

a

IFAD

INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT

Consultation on the Seventh Replenishment of IFAD's Resources – Fourth Session

Doha (Qatar), 1-2 October 2005

HUMAN RESOURCES MANAGEMENT REFORM TIME FRAME

1. At the Third Session of the Consultation on the Seventh Replenishment of IFAD's Resources, Members received information on ongoing human resources management reforms (document REPL.VII/3/INF.2) and requested that a time frame for reform implementation be submitted to them at the next session.
2. The following table summarizes the actions highlighted during the Third Session and indicates an implementation time frame for each. The time frames are presented as a Gantt chart in the annex to this report.

Goals/Actions/Time Frame	Measures
<p>1. Developing a dynamic and strategic HR function</p> <p>Goal – Facilitate strategy implementation and provide policy advice to senior management on recruitment, induction, performance management, staff training and development, and disciplinary matters</p> <p>Actions</p> <ul style="list-style-type: none"> • Align the structure of the Office of Human Resources (FH) to provide a dedicated HR management service to departments (December 2003) • Build strategic competencies and coach HR professionals to align and focus behaviour to strategy (2003/04 to December 2006) • Reduce administrative transactions processed by FH in order to free up time for its strategic role by: automating HR subsystem processes for work flow, performance management, competency inventory and the leave management system, and simplifying HR processes. Actions are pending the upgrade of PeopleSoft from version 8 to 8.9 in the first half of 2006 (June 2006 to December 2007) • Rotate FH staff (2006) 	<ul style="list-style-type: none"> • Process efficiency and effectiveness • Staff satisfaction with services • Ease in working • Enhancement of FH's image and reputation
<p>2. Modernizing HR policies and procedures</p> <p>Goal – Provide equitable, consistent and transparent procedures for selecting, managing, retaining, developing and separating staff</p> <p>Actions</p> <ul style="list-style-type: none"> • Obtain Executive Board approval of the Human Resources Policy (September 2004) • Launch the new human resources procedures (July 2005) • Implement the policy and procedures as part of the process to transform the corporate culture (continuous) <p>(a) Managing a sound recruitment process</p> <p>Goal – Obtain at minimum cost the number and quality of staff required to satisfy IFAD's HR needs</p> <p>Actions</p> <ul style="list-style-type: none"> • Finalize recruitment policy and procedures (2004/05) • Train 16 staff in targeted selection interviewer skills (2004) • Train 16 additional staff in same skills (October 2004 to December 2006) • Proactively recruit staff from under-represented countries (continuous) 	<ul style="list-style-type: none"> • Enhanced efficiency and increased productivity • Pleasant and enabling working environment • Work-life balance considerations • Ability to attract and retain the right staff <ul style="list-style-type: none"> • Right quality staff in place at the right time • Reduce recruitment time from current 86 days to target of 76 days

Goals/Actions/Time Frame	Measures
<p>(b) Creating, managing and monitoring a career development system for all staff</p> <p>Goal – Develop highly competent staff who will readily achieve objectives and maximize the contribution to IFAD’s development impact</p> <p>Actions</p> <ul style="list-style-type: none"> • Develop IFAD management competency framework (December 2004) • Integrate competencies in recruitment and selection (June 2004) • Integrate competencies in performance evaluation (December 2005) • Design, develop and implement an IFAD-wide training programme on IFAD management competency framework (October 2005 to December 2006) • Develop functional competencies of country programme managers (2006) and other staff (2007) 	<ul style="list-style-type: none"> • Improved organizational competencies and positive growth in IFAD capabilities • Value, motivation and contribution of staff thanks to career progression, recognition and self-esteem • Use of competencies in all HR applications
<p>(c) Managing a sound recourse and appeals procedure</p> <p>Goal – Maintain cordial staff relations and minimize disputes</p> <p>Actions</p> <ul style="list-style-type: none"> • Launch policy and procedures (continuous) • Resolve 18 cases pending as at 2000 (by 2004/05) 	<ul style="list-style-type: none"> • Number of disputes • Satisfaction levels • Time taken to resolve grievances
<p>(d) Carrying out performance-based evaluation of all staff</p> <p>Goal – Evaluate the collective performance of staff, provide feedback, foster staff development and assess the extent to which IFAD has achieved set objectives and, hence, its impact</p> <p>Actions</p> <ul style="list-style-type: none"> • Ensure participation of all staff in performance management workshops on setting SMART objectives (i.e. specific, measurable, achievable, relevant and timely); conduct an effective appraisal; and provide and receive feedback (January 2004 to May 2004) • Issue a new performance management guide (December 2004) • Enhance performance management tools by creating a separate intranet site for the performance evaluation system (December 2005) • Develop client feedback mechanisms as part of the evaluation (December 2006) • Develop key performance indicators alongside workload analysis (2006) 	<ul style="list-style-type: none"> • Response rate • Distribution of performance ratings • Perceived fairness of performance ratings • Adequacy of performance feedback, communication of expectations and linkage of individual plans to strategic objectives (cascade) • Staff trust in supervisors

