

CRACKING THE CODES

TO HUMAN RESOURCE RISK MANAGEMENT

Risks are inevitable and are part of all our lives. Unlike peak hour traffic, they cannot be avoided. Risks, although unwelcomed, are necessary for one's personal growth and development as well as the success of any organization.

Risks come from various sources; personal life, academic life, family life, social life, work life, among others. The key is to carefully manage the risks in order to avoid or minimise its threats while maximising its potential.

Risk Management

From an organization perspective, Risk Management is the practice of identifying potential risks in advance, analyzing them and taking precautionary steps to mitigate or reduce the risks in an effort to ensure that the organisation achieves its objectives.

Employers constantly face the risk of losing critical skills and knowledge when employees retire or move on. In this Newsletter, we will attempt to crack the codes to Human Resource (HR) Risk Management, by sharing two (2) of the commonly used Risk Management Tools which will provide practical strategies for retaining critical skills and knowledge, necessary for business continuity.

Succession Planning and Knowledge Transfer have been esteemed as two (2) of the most effective Risk Management Tools and have been utilized in several international and local private and public sector organizations.

In this publication, readers will find practical advice to help identify and develop internal talent and further prevent the loss of important knowledge and skills from the organization. Also contained within this publication, is a roadmap to Succession Planning which will inform HR managers on how to build a robust Succession Planning programme that aligns current talent development with future leadership needs.

So colleagues, manage your risks wisely and think of Succession Planning and Knowledge Transfer as insurance for capital assets.

Happy reading!



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CAPTURING AND SHARING CRITICAL COMPANY INFORMATION

THROUGH KNOWLEDGE TRANSFER

Knowledge generation and transfer is critical to the long term success and continuity of any organization. Increasingly, organizations are being restructured and therefore it is essential for continuous organizational learning to take place.



Knowledge transfer is essentially a function of our existence and is a fundamental part of our civilization. In organizational theory, it is the process of capturing skills and information and sharing them between

employees in the organization as well as outside of the organization. The aim of this systematic process is to make the knowledge available for current and future employees/stakeholders.

EXPLICIT VS TACIT KNOWLEDGE

Knowledge is the outcome of learning which can manifest itself in cognition or behaviour. Knowledge can either be explicit or tacit. The distinction between the two - explicit knowledge and tacit knowledge are however fundamental to the concept of knowledge management.

Explicit knowledge (knowing-that) is knowledge that is easily defined, accessed, articulated and employed. For example, numbers, words and codes. Tacit knowledge (knowing-how) on the other hand, is knowledge that is difficult to define, articulate or teach. This is primarily because the knowledge is embedded in the human mind through experience. For example, personal wisdom and experience is difficult to extract and document. Business critical knowledge that are considered tacit knowledge include, innovation, leadership, teambuilding, emotional intelligence and intuition.

Knowledge transfer is not limited to explicit knowledge; it applies to tacit knowledge as well. Important to note is that most business critical knowledge are actually tacit and undocumented. Therefore, as Human Resource Managers, we need to find creative ways to document this knowledge in order to facilitate its transfer in creative ways with the use of non-traditional and personalized delivery strategies and tools.

TACTICS FOR SUCCESSFUL KNOWLEDGE TRANSFER

Knowledge Transfer Process

Before knowledge transfer takes place, Human Resource Managers should:

1. Identify the knowledge holders within the organization
2. Motivate them to share their knowledge
3. Work with the facilitator(s) to design a transfer plan to facilitate the transfer
4. Execute the transfer plan
5. Assess recipients' performance
6. Monitor and evaluate their performance
7. Provide opportunities for the recipients to apply their knowledge

Knowledge Transfer Methods

The method of transfer will depend on the user needs, the context and type of knowledge and the level of experience of the potential employee. Listed below are a few recommendations for individual and group knowledge transfer activities.

	INDIVIDUAL	GROUP
METHOD	Process Documentation	
	On-the-job Training	
	Cross-Training	Best Practice Meetings
	Job Shadowing	Communities of Practice
	Coaching/ Mentoring	Knowledge Fairs

Sources:

sagiter.eu/files/bf_fichierjoint_transfer.pdf

www.greenchameleon.com/uploads/12_Strategies_for_Succession_Management.pdf

<https://www.albertacanada.com/files/albertacanada/successionplanning.pdf>



MEET

Gail Rosemarie Hudson

“Success isn't about how much money you make, its about the difference you make in people's life”. This quote by former First Lady, Michelle Obama, aptly describes Miss Gail Rosemarie Hudson, a consummate Human Resource (HR) professional, great leader, passionate educator, compassionate mentor and friend.

Gail Hudson is well known throughout the Public Service for her wealth of knowledge in Human Resource Management and Administration as well as her warm and kind spirit. Miss Hudson is not someone you will forget after your first encounter. She has a unique and contagious personality and is genuinely honest in her conversations. As a consummate HR professional, she shares from the heart and offers insights laced with wisdom and experience. During your exchange, you are likely to feel challenged, empowered and inspired, and you are also guaranteed to leave with a belly full of laughter.

