



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

Three important pillars and HR management

MENTORING SESSION FOR HR OFFICER, FWRNCC

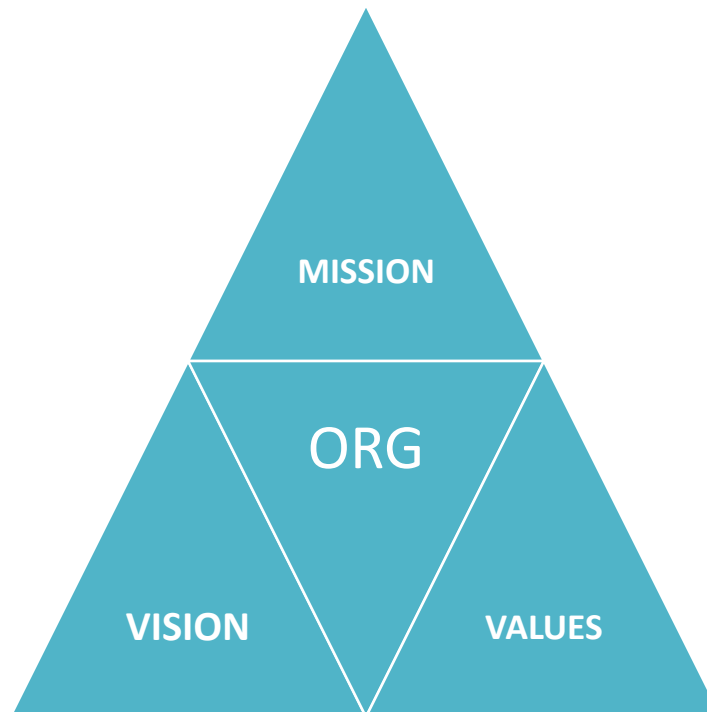
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PILLARS FOR A PERFORMING ORGANIZATION

Mission/vision/values : 3 pillars



Mission/vision/values: An indispensable trio to performance *

Mission: Purpose

Vision: Key driver for action

Values: How to behave (as an organization, as employee within that organization,....)

* Ref.: Economie et innovation Québec, bulletin Espace Conseil PME

Mission / vision / values: An indispensable trio

- From an internal point of view, mission, vision and values allow:
 - to establish a course of action;
 - to facilitate decision-making;
 - to promote the mobilization and optimization of resources.
- From an external point of view, they allow:
 - to present the uniqueness of the organization;
 - to increase its credibility with stakeholders (customers, suppliers, financial partners, etc.);
 - to demonstrate the presence of a guideline..

Mission

A clear and lasting statement expressing the purpose of the business.

The mission is public and must be known to everyone.

It must be communicated to the whole team as well as to all stakeholders of the organization (customers, suppliers, financial partners, etc.), because it helps to better understand the specificity of the organization.

Vision

- The vision is a "filter for action", a guide for making strategic decisions. It defines where the company wants to go and the goals it wants to achieve. It mobilizes: employees, management, partners, investors and other entities (sources of funding)
- The vision statement must:
 - specify the direction, purpose and uniqueness of a business;
 - organize action around challenging goals, strategies and tasks;
 - propose a common framework that allows individuals to coordinate and integrate their activities;
 - make sense of what people do;
 - present a challenge to the organization and its members that all will strive to meet.

MISSION and VISION: how do they interact

- ❖ Unlike the mission, which is fixed, the vision statement can evolve with the years depending on the strategy of the company, the environment (eg. competition), etc.
- ❖ In a case an organization wishes to address news ways of fulfilling its mission, a review of its vision statement could lead to a key statement reflecting this new direction. A strategic plan will then be developed to reflect this new direction.

Values

- Values are a set of collectively shared beliefs that describe the behaviors that are essential to achieving the mission and vision of the company.
- The following questions can help the company define its values:
 - What are our principles and beliefs?
 - What are the desired attitudes of our employees?
 - What are the issues for which we are "non-negotiable"?
- Well-defined values: are stated clearly and simply; are understood by all employees; leave no room for interpretation.

MISSION/VISION/VALUES : EXAMPLE*

- MISSION:
 - **Earthwatch** engages people worldwide in scientific field research and education to promote the understanding and action necessary for a sustainable environment.
- VISION:
 - We engage people worldwide;
 - We enable scientific field research;
 - We promote education;
 - We create a sustainable environment.

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MISSION/VISION/VALUES : EXAMPLE*

- **Inclusive**
 - We believe it is essential that people participate in solving the environmental challenges we face.
- **Objective**
 - We assure that independent research is at the core of our work and that its outcomes determine our goals and priorities.
- **Passionate**
 - We are passionate about the opportunity we have to make a meaningful impact on people and the planet.
- **Empowering**
 - We seek to inspire people, businesses, and communities with experiences, knowledge, and tools that enable them to take action.
- **Responsible**
 - We act in a manner that respects and protects the well-being of people and the environment, including our staff, researchers, volunteers, and the places we work.

* *Earthwatch, USA/UK*

In conclusion

Mission, vision, value: must be well aligned!

- **Internal**

- Give direction to the organization and its members
- Enable consistent and facilitated decision-making
- Organize action around stimulating and motivating goals, strategies and tasks
- Give meaning to the actions of individuals, the actions of units
- Present a challenge to the organization and its members, generate ambition for success

Mission, vision, value aligned, consistent, Generate, above all, the mobilization and motivation of everyone!

In conclusion

Mission, vision, value: must be well aligned!

- **Outside**

- Allow to present the organization, its specificity
- Increase credibility with the organization
- Carry a clear, specific, engaging and motivating message

Mission, vision, value, well aligned

allows to our stakeholders and clients a better understanding of what our organization can bring to them

Structure

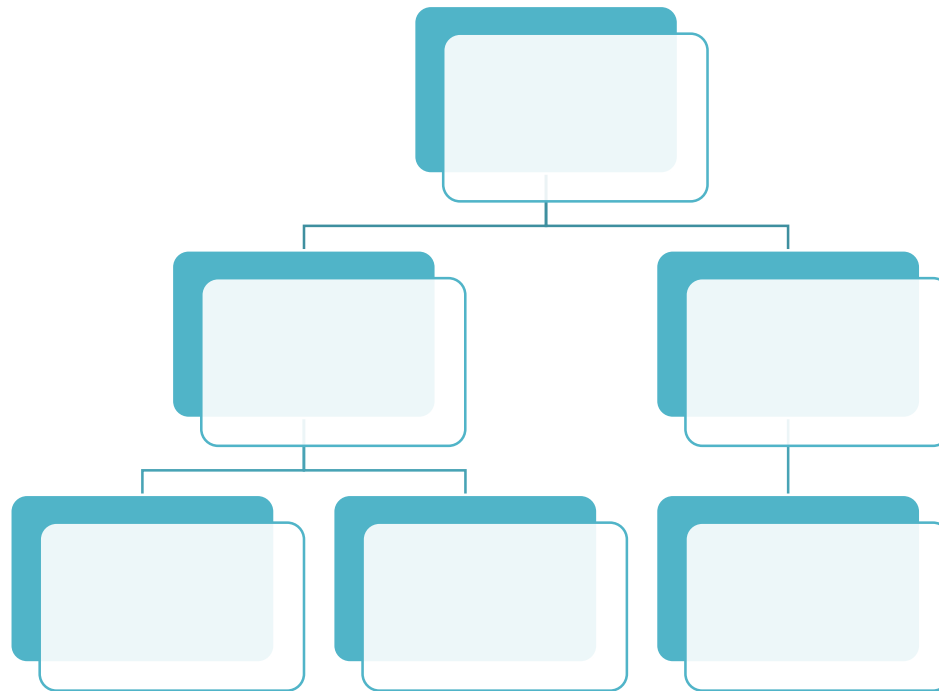
Structure

- "The structure of the organization is the sum total of the means used to divide the work into separate tasks and then to ensure coordination between these tasks. »Ref .. H. Mintzberg
- The formal structure of an organization is represented by an organization chart, which offers the advantage of formalizing the hierarchical links and of translating the strategic orientations and informing the partners of the company.

FORMS OF STRUCTURE

- Simple structure: entrepreneurial
- Functional structure from the essential functions of marketing, production, finance or human resources management,
- Divisional structure in "M" division by products, market, or geographical areas.
- Matrix companies highly internationalized, cumulative global perspective with local adaptation

Example hierarchical structure



HUMAN RESOURCE MANAGEMENT

WHY HUMAN RESOURCES MANAGEMENT?

- The performance of an organization is closely linked to the qualities of its human resources (mobilized, innovative, results-oriented, etc.);
- The development of resource skills must be supported in a competitive and changing world;
- Align the results with the objectives of the units (employees);
- Align employees' skills with the organization's strategic plan;

THE OBJECTIVES OF HR MANAGEMENT

The main objective is to search for the company's performance in the interest of all.

- This main objective is divided into secondary objectives:
 - Increase motivation,
 - Valorize skills,
 - Improve the organization by making it flexible,
 - Facilitate access to information,
 - Promote the adaptation of newcomers to their new position and current employees to the evolution of their position,
 - List the skills,
 - Encourage employees to appropriate new skills needed by the company,
 - Identify already existing and unused skills,
 - Create bridges between posts and between departments,
 - Empower employees at all levels.

DEFINITION OF HR MANAGEMENT

- The management of human resources and organization aims to align human resources structures, processes, programs and policies with the objectives of the organization and to win the support of all concerned.

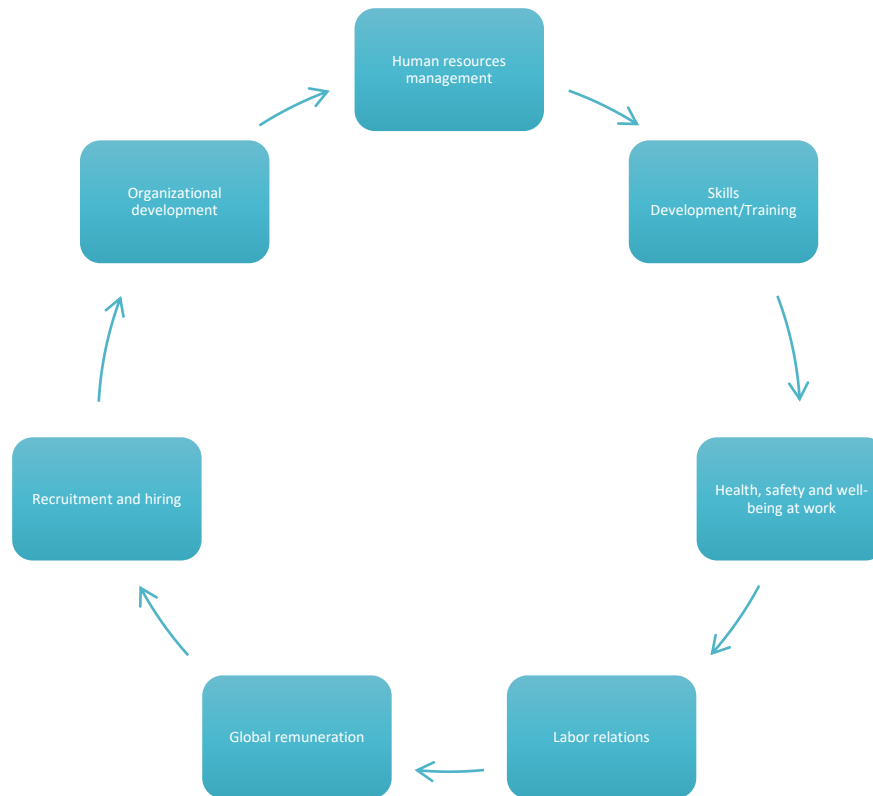
(Ref : Order of Accredited Human Resources Advisors (ORHI) (Quebec, Canada)

HR MANAGEMENT COMPONENTS (7)*

- Human Resources Management is a set of functions and measures aimed at mobilizing and developing human resources for greater efficiency, in support of an organization's strategy.
- ***Depending on the size of the organization, the needs and the resources available, organizations prioritize the sectors of activity corresponding to their situation.***
- However, all of these activities ensure effective and efficient management of human resources.
 - Strategic Management of Human Resources
 - Skills Development / Training
 - Health, safety and well-being at work
 - Labor relations
 - Global remuneration
 - Recruitment and Hiring
 - Organizational development

* Source : ORHI

DYNAMIC PROCESS - NON LINEAR



STRATEGIC MANAGEMENT OF HUMAN RESOURCES

- Consists of a strategic reflection of human resources and organization
- Establish and revise organizational structures and policies
- Develop a strategic human resources plan (in sufficient quantity and quality)
- Encourage adherence to the objectives and conditions of implementation of the strategic human resources plan
- Ensure the achievement of the strategic human resources plan
- Evaluate the strategic management of human resources

A FEW TOOLS RELATED TO THE STRATEGIC MANAGEMENT OF HUMAN RESOURCES

- Organizational Chart
- List of employees, including data related to their seniority, movement within the organization, expertise, working conditions, status, etc..
- All HR policies , procedures, Employee manual
- HR plan (current need, foreseen need and expertise to meet the new challenges)
- Jobs/Positions description
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SKILLS DEVELOPMENT / TRAINING

- Identify skills development needs and priorities
- Develop a skills development plan
- Coordinate the deployment of skills development activities / programs
- Facilitating the transfer of knowledge in the workplace
- Evaluate the organizational and individual impact of skills development activities
- Ensure good communication on priorities, activities, achievements
- Jobs/Positions description

A FEW CHALLENGES RELATED TO HR MANAGEMENT

- Challenge to acquire an available workforce with the required skills for staffing positions
- Accountability and Social Acceptability of Organizations
- Multiple mandates entrusted to HR with a small team
- Reception, orientation, integration of new employees
- Retention of labor (especially labor with rare skills or difficulties in recruitment)
- Talent management (progression plans)
- Succession plans (among other things to preserve the expertise of the jobholder)

A FEW TOOLS RELATED TO SKILLS DEVELOPMENT / TRAINING

- Tool related to a training need analyses for each division (need, objective, clientele, results, resource)
- Annual training plan (could be prepared with a different time frame according to each situation) with activities (listed according to the priorities, the legal context (gender based issues, modification in the legislation regarding employees,) budget, resource, deadline,
- Tool to Follow-up on the delivery of training (in order to assess , measure the impact);
- Jobs/Positions description

HEALTH AND SAFETY

- Develop and implement prevention programs related to the nature of the organization's activities
- Develop and implement Disability Management, Presence and Return to Work Programs
- Develop and implement wellness programs
- Develop and implement crisis management and emergency measures programs
- Provide advice and expertise on employee health, employee safety and employee wellness
- Advise the employer on the pricing and financing of compensation plans
- Represent a party to the concerned administrative authorities (SST)
- Promote safe behaviors and healthy lifestyle habits

A FEW TOOLS RELATED TO HEALTH AND SAFETY

- List of Prevention programs related to the activities of each division/department as well as the list of the concerned positions;
- Develop a yearly training program reflecting how the skills of employees will be developed, maintained, increased according to the requirement of these programs (to who, when , how long, how and expected result)
- Develop and Manage a ‘Data Base’ (or any other tool) in order to follow on employees who are on a leave (maternity leave, sick leave, leave for study, etc..);
- Ensure to develop and update any policies regarding the type of leave relevant to the organization (Disability management, wellness program, maternity leave, ..);

WORK RELATIONS

- Promote effective relationships based on mutual respect between employer, employees and their representatives
- Provide advice and expertise in managing labor relations
- Provide advice and expertise in the negotiation of a collective agreement or a work agreement
- Negotiating a collective agreement or a work agreement
- Provide advice and expertise regarding the provisions of a collective agreement or a work agreement
- Represent a party to the relevant administrative authorities (RT)
- Evaluate the management of labor relations

A FEW TOOLS RELATED TO WORK RELATIONS

- List of committees where an HR participation is needed (name, purpose, dates of meeting, who is attending/representing the organisation, reports, etc..);
- List of employees according to their status, working conditions and benefits, etc..;
- Manual on the working conditions applicable to the employees (management, senior officers, employees,) – Labor Law for example , Civil Service Law, etc..
- Manual of internal policies and procedures;
- Employee’s internal manual;
- Jobs/Positions description;
- Audit and research that were done and suggested recommendations (gender audit, etc..)

GLOBAL REMUNERATION

- Ensure the presence of a total compensation strategy
- Evaluate jobs as needed
- Design and implement a salary structure
- Design and implement a performance incentive scheme
- Design and implement a benefits plan
- Administer total compensation programs
- Provide global compensation advice and expertise
- Conduct a compensation survey
- Evaluate the management of total compensation

A FEW TOOLS RELATED TO GLOBAL REMUNERATION

- Internal policy on remuneration (salary, benefits, accessibility to benefits (years of service, following a performance appraisal));
- Document indicating the salary structure within the organization
- Weekly (or by-weekly) Registry of salary, attendance, leave, to communicate with Finance (Pay section);
- Survey tool design to assess the compensation issues and global remuneration with employees (to implement once a year or on a need basis);
- Jobs/Positions description ;

RECRUITMENT AND HIRING

- Recommend and implement strategies to attract and acquire the required expertise and talents
- Establish and apply a screening and selection process
- Formulate one or more recommendations
- Finalize the hiring
- Coordinate the reception and integration of new employees
- Evaluate staffing management

A FEW TOOLS RELATED TO RECRUITMENT AND HIRING

- Annual Plan on recruitment strategies (How, what, where, who, result, when)
- Jobs/Positions descriptions;
- Jobs/Positions posting;
- Interview tool (for screening and selection process)
- Employment contracts
- Training plan for the orientation and integration of employees (including activities on short term such as orientation, and activities delivered on a mid term and long term basis for integration purpose);
- A tool to assess the impact of recruitment (Key performance indicator on How many, duration, result)
- A tool to assess the delivery on orientation and training activities;

ORGANIZATIONAL DEVELOPMENT

- Perform an organizational diagnosis ;
- Facilitate collective reflection ;
- Guide the planning and implementation of organizational changes ;
- Provide advice and expertise on the definition and distribution of roles and responsibilities in the organization ;
- Provide advice and expertise in establishing or revising an organizational structure ;
- Provide advice and expertise on defining and reviewing work processes;
- Contribute to maintaining and improving team performance ;
- Recommend and implement practices that promote engagement ;
- Develop and implement an individual performance management process ;
- Evaluate the management of organizational development;

A FEW TOOLS RELATED TO ORGANIZATIONAL DEVELOPMENT

- Policy on performance appraisal;
- Tools (questionnaire, methodology) on how to implement performance appraisal (for instance those developed for the Civil Service employees)
- Analyse of results from the annual plan approval (any recommendation for new activities, programs, .
- Decision(s) coming from the management to implement new programs, activities to improve the efficiency of the organization...
- Others...

In conclusion

IN CONCLUSION

- ❖ In a given organization, The Human Resources functions should be adapted to the needs , size of this organization.
- ❖ The importance of having, at least, one employee which functions are dedicated to Human Resource management is easily overlooked by the organizations with limited resources.
- ❖ But without formalized contributions in HR areas, the organization is at risk of being less successful.

Questions, comments!

Bayarlalaa!