Goals/Actions/Time Frame	Measures
<p>3. Enhancing the quality and leadership capacity of managers</p> <p>Goal – Develop managerial capability for effective HR management so as to maximize staff’s contribution to the Fund’s development impact</p> <p>Actions</p> <ul style="list-style-type: none"> • Establish and assess Management Development Centre (MDC) (October 2004 to June 2006) • Provide coaching* to all managers subject to successful completion of the pilot coaching programme; provide coaching to all directors who have participated in the MDC (July 2004 to December 2006) • Provide assessments, coaching and training for all country programme managers and professionals at P4/P5 level with supervisory roles (June 2006 to June 2007) • Shift HR management responsibilities to line managers by agreeing on their roles and on measures to assess these roles (December 2007) 	<ul style="list-style-type: none"> • Staff perception of accountability of managers • Staff perception of quality of supervision • Trust in supervisors
<p>4. Pilot study</p> <p>Goal – Modernize the pay and reward system with incentives for high performers</p> <p>Actions</p> <p>The pilot study working group was launched in 2004 and has four major milestones:</p> <ul style="list-style-type: none"> • Define job descriptions in new format (in progress: 2005 to June 2006) • Adopt new information technology classification tool (done and in use since January 2004) • Issue annual International Civil Service Commission staff survey (first issue completed in January 2005, next issue January 2006) • Implement broad-banding (December 2006) 	<ul style="list-style-type: none"> • Perceived fairness of classification methodology • Ease of use of new system • Staff perceptions of supervision quality • Pay-performance correlations • Pay progression by performance rating • Turnover by performance rating category

* Coaching is one of the most valuable management techniques for supporting management capability improvement. With the coaching programme, IFAD managers and staff, supported by experienced coaches, will undergo a predetermined number of individual coaching sessions to improve their approach and effectiveness in addressing complex managerial behaviours and situations.

Human Resources Management Reform Time Frame						
Goals/Actions	Year					
	2003	2004	2005	2006	2007	2008
<p>1. Developing a dynamic and strategic HR function</p> <ul style="list-style-type: none"> - align FH structure - build competencies and provide coaching - reduce administrative transactions - automate HR subsystems - rotate FH staff 		■	■	■	■	
<p>2. Modernizing HR policies and procedures</p> <ul style="list-style-type: none"> - obtain Executive Board approval of HR policy - launch new human resources procedures - implement policy and procedures <p>(a) Managing a sound recruitment process</p> <ul style="list-style-type: none"> - finalize recruitment policy and procedures - train 16 staff in targeted selection interviewer skills - train 16 additional staff in same skills <p>(b) Creating, managing and monitoring a career development system for all staff</p> <ul style="list-style-type: none"> - develop IFAD management competency framework - integrate competencies in recruitment and selection - integrate competencies in performance evaluation - design, develop and implement an IFAD-wide training programme - develop functional competencies: <ul style="list-style-type: none"> - country programme managers - other staff <p>(c) Managing a sound recourse and appeals procedure</p> <p>(d) Carrying out performance-based evaluation of all staff</p> <ul style="list-style-type: none"> - ensure participation of all staff in performance management workshops - issue a new performance management guide - enhance performance management tools - develop client feedback mechanisms - develop key performance indicators 		■	■	■	■	

Human Resources Management Reform Time Frame						
Goals/Actions	Year					
	2003	2004	2005	2006	2007	2008
3. Enhancing the quality and leadership capacity of managers - establish and assess Management Development Centre - provide coaching to all managers - provide assessments and coaching for all country programme managers and professionals of P4/P5 level - shift HR management responsibilities to line managers						
4. Pilot study - define job descriptions in new format - adopt new information technology classification tool - conduct staff survey - implement broad-banding						
5. New operating model (refer to draft Consultation report) - conduct workload analysis - design structures and systems - build organization culture - manage the change process						