*“I didn't choose HR,
HR chose me”*



Her career journey began in the Private Sector at which point she discovered her love for teaching. “It was my teaching talent and people skills that got me to HR”, says Miss Gail Hudson.

She responded to the call and later transitioned to the Public Sector, more specifically, the Ministry of Health (MOH) in 2005. To date, Miss Hudson has dedicated over twelve (12) years of invaluable service to the Ministry of Health's Human Resource Management and Administration Division and the St. Joseph's Hospital.

When asked what she regarded as her greatest achievement to date, she replied: “The structuring of the St. Joseph's Hospital.” During the period 2009 to 2015, Miss Hudson singlehandedly instituted Government systems, policies and procedures at the facility.

Miss Hudson is also credited for having implemented prudent financial strategies that produced amazing results. With a keen eye for problems and a unique ability to provide

solutions, Miss Hudson was able to generate revenue amounting to \$30 million dollars over a two-year period, for the hospital that had no revenue.

Later that same year, she returned to the parent Ministry in the capacity of Senior Director, Human Resource Management and Administration, where she has been instrumental in the institutionalization of the Performance Management System (PMAS). So far, she has observed an increase in the compliance rate and a change in the perception of the system.

Miss Hudson credits the success of the PMAS institutionalization to the robust and effective capacity building interventions in the form of mass re-sensitization of all staff members, along with enforcement of the rules that govern the system.

Her vision is for the HR Division to become more strategic in its operations, thereby allowing for staff members to see themselves as service providers who are more responsive to the needs of their clients.

Already, Miss Hudson has instituted measures to achieve this vision. So far, she has implemented a more client-focused system in the HR Division, where individual HR Officers are specifically assigned to Divisions within the Ministry to allow for a more personal, client-focused experience and greater accountability on the part of the HR Officers.

Human Resource EXTRAORDINAIRE

With expert knowledge in:

- ◆ Human Resource Management
- ◆ Human Resource Development
- ◆ Industrial Relations
- ◆ Performance Management



She holds two (2) graduate Degrees; the Master of Science in Government and the Master of Science in Human Resource Management, in addition to a Bachelor of Science Degree in Management. She is also a certified Trainer with a Certificate in Public Administration.

Leadership is about unlocking people's potential

Miss Hudson shared that her life is guided by her personal mantra; “*service above self*”, and that she derives satisfaction from serving others through, career counselling, coaching and mentoring. “*It gives me great joy to give counsel to staff and later witness their academic achievement*”, says Miss Gail Hudson.

She informed that two (2) of the HR risks faced by the Ministry are Employee Training and Development and Talent Management. The Ministry has subsequently implemented a number of strategies to manage these risks. These include **process documentation, job shadowing, job enlargement, mentorship, coaching, and on-the-job training.**

To date, the Ministry has reaped successes and intends to implement additional strategies to further facilitate the transfer of institutional knowledge.

Outside of work, Miss Hudson enjoys reading, walking and public speaking. She continues to impact the lives of members in her professional and local community through the Human Resource Management Association of Jamaica (HRMAJ) and the Lions Club of Portmore.

Miss Hudson, you are a rare kind and a natural leader. The Office of the Services Commissions commends you for the hard work and dedication and encourages you to continue to serve from the heart.



SUCCESION PLANNING

A Process, Not an Event

Successions Planning is a conscious decision by an organization to foster and promote continued development of employees and ensure that key positions maintain some level of stability, enabling the organization to achieve its strategic objectives.

Right People.
Right Development.
Right Time.

Unlike an Orientation, Succession Planning is an actual process and not an event. It is the process of identifying and developing employees to fill key positions in an organization so that the organization remains successful even after they make their exit.

Succession Planning can be implemented in many different ways, depending on the organizational focus, needs, structure and resources. However, there is a general framework that can be utilized as a guide for succession planning activities. The steps in the framework include:

01 Identify key positions/groups

Identify competencies for key positions/groups

02

03 Identify and assess potential candidates

Plan learning and development programme

04

05 Implement programme and evaluate its effectiveness

There are a number of benefits to be derived from this process. Chief among them are: the development of a qualified pool of candidates who are ready to fill key positions; the ability to retain valuable workers and lowering the costs associated with recruiting new talent; and the creation of more opportunities for the timely transfer of knowledge at the corporate level.

Sources:
www.greenchameleon.com/uploads/12_Strategies_for_Succession_Management.pdf
<https://www.albertacanada.com/files/albertacanada/successionplanning.pdf>

SUCCESION PLANNING AT THE MINISTRY OF NATIONAL SECURITY

The Genesis of the Programme

The Ministry of National Security is among the first in the central Government Service to successfully design and implement a Succession Planning Programme. This flagship Programme was designed in response to the growing number of HR risks faced by the Ministry, chief among them were the:

1. Unstrategic recruitment processes
2. Unstable Industrial Relations climate
3. Loss of key personnel
4. Lack of Compliance with guidelines from the Office of the Services Commissions (OSC) and Ministry of Finance and the Public Service (MOFPS)
5. Capacity issues arising from constraints on hiring given the country's obligation under the International Monetary Fund (IMF) programme

A comprehensive Risk Management Policy was developed to treat with the risks identified and a Risk Matrix was subsequently utilized to assess the risks accordingly. Each risk was then classified according to its likely impact in the event that it occurred and the probability of it occurring.

Among the tools utilized by the Ministry to manage the risks identified are Knowledge Transfer and Succession Planning. Other internal controls include, training, job rotation/ reassignment, Standard Operating Procedures (SOP) and behavioural interventions such as counselling and mediation.

Let's take a sneak peek into the Ministry of National Security's Leadership Development Programme.

About the Leadership Development Programme

The Leadership Development Programme (LPD) was conceptualized in an effort to strengthen the leadership capacity within the Ministry, while encouraging a culture of leadership excellence.

The Programme was purposefully designed by the Head of Corporate Services in collaboration with the members of the Human Resource Development Unit, for current and emerging leaders, to address the weaknesses identified mainly via the Performance Management and Appraisal reports.



Programme Development Team: (From left to right) Mrs. Althea Davis, Mr. Delroy Simpson & Mrs. Lorraine Johnson

In an effort to streamline the process, the following planning framework was utilized as a guide in planning the activities of the Leadership Development Programme:

1. Identify the critical positions in the Ministry
2. Determine the skills that are needed for the positions
3. Design and develop the Leadership Development Programme
4. Invite applications as well as nomination from supervisors
5. Review applications against criteria for inclusion
6. Implement the programme
7. Evaluate programme

The Ministry of National Security

LEADERSHIP

Development Programme



Programme Description	Programme Structure	Programme Highlights
TARGET GROUP <p>The Leadership Development Programme is a pathway programme for new and emerging leaders in the Ministry of National Security.</p>	COURSE MODULES <p>The Programme comprises of a total of twelve (12) modules, including:</p> <ul style="list-style-type: none"> • Transitioning as a leader • Personal effectiveness as a leader • Managing discipline • Public Speaking and Presentation Skills • Writing Skills • Emotional Intelligence • Performance Management 	IMPACT <p>The Leadership Development Programme:</p> <ul style="list-style-type: none"> • Provided an opportunity for emerging leaders to build competencies for upward mobility. • Supported the chain of succession and transfer of knowledge across the Ministry, thereby reducing the risk of loss of institutional capital arising from attrition. • Improved employees engagement by creating a culture of in-house talent and competitive based promotions from within.
SELECTION CRITERIA <ul style="list-style-type: none"> • A first Degree from a recognized University • Minimum of two (2) years work experience in a leadership capacity • Employed to the Government of Jamaica for a minimum of two (2) years • Achievement of at least 80% in the last Performance Evaluation Report • Demonstrated involvement in the Ministry's social and outreach programmes • Must have unquestionable integrity and displayed full commitment to the Ministry's core values 	COURSE FACILITATORS <p>The facilitators of this programme are Senior Managers within the Ministry of National Security and other expertise from the Public Service and academic sphere. The facilitators are from the following institutions:</p> <ul style="list-style-type: none"> • The University of the West Indies • The Jamaica Defence Force • The Jamaica Constabulary Force • Department of Correctional Services • Office of the Services Commissions • Management Institute for National Development (MIND) 	OUTCOME <p>A total of forty-five (45) candidates were trained during the first training session which concluded on October 7, 2015.</p> <p>To date, over fifteen (15) trainees have been subsequently assigned to critical positions on short and long term assignments in the Ministry, following a competitive selection process.</p>
DELIVERY MODE <p>The Programme is offered via face-to-face sessions. The instructional techniques include lectures, discussions and case studies.</p>		EVALUATION <p>The Programme was evaluated through the use of testimonials (see overleaf), session and facilitator's evaluations.</p>
DURATION <p>The Programme is offered over a 52-week period with the content being delivered in 43 sessions.</p>	<p>Meet the first Cohort of the Leadership Development Programme (2015)</p>	
AWARD <p>Upon successful completion of the Programme, all participants are awarded a Certificate of Achievement. In addition, separate Certificates of Achievement are awarded to participants who successfully completed the requirements for the courses <i>Public Speaking and Presentation Skills</i> and <i>Writing Skills</i>.</p>		RECOMMENDATION <p>Succession Planning and Knowledge Transfer are good Risk Management Tools to be employed by Human Resource Managers to identify and track high performing employees in order to ensure that institutional knowledge/capital is retained when voluntary or involuntary transition occur.</p>



TESTIMONIALS

*Read what trainees had to say, having benefited from the
Leadership Development Programme in the
Ministry of National Security.*

The year I spent in the Leadership Development Programme was one of the most rewarding experience of my career. I have grown both professionally and personally. As a participant of the programme, my knowledge and understanding of a leader was greatly enhanced and shaped; which will now be utilized effectively in my present position.

A rewarding experience!

Opal Jengally Kelly
LDP Trainee

The sessions were interactive, loaded with information; the Presenters were *"a cut above the rest"*, they were knowledgeable in their respective areas and provided useful materials for the sessions.

Karlene Palmer
LDP Trainee

Having completed an intense and immensely empