently in use by several banks and international companies. However, the cost of acquiring and customising this product was, again, prohibitive.

- The Punjab Information Technology Board (PITB) had a legacy system inherited from the IT Department. This was originally started in 2006 as an HRMIS for the entire public service, but was abandoned due to lack of interest. Excise & Taxation Department had adopted this system to build an employee database, but the complete lack of functionality meant that data could only be entered or retrieved without any filtering or analysis.

- We learned, quite accidentally, that the PITB were developing an HRMIS for their own in-house use. They were using an open-source HRMIS product available free of cost from the internet. With approximately seven days of tailoring, the resulting system was most impressive.

The first two options were ruled out on cost. The third was ruled out as incomplete and impractical. The fourth option seemed like an ideal solution, and a demonstration was given for Dr Qaseem and some colleagues.

4. Second review of L&DD HR system

The L&DD team were impressed by the PITB in-house system, not least because of the low cost. However Dr Qaseem requested that there should be a further review of the Department's own HRMIS before any decision was taken to adopt another solution.

This (non-technical) review took place a few days later, and the improvement since the previous review was stunning. More modules had been added, the ability to filter data and generate reports was greatly improved, and the user interface was more intuitive and attractive.

With such progress evident and more promised, a move to another system, even a low-cost fast-install option, was deemed unnecessary in the circumstances.

A technical review was carried out later when the IT Specialist joined the consulting team. This review concluded that the HRMIS was well-designed and built. It was also judged capable for further enhancement if required.

5. Further development of HRMIS

The prospect of further developing the HRMIS led quickly to the idea of loading the job descriptions onto the system to enable on-line up-dating of tasks and targets. Further brainstorming with the HR counterparts in L&DD resulted in the addition of a simple performance appraisal section to the JD format.

With the help of the IT Specialist, a technical specification was drawn up for the additional JD & Appraisal module. There was some debate about who would do the software development, but the developer who had been working with the Department on the HRMIS eventually agreed to undertake the task, delivering a first demo by the end of April 2012.

There was a delay caused by the developer re-assigning the HRMIS analyst to another task so that no work was carried out for about two weeks. In the end the IT Specialist worked alongside the developer to prod things along. This encouragement proved successful and a demonstration took place in the second last week of the project.

The demonstration proved most successful. The software performed very much as envisaged and it was most gratifying to see how well the specification had been interpreted by the programmer. As is to be expected with a first draft, a few modifications and adjustments were identified, but no significant glitches emerged. To achieve this degree of quality in such a short time is extremely promising for the final commissioned version.

6. Status at close of project

At the close of the project, the Department has an effective HRMIS capable of handling the basic HR functions. In addition the JD / Appraisal module exists and works, and with some further development will be commissioned for use in a few weeks time.

7. Tasks still to be done include:
- Full commissioning of the new JD / Appraisal module
- Uploading of generic JDs as these are finalised
- Training of HR users and line managers to use the full HRMIS system (timing of this will need to be coordinated with availability of internet access)
- Ongoing system development and maintenance
- Ongoing user support.

8. Future potential

As far as we can determine relatively few Departments have effective HRMIS provisions in place. Such systems as we have seen replicate manual administrative processes, but do not deal with the development aspects of the HR function.

We believe that the integrated HRMIS with the JD / Appraisal module is virtually unique in the Punjab government service. In this respect, the L&DD Department truly is a model for other Departments.

The L&DD Department holds the copyright to the HRMIS. The JD / Appraisal process has been developed for the Department and is therefore also within

its purview. L&DDD is therefore in a position to raise its profile by marketing its HR system to other Departments.

Work Stream 3: Design of a Training & Development Strategy for L&DDD

Design of a Training & Development Strategy for Livestock & Dairy Development Department

1. Introduction

The lack of training, particularly in technical and professional veterinary knowledge and skills, emerged clearly from the CAF Workshop as a major impediment to effective service delivery. As a result, another of the priority areas for improvement identified for L&DD Department was the preparation of a Training & Development Strategy.

2. The proposed approach

When considering the development of a Training Strategy, many think immediately 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 not only a complex and time-consuming exercise of limited value at a strategic level, individual training needs are better identified by means of a regular employee performance appraisal system. For these reasons the proposed approach was to focus on "corporate level" training needs.

The key benefits of this high level TNA approach are considered to be:
- Training needs are more closely focussed on the Department's objectives
- Minimal intrusion into day-to-day operations
- Much faster results.

This work stream was conducted in four stages:

a. **Research status quo**

   During this first stage the current training practices in the Department were researched. This involved conducting some interviews with relevant members of senior management and the Administration section.

b. **Data collection**

   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.

   This stage was carried out by the two HR Advisers who conducted one-to-one structured interviews with senior management officers. This was combined with a series of focus group discussions and questionnaires conducted with three cohorts of around 35 grade 17 & 18 officers each during the 4-tier training programmes at UVAS. These discussions were led by the HR Advisers to gather opinions of the participating officers about any weaknesses in their subordinates' set of knowledge and skills.

c. **Consolidate / analyse data**

In the end, useable data from the various interviews and meetings proved to be sparse so that it was not possible to identify any particular patterns of knowledge and/or skills which require to be addressed. Rather, there was a very widespread general dissatisfaction with the lack of professional and management training.

In May and June of 2009, an ADB-funded PRMP project conducted two Training Needs Assessment Workshops which were attended by representatives from most of the GoPb Departments. The report of these workshops, authored by Aeyesha Gulzar, contains a number of observations which are still valid today, and largely confirm our own assessments.

The conclusion therefore was that the whole issue of training & development needed to be revisited.

d. **Develop strategy**

In this last stage a strategy would normally be designed to address the training needs and issues identified in the previous stage. However the in this case the proposed strategy has been developed from first principles, based on the HR Advisers' combined knowledge of international good practice and their experience of training in the Federal and Provincial public services.

3. Proposed Training & Development Strategy

The proposed strategy defines:
- the policy underlying the Department's approach to training
- approved categories of training
- the process for identifying current and future training or development needs
- sources of training input
- training evaluation
- the means to manage the Department's training activities for maximum benefit and minimum cost.

4. Underlying Training Policy

The following Training Policy statement is proposed as an over-arching guide to the Department's approach to training:

> All training funded from Departmental or Punjab Government budgets must be job-related. Training needs should be identified through the Department's internal job description & appraisal process by the jobholder's line manager, and duly processed by the Training & Development cell of the HRD Unit.
>
> Training mandated by Punjab Government regulations will be arranged as per the relevant rules.

> The Department will allow officers and senior staff to apply for leave of absence to attend personal development courses for which they have obtained private funding or a scholarship. Such applications will be dealt with on a case-by-case basis and should be submitted to the T&D cell for review prior to submission to the HR Supervisory Committee for approval.
>
> Service rules pertaining to the payment of salary during such study leaves will apply.

5. Categories of training

There are several categories of training interventions that are needed to ensure that the Department's officers and staff are fully prepared to perform effectively and efficiently in delivering services to the citizens and farmers of the Punjab.

a. **Pre-induction**

This category relates to the basic technical or professional training or qualification required for each post. This varies from a basic educational certificate for the more junior posts to an academic degree for most posts at grade 17 and above.

The Department does not fund or provide such training. Applicants for posts in the Department must therefore already have gained the qualification or certification specified for the post and advertised in the relevant publications. For example, applicants for the post of Veterinary Officer must hold a DVM or equivalent professional qualification from a recognised academic institution.

b. **Induction –**

This category covers the period immediately after joining the Department. The induction programme is designed to help new recruits to settle into the Department with an understanding of how things work, the procedures, the culture, and so on. It would be developed and run by the T&D cell of the HRD Unit.

NOTE: At present veterinary officers are recruited directly to one of 13 or 14 different cadres. Whilst it is impractical to merge these cadres due to the jealously guarded seniority structures, consideration is currently being given to future recruitment to a single Livestock cadre. Despite the inevitable initial administrative complications, it is strongly recommended that the Department should adopt this single cadre approach for vets as soon as possible in order to facilitate the efficient management and deployment of the veterinary workforce.

It is proposed that the Induction Programme should comprise two parts:

1. *Orientation* – this would be a short two or three day programme delivered to new joiners in gazetted posts and professional, technical and skilled non-gazetted posts, whether newly recruited or transferred into the Department from another posting. Ideally

even a new Secretary should have the benefit of this programme. The preferred method of delivery would be a workshop-style presentation and discussion led by a member of the HRD Unit. For the most junior semi- and unskilled posts a one-day briefing session would be delivered by a local member of the Tutor Pool (*see para 7a*).

2. *Pre-deployment Assessment* – this part of the programme would be for newly recruited Veterinary Officers. In order to determine the best candidate-to-job match, the new recruits would go through a series of short stints in a representative sample of the technical jobs in the Department. Each stint would last for, say, two weeks and during the placement the recruit would work alongside an established employee to gain an impression of the nature of the work. At the end of the stint the mentor would give a brief assessment to the HRD Unit and the recruit would write a short report on his/her experience. After completing, say, six such stints over a 12 week period, the mentors' observations and the recruits' reports would be reviewed and assessments made as to the most suitable deployment for the recruit. The T&D cell's recommendations would be submitted to the HR Supervisory Committee for review and approval. Where possible recruits' preferences would be taken into account, but the final decision would be with the HRSC.

c. **Technical / Professional**

The main body of technical or professional employees is the Veterinary group. However, with the establishment of the HRD Unit, there is now a new technical and professional group of HR practitioners who will require training.

Veterinary specialists

Veterinary Officers are recruited with appropriate training and qualifications, but nearly all of the officers we met with reported receiving no further professional training. A vet who has practised for 30 years without further training cannot be as up-to-date in the latest treatments and procedures as would be desired.

The lower grades of veterinary technicians are trained at LPRI, Bahadarnagar, and on-the-job. But they, too, receive little or no further training once deployed in the field.

Good international practice dictates that, both professional and technical grades should be required to undergo a programme of Continuing Professional Development (CPD).

1. *Veterinary Officer CPD* – All professionally qualified Veterinary Officers should be required to undergo regular CPD sessions providing refresher inputs and briefings on new practices, treatments and drugs. The programme should comprise a minimum basic schedule of, say, 35 hours per year of tutor-led

sessions, supplemented by required reading or viewing of dvd or internet distributed material.

2. *Veterinary Technician CPD* – All veterinary technicians should also undergo regular CPD sessions, either at LPRI, or delivered on-the-job by members of the Tutor Pool. In this case the minimum requirement would be less than for the VOs; say, 8 hours per year.

In both cases the content would be determined from a combination of monitoring the latest veterinary developments and analysing the latest Departmental strategic plans.

Given the numbers of VOs and technicians involved, this will require careful planning and management. It may be appropriate to establish a CPD sub-cell within the T&D cell of the HRD Unit. The HRMIS will prove invaluable for maintaining records of who has received what training.

Human Resources Specialists

The officers and staff in the HRD Unit have been selected from serving Departmental officers and staff. With one or two exceptions, none have a professional HR qualification. As a result, professional training for this group needs to proceed with some urgency.

It is recommended that a schedule of short specialist HR courses be identified from the curricula of local business schools and Universities for the senior HRD Unit staff to attend as soon as funds can be made available.

Additional on-the-job learning may take place when the PC1 funds allow the appointment of a professional HR adviser / mentor.

Once the Unit is fully established, HR practitioners should be required to complete 35 hours of CPD sessions per year in a similar manner to the VOs. Such learning may take place either through instruction or by self-paced study by means of reading professional publications and programmes available on disc or on-line.

d. **Special courses**

The need for special courses arises when there is a major change of Departmental or GoPb strategy, or new working practices are introduced. These changes will usually give rise to a need for specific, and sometimes urgent, training interventions. Two recent examples of this are the new 4-Tier Structure and the "One Window" concept for service delivery in the field.

4-tier Structure

The primary aim of the new 4-tier structure is to provide improved promotion prospects for Veterinarians in the Department. The training implications are determined by the service rules pertaining to the new structure. These specify a number of weeks of training to be completed before promotion to the next grade level:
- From BS17 to 18   4 weeks training
- From BS18 to 19   8 weeks training

- From BS19 to 20   12 weeks training.

The service rules do not specify content, or whether the durations may be arrived at cumulatively. In October 2011 the Department initiated a major training programme in order to process those overdue for promotion as quickly as possible. During the planning stage, the HR Advisers recommended that the rules should be interpreted as defining minimum cumulative durations. In other words to be eligible for promotion from BS18 to 19 the grade 18 officer should complete a second stint of 4 weeks making a total of 8 weeks. Then from BS19 to 20, a further 4 weeks would bring the total to the specified 12 weeks.

It was further strongly recommended that, after the initial catch-up programme was completed, the training should *not* be delivered as a 4-week block. Rather all training undertaken should count towards the specified minimum durations. Thus one or two day CPD events would count, as would the one-week management courses discussed in the next paragraph.

"One Window"

At present, in the Districts, the usual arrangement is that the DLO has three VOs reporting to him, each specialising in Breed Improvement, Animal Health or Poultry. In an attempt to simplify the structure and introduce a greater degree of efficiency and flexibility, the "One Window" concept is being considered.

This concept proposes that the VOs in the field should be able to cover all three areas of BI, AH and Poultry. There are a number of logistic and administrative issues that need to sorted out before the concept could work, but from a training point of view, the move from specialists to veterinary general practitioners would require VOs to be retrained in the areas of veterinary practice to bring them up to standard in the areas in which they had not specialised.

Informatics

 A third area where special training will be needed is in relation to the use of computer systems and other information technology.   The Department is preparing to roll out a major Farmer Registration System and the HRMIS discussed in Section 2 of this Report.

Many officers and staff in the Department are already reasonably computer literate, but many more in the districts may well not have access to a computer and will therefore be unfamiliar with basic skills like keyboarding and using a mouse or trackpad.

Computer training decays very fast; if a trainee does not have immediate access to a computer or to the system, the training will have been forgotten in as little as two to three weeks. It is therefore essential that IT training is very closely coordinated with the roll-out of computer equipment and software systems.

The T&D cell will need to be ready with plans for initial training of non-computer literate users in basic computer skills, quickly followed by training in the relevant system.

e. **Management**

Officers in Federal cadres are required to undergo mandatory management training programmes prior to promotion into grade 19 and 20. But no such mandatory training applies to the provincial Veterinary cadres.

Modern management practice requires line managers to play a much more active part in managing and developing their subordinates than is currently the norm in the Punjab government service. One of the key areas where new skills are needed is in the management of subordinates' performance.

The JD / Appraisal system (*see Section 4 below*) is one of the main tools to support both line managers and their subordinates in the process of setting performance targets and then appraising performance against the agreed targets.

In addition to training in the use of the HRMIS and JD / Appraisal system, any officer irrespective of grade who has responsibility for subordinate staff will require training in the "soft" interpersonal skills of motivating, coaching and appraising their staff.

Training material or ready-made courses are readily available from local suppliers or from the internet, and may be presented in a variety of ways. Such management training needs to be delivered when needed, not saved up for a block of training at some undetermined date in the future.

All training under this head should count towards the 4-Tier totals.

6. Training needs identification

The Training Policy Statement proposed above requires training funded by the Government or the Department to be job-related. This means that the majority of training interventions will be undertaken to correct gaps in the knowledge or skills a person needs to fulfil the requirements of his/her job successfully.

These knowledge or skill gaps may arise either because the job requirements have changed as a result of a new Departmental strategy or through a deficiency on the part of the jobholder.
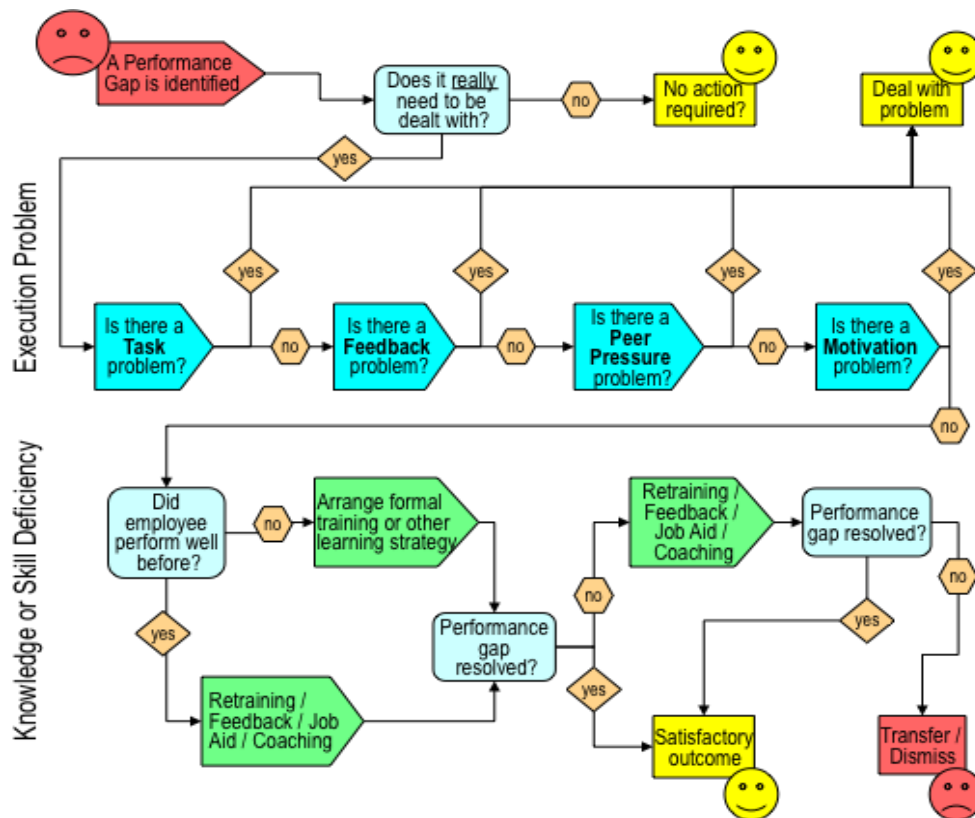
In the first case, it would be the role of senior management working with the HRD Unit, and the T&D cell in particular to identify the new skills and knowledge needed as a result of the planned changes, and to plan the appropriate intervention(s) to prepare the workforce for the change. The resulting programme of training would be delivered as special training using the most economical delivery method in view of the urgency or scale of training needed.

In the case of an apparent deficiency in the skills and knowledge of the jobholder, it is primarily the role of the line manager to recognise the gaps and either resolve the matter himself, or to request an appropriate intervention.

Before requesting training, the line manager should check whether the shortfall in performance of the subordinate is indeed due to a skill or knowledge gap, or whether there is some other cause which may not be correctable by training. The steps a manger should take are illustrated in the flow diagram below. Before requesting training for the subordinate, the manager should check:

- that the way the job is designed and resourced is not causing the poor performance
- that the jobholder is aware through briefing and feedback of the standard of performance required
- that the jobholder is not under peer pressure to under-perform and thus expose his team mates' poor performance
- that there are no external circumstances which are affecting the jobholder's motivation (*eg.* problems at home, a difficulty with a child's education, etc.)

Execution Problem

A Performance Gap is identified → Does it really need to be dealt with? — no → No action required? / Deal with problem

yes

Is there a **Task** problem? — no → Is there a **Feedback** problem? — no → Is there a **Peer Pressure** problem? — no → Is there a **Motivation** problem? — no

yes / yes / yes / yes → Deal with problem

Knowledge or Skill Deficiency

Did employee perform well before? — no → Arrange formal training or other learning strategy → Performance gap resolved?

yes → Retraining / Feedback / Job Aid / Coaching → Performance gap resolved?

Performance gap resolved? — no → Retraining / Feedback / Job Aid / Coaching → Performance gap resolved? — yes → Transfer / Dismiss

yes → Satisfactory outcome

Every line manager, as part of the core managerial skill set, needs to be aware of these causes of poor performance and must be able to take at least the first steps in correcting them himself.

Once satisfied that there is a genuine training need, the line manager should register the nature of the requirement on the HRMIS as part of the annual Appraisal process, or sometimes as an ad hoc entry mid-year. It then becomes the T&D cell's responsibility to recommend and deliver a suitable intervention. However, it also remains the line manager's responsibility to ensure that action is taken, and to evaluate the outcome after a suitable period (say, 3 or 6 months).

7. Sources of training input

Within the L&DD workforce there is a huge pool of technical skills and knowledge which is available to be tapped and utilised to resolve most of the day-to-day training needs in the Department. Only when these resources are insufficient should recourse to external sources of training input be necessary.

<u>Departmental sources</u>

a. **Tutor Pool**

In every organisation there are individuals who have above average knowledge or skills, or who are very good at sharing their expertise, and are recognised as such by colleagues. One of the priority tasks of the T&D cell of the HRD Unit will be to identify these individuals and build up a Tutor Pool which will become the first port of call for training input.

Members of the Pool should be given some training in mentoring and coaching skills, and should receive a small honorarium for undertaking the role. In addition they may be paid an additional allowance when actively involved with a trainee.

Tutors may be deployed in a number of ways:
- As mentors on-the-job either sitting with the trainee or having the trainee sit with them (often referred to as "sitting by Nellie")
- As leaders of workshops or seminars
- By providing input to the in-house development of self-training materials
- As tutors on short courses designed and delivered in-house

It will be the role of the T&D cell to manage and deploy these tutors in a fair and balanced manner so as not to overload any particular individual. The T&D cell should also ensure that the tutors receive periodic training themselves to keep their knowledge and skills fully up-to-date

b. **Public Media**

Much training material is now available off-the-shelf either from DVDs marketed by commercial training organisations, or from the internet, usually by subscription but sometimes open-source and free of charge. The T&D cell should build and maintain a database of such sources so that tutors and in-house course designers can quickly locate useful material.

c. **Internal Training Institute**

In the recent past, GoPb endeavoured to merge the various Departmental training institutes into one central entity, the Management and Professional Development Department (MPDD). But some Departments managed to retain specialist training facilities, and L&DDD has retained a training facility at LPRI, Bahadarnagar. This is mainly used for training veterinary technicians and providing courses to farmers and smallholders.

This facility may also be a suitable venue for some of the internal workshops or courses, subject to logistic constraints.

External Sources

d. **MPDD**

MPDD was established as a central management training facility serving the Punjab government service. It has good premises and a permanent faculty of management trainers. As such it will be one of the first institutions to be considered when the Department's own resources are not able to meet its training requirements, mostly in the areas of management and interpersonal skills.

However, MPDD is extremely busy with its own calendar of courses, and its ability to develop and/or accommodate ad hoc courses for the Department may be limited.

e. **Training consultancies**

Over the past five years the number of commercial enterprises offering training and development services has mushroomed. These consultancies can develop and deliver bespoke training packages to the Department's specification. Properly managed and with careful procurement, these consultancies can usually produce the required product more economically than academic institutions or business schools which have large campuses to maintain.

The T&D cell should build and maintain a register of such suppliers. Over time evaluation of their capabilities will lead to a short list of approved and preferred suppliers with which it should be possible to negotiate favoured terms of business.

f. **Academic institutions**

Most of the reputable Universities and Colleges in the Lahore area now have business management-related faculties and can offer a variety of open and tailor-made training events.

Unlike the training consultancies referred to above, these institutions have campuses (of varying sizes and quality) which are expensive to maintain. Their fees for tailor-made courses which are residential, or use campus premises will inevitably be more costly to procure.

On the other hand, most such institutions also offer open courses on a variety of topics. Where the requirement is for one or two to be trained, an open course can often be the most economical solution provided the appropriate topic is available on a suitable date.

Again, the T&D cell should build a list of the preferred institutions and their syllabus of open courses, and endeavour to secure favourable rates in return for awarding preferred status.

8. Evaluation of training

Currently, there is little training (excepting the recent 4-tier programme) being carried out in the Department, and what training does take place is rarely evaluated properly.

Training is an expensive and time-consuming business and if not carefully managed to deliver the required outcome, much of the cost and time is wasted. It is therefore essential that any training is followed-up with a review to assess the effectiveness of the intervention.

The proof of the training pudding is in the trainee's performance on the job after the training is completed. This assessment can only be realistically done by the line manager who specified the requirement in the first place. The training request process on the HRMIS requires the line manager to specify the improvement required. The same process tracks the actions relating to the request, and after the intervention is completed, the system prompts for an evaluation of the outcome after a set period, usually 3 or 6 months, depending on how quickly an improvement (or otherwise) may consistently be observed.

The T&D cell will use these evaluations first to determine whether further intervention is required, and second to assess whether any aspect of the intervention needs to be revised for future iterations.

9. Managing training

Effective and cost-efficient development of the workforce only comes about through proper management of the training process.

The HRMIS provides the mechanism to manage training, and is looked after by the HR Manager (HRMIS) and his team. They can adjust or enhance the system to better serve the needs of the users.

The T&D cell has responsibility for determining and procuring the most appropriate intervention. The missing element in the process at present is the part which has to be played by the line manager. There is an officer in the Department who holds a degree in Training Management from Edinburgh University. This individual has been working with the HR Advisers throughout the project, and would be an ideal candidate for the crucial role of HR Manager (T&D), responsible for the many activities identified above. At the time of writing, the said officer is undergoing his 4-Tier training, and it is uncertain whether he is willing or will be allowed to take up this most important post.

The third element in the management of training comprises the line managers whose responsibility is to identify the gaps in their subordinates' performance, to determine whether the gap is amenable to training or needs some other type of intervention. Currently few line managers seem to be aware of this aspect of their responsibilities. The necessary awareness will be raised

during the training programmes for HRMIS and the JD / Appraisal processes, but will need to be reinforced by instruction and example from the top.

10. Training budget

At present, most of the Department's training funds are controlled directly or indirectly by Finance Department or Planning Department. It is understood that major, one-off training programmes may need approval and funding from the Centre, but ideally training should be delivered as soon as possible after the need is identified. It is therefore necessary for the Department to have a Budget for training which is under its own control.

Assuming such a budget can be made available, the Department then has the option of allocating portions of the budget to individual Directorates, or keeping it as a centrally administered "pot" which is the strongly recommended option. The T&D cell would be responsible for managing training interventions within the limit of the available funds, and the Director (HRD), as DDO, should have authority to approve spends up to a specified limit. Spends over the limit would require the approval of the Secretary or Additional Secretary.

11. Status at close of project

The proposed Training & Development strategy is delivered but not yet reviewed or approved. It is therefore to be expected that some adjustment will be needed both in the short-term and over time as the Department's needs change.

Several of the tools and mechanisms for implementing the Strategy are either in place or are in the process:

- The HRD Unit now exists and has some staff already on board, including the Director and two of the four Managers.

- Hopefully the officer with the Training Management degree will take up the third Manager role.

- The HRMIS exists and will shortly have the JD / Appraisal module which will support the training and development process.

- In the course of the JD process, several very capable individuals have been identified as having the potential to take on a wider HR role.

12. Still to be done

The Training & Development Strategy put forward in paragraphs 1 to 10 needs to be reviewed, adjusted and approved.

It should then be adopted as a guide for Line Managers and the HRD Unit in the exercise of their respective responsibilities pertaining to the training and development of the Department's workforce.

Work Stream 4: Job Description & Appraisal System for L&DDD

Job Description and Appraisal System for Livestock & Dairy Development Department

1. Introduction

One of the priority areas for improvement identified for L&DD Department was the preparation of up-to-date job descriptions for the Department.

Job Descriptions (JDs) are documents which are often found in the bottom drawer of the furthest filing cabinet and are usually several years out of date. But JDs are one of the basic foundations on which successful organisations are built. They provide a mechanism for managers to agree tasks and targets with their subordinates, thus leading to effective performance management leading to achievement of the organisation's objectives.

2. Benefits of the proposed approach

In order to extend the traditional JD into a living and effective management tool, the proposed approach goes beyond simply producing a list of tasks & responsibilities. The format of the JD is designed to provide a basis for jobholders and their line managers to create an agreed contract setting out what the jobholder is expected to do, and also to set and monitor some performance measures.

As a result of developments in the HRMIS system and suggestions from counterparts, during the course of the project the design of the JD format was further enhanced to include a simple performance appraisal process and a facility to identify training and development needs. This integrated process now supports the entire people management cycle (*see diagram*) thus enhancing the capacity for "joined-up management".

The key benefits will be:

- The Jobholder will always know what (s)he needs to do to be successful in the job
- The line-manager will have a mechanism promoting dialogue with his/her subordinates, and a basis for guiding the jobholder's activities in support of the Department's changing requirements.
- The inclusion of some performance targets will begin the process of introducing the skills and processes of performance management without interfering with PER / ACR system
- The performance appraisal section will provide an objective means for appraising the jobholder's performance objectively and rationally
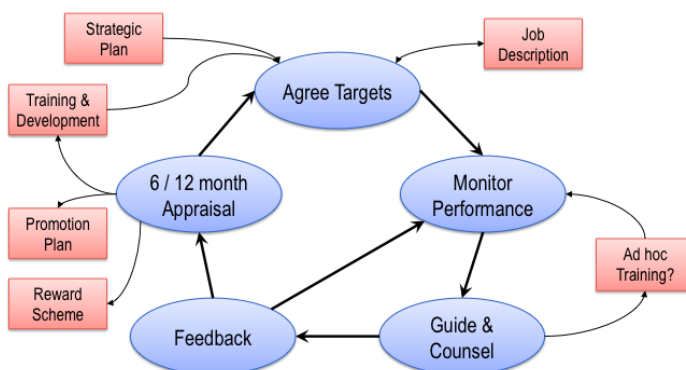
- In due course, if adopted and maintained, this approach will lead to full-scale performance management and additional rewards for the best performers.

NB: the complete process of installing the proposed JD / Appraisal system will take two to three years to be fully established and accepted. As a result, this work stream was designed to take the Department to the point where the design was approved, the HRMIS system modified and sufficient people trained to continue the implementation of the process.

3. Two-stage JD writing process

Since the JD is an individual agreement between the jobholder and line-manager, each JD will be unique. In order to ensure a reasonable degree of consistency between jobs of the same type, and to make the process easier for both parties, the writing of JDs will take place in two stages:

a. **Generic JD**

   This is a partially completed template for each job type in the Department. The generic JD describes the core tasks and responsibilities of a typical jobholder, and will provide the line-manager and specific jobholder with a substantial starting point for developing the specific or personal JD

b. **Personal JD**

   This is the JD which is specific to a single jobholder in a specific location. Each manager / jobholder pair will take the nearest appropriate generic JD and tailor it to their specific needs. A few adjustments may need to be made to the list of tasks & responsibilities, but the key to the personalisation process will be the addition of the performance targets which the manager agrees with the jobholder, and the appraisal and development plan identifying any training or counselling the jobholder may require in order to meet the agreed targets.

4. Special Features

There are several innovative features of the new JD / Appraisal format.

a. **Performance Targets**

   The performance targets or key results section is for the use of the specific jobholder / manager pair at the personalisation stage. As such, the focus should be on targets which lead to improvement in the jobholder's operational performance. For example, a Veterinary Technician might need to increase the number of vaccinations (s)he processes in a given period. Or the target might be to reduce a backlog by a specified percentage in a specified period. Even subjective performance standards need a measuring yardstick. For example improved public interaction may be measured by a reduction in the number of complaints during a certain period, etc.

b. **Through-year mentoring**

This section is for recording the nature and number of occasions on which the jobholder receives mentoring or counselling support during the year. This information is useful as a means of monitoring the jobholder need for support and response to the support given. This may be indicative of a more deep-seated training need, or perhaps a transfer to a more suitable job. It also serves to check that the manager is carrying out this part of his management role properly.

c. **Performance Rating**

This procedure is used at the end of the annual cycle when the Manager and jobholder meet to review the past year's performance and plan the next year. Ratings for the main tasks are agreed on a three-step scale and similarly for the key result areas. Subject to the distribution of ticks, a rating score from 1 to 5 is entered for the main tasks and similarly for the targets. These ratings are weighted and a performance category assigned:

- Outstanding
- Commendable
- Fully Satisfactory
- Improvement Needed
- Unsatisfactory.

d. **Development Plan**

This section is where any training or development need are noted. In the course of discussing the job and specific performance measures, the jobholder or the manager may identify a gap in the jobholder's knowledge or skills. The gap is noted on the JD form, and is communicated to the Training & Development cell of the HRD Unit for action. If the need is not met, allowance will be made at the next appraisal, for any related shortfall in the jobholder's performance.

e. **Person Specification**

The Generic JD contains a section to specify the special knowledge, skills and personal attributes necessary for the successful fulfilment of the job. This section is intended as a guide when seeking to fill a vacancy by transfer or by recruitment. It can only be advisory for the present, but the posting authority should be aware of the specification whether or not it is followed.

5. Generic JD writing process

It is important that the JD process, once begun, is maintained and developed beyond the duration of the PGEIP project. For this reason the work stream design required the writing of JDs to be carried out by a Core JD Team of L&DD staff. This Core Team has drafted the main generic JDs with the support of the HR advisers, and in due course would go on to train line managers in the personalisation stage which would roll-out after the end of the project.

Initially 20 officers were nominated by the two DGs. Sixteen officers attended a 2-day JD Training Workshop. However, this original Team included a number of senior officers who could not release sufficient time from their day-to-day roles, so subordinate officers or staff were delegated. In all, some 40 officers and junior staff are now familiar with the writing process. Working closely with the National HR Adviser, many of these delegated counterparts have proved extremely quick to pick up the process and, with the delegated authority of the relevant boss, will be able to carry out the on-going role envisioned for the Core Team.

In addition, over 100 grade 17 and 18 officers were briefed about the JD process (though not the Appraisal section of it) during the 4-tier training programme. So general awareness is now fairly widespread.

6. Status at close of Project

At the time of writing the work stream has progressed beyond the original planned manual JD process to include a new performance appraisal section. A hard-copy of the format is attached at the end of this section. Electronic "soft" copies have been provided to the Core teams and HRD Unit.

In addition, the computerisation of the JD / Appraisal system is in progress with a beta-version of the HRMIS module having been demonstrated.

The library of Generic JDs is well on the way to completion, and most of the senior JDs have been reviewed with the HR Advisers and polished up to a good standard. The electronic copies are being collected and will be handed over to the new HRD Unit before the close of project.

7. Still to be done

Because of the time required to fully implement the combined JD / Appraisal system, there is still a lot of work to be done. This includes the following activities:

   i. _Generic JDs_ – There are a few generic JDs still to be reviewed and finalised by the JD Core Teams. When the HRMIS system is fully commissioned these JDs will need to be uploaded onto the system. They should also be published in hard copy to aid consultation by managers without ready on-line access to the HRMIS.

   ii. _Personal JDs_ – Key line managers need to be trained in the personalisation process. This process requires them to agree any adjustments to the main tasks listed in the generic JD, agree special targets for the specific jobholder and then monitor, mentor and appraise the jobholder against the targets. It is proposed that the existing core team members may be given some further training as trainers in order to carry out the training of line managers

   iii. _Training needs process_ – As the JD / Appraisal system (JD/A) and HRMIS access is rolled out across the Department, the process of

collecting and consolidating training needs by the T&D cell of the HRD will have to be implemented.

iv. *Ongoing JD/A system development* – No HR process is static for long; continual development is essential to keep abreast of the latest trends in international HRM / HRD. The Policy & OD cell, and the JD/A cell need to cooperate together and with the Admin wing to ensure in the coming months and years that the JD/A system is maintained and developed.

Government of Punjab
Livestock & Dairy Development Department

Job Description

Job Title		Grade	Ref. No.
text		(tba)	(tba)

Organisational Unit	Location	Reports to.. *(enter job title, not name)*
text	loc	boss

Jobholder's Name	Direct Reports	Total Staff
text	0	00

Main Purpose of Job *(describe in not more than 2 sentences)*	Units/ Functions Controlled
text	• text

Main Tasks & Responsibilities

Performance Appraisal

Task description	improvement needed	fully satisfactory	exceeds requirement
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9. Other ad hoc tasks as assigned by Line Manager *(list tasks given during current year)*			
a.			
b.			

Key Result Areas *(Areas which require special attention or effort from the jobholder)*

Key Result Area *(List not more than 5 areas of activity which are critical to success)*	Target(s) agreed between Jobholder & Line Manager	Actual performance achieved	Status	Appraisal		
				Target not met	Target mostly met	Target met / exceeded
1.						
2.						
3.						

Through-year mentoring / support given

Date	Reason for action	Nature and duration of action	By whom?	Outcome

NOTE: When completing the year end performance appraisal of Main Tasks and KRAs (above), the Line Manager should take into consideration outcomes of any ad hoc mentoring / counselling support provided to the Jobholder during the year. Where the mentoring has been successful and the Jobholder is performing satisfactorily, the year-end ratings should reflect the level of performance at the time of the annual appraisal. Where the mentoring has not produced a satisfactory outcome and further support is required, the matter should be recorded in the Personal Development Plan and referred to the HRD Unit for action.

Annual Appraisal Rating

Year (Jan-Dec)	Date (dd/mm)	Main Tasks		Key Result Areas		Combined weighted rating	Calculated performance category	Final/Adjusted performance category
		Rating	Weighted (x5)	Rating	Weighted (x2)			
Supervising officer's comments								Supervising officer
Jobholder's comments / agreement								Jobholder
Countersigning officer's comments / approval								Countersigning officer
Year (Jan-Dec)	Date (dd/mm)	Main Tasks		Key Result Areas		Combined weighted rating	Calculated performance category	Final/Adjusted performance category
		Rating	Weighted (x5)	Rating	Weighted (x2)			
Supervising officer's comments								Supervising officer
Jobholder's comments / agreement								Jobholder
Countersigning officer's comments / approval								Countersigning officer

Rating scale for Annual Summary	Combined weighted range	Performance Category
5. Has consistently exceeded expectations in all aspects	31 - 35	Outstanding
4. Has exceeded expectation in some aspects of the job	25 - 30	Commendable
3. Fully satisfactory in all aspects of the job	20 - 24	Fully satisfactory
2. Below expectation in some aspects; improvement required	14 - 19	Improvement needed
1. Has not meet expectations in most or all aspects	7 - 13	Unsatisfactory

Personal Development Plan

Date	Description of improvement required	HRD notified*	Action proposed (in agreement with HRD)	Follow-up	Date completed	3 month evaluation**

* Enter date training request form completed and forwarded to HRD. (More details will be available in the HRMIS Training Management module)

** 3 months after completion the line manager should evaluate whether the intervention has been successful or not and whether further action is needed

Person Specification

Qualifications

| *Experience* |

| Essential (if any) 1. Preferred 1. 2. | Essential (if any) 1. Preferred 1. 2. |

Special Knowledge   *Special Skills*

| Essential (if any) 1. Preferred 1. 2. | Essential (if any) 1. Preferred 1. 2. |

Personal Qualities

| Essential (if any) 1. 2. | Preferred 1. 2. |

| Jobholder (signature) | Manager (signature) | Date agreed | Next review (date) |

In Conclusion

In Conclusion

1. Road Map

Attached below is a "road map" of the key future activities necessary to ensure the continued implementation of the HR reforms in the Livestock & Dairy Development Department.

Such a road map can only be indicative. It therefore shows probable windows of ongoing activity and of intermittent, as-required, activity.

In particular, the professional training of the Director and Managers of the HRD Unit will require funding, but it cannot be predicted exactly when such funding will be available, or how quickly the appropriate public courses will be scheduled.

2. Final Comments

While it would be ideal to have more officers with HR training and experience, both HR Advisers have been impressed and encouraged by the commitment and understanding shown by the officers and staff we have worked with.

Given continued support from the top of the Department, and the necessary training, there is a very good possibility that the HRD Unit and the HR reforms will become established. The Department will then become a model for other GoPb Departments to emulate.

3. Acknowledgements

The HR Advisers would like to acknowledge the support and co-operation given during this project by:

- Hamed Sheikh — Secretary, L&DD
- Mr Jehanzeb Khan — former Secretary, L&DD
- Khalid Ranjha — former Additional Secretary, L&DD
- Dr Irfan Zahid — DG (Extension), L&DD
- Dr Zafar Gill — DG (Research), L&DD
- And the many other officers and staff who willingly contributed their time and efforts.

HRD Reforms Road Map – June 2012 to May 2015

Legend:
X = Activity, not necessarily full time
o = Action taken as/when required

Key Activities	2012							2013												2014												2015				
	Jn	Jy	Au	Se	Oc	No	De	Ja	Fe	Ma	Ap	My	Jn	Jy	Au	Se	Oc	No	De	Ja	Fe	Ma	Ap	My	Jn	Jy	Au	Se	Oc	No	De	Ja	Fe	Ma	Ap	My
HRD Unit																																				
Write JDs for senior posts	X																																			
Complete appointments to senior posts	X	X																																		
Complete PC1 and submit for approval	X	X	X	X																																
Prepare, distribute staff newsletter / comms programme		X	X	X	X		X		X			X			X			X			X			X			X			X			X			X
Put resources and budgets in place					X	X	X																													
Identify / contract external HR professional adviser					X	X	X	X																												
HR training for senior posts (programme of short courses)					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
Maintain tenures of HR jobholders for duration	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
HRMIS																																				
Complete dev't & commissioning of JD/A module	X	X	X	X																																
Complete data entry & validation of all grade 17-20 biodata	X	X	X	X	X	X	X	X	o	o	o	o	o																							
Up-load Generic JDs					X	X	X	X	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
Prepare user training programme (w aid of 1-2-1)			X	X	X	X																														
Roll-out user training as access becomes available						X	X	X	X	X	X	X	X	X	X	X	X	X	X	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
Provide on-going support to line mgrs & HRD users as required						X	X	X	X	X	X	X	X	X	X	X	X	X	X	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
Ongoing development of HRMIS as requested by HRD / Admin						X	X	X	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
Extend database to Vet / AI technicians								X	X	X	X	X	X	X	X	X	X	X	X																	
Extend HRMIS access to relevant non-gazetted grades										X	X	X	X	X	X	X	X	X	X	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
T&D Strategy																																				
Review, finalise proposed T&D Strategy design	X	X																																		
Prepare Induction Programme and get approved		X	X	X																																
Deliver Induction Programme when required by new recruits			X	X	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
Develop database of approved local training suppliers		X	X	X	X	X	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
Identify & train selected in-house experts for Tutor Pool				X	X	X	X																													
Collate training requests, determine interventions						X	X	X	X	X	X	X	o	o	o	o	o	o	o	X	X	X	X	X	o	o	o	o	o	o	o	X	X	X	X	X
Deploy tutors from pool as required								X	X	X	o	o	o	o	o	o	o	o	o	X	X	X	o	o	o	o	o	o	o	o	o	X	X	X	o	o
Identify & procure external training as required										X	X	X	X	o	o	o	o	o	o	o	X	X	X	X	o	o	o	o	o	o	o	X	X	X	X	X
Evaluate training interventions 3/6 mths after event									X	X	X	X	X	X	X	X	X	X	X	o	o	o	o	o	X	X	X	o	o	o	o	o	o	o	o	o
JD / Appraisal																																				
Complete review and finalise Generic JDs for grades 17+	X	X	X	X																																
Train JD core teams in Personalisation process			X	X																																
JD Core Teams roll out Personalis'n training to						X	X	X	X	X	X	X	X	X	X	X	X	X	X	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
Monitor Personal JDs & targets as uploaded, advise as needed						X	X	X	X	X	X	X	X	X	X	X	X	X	X	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o
Prepare training programme for Appraisal process							X	X																												
Roll-out Appraisal training and support programme								X	X	X	X	X	o	o	o	X	X	X	X	X	X	X	o	o	o	o	o	o	o	o	o	o	o	o	o	o
Ensure T&D cell can pick up training requests from HRMIS								X	X	X	X																									
Extend JD/Appraisal process to Vet / AI technicians										X	X	X	X	X	X	X	X	X	X	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o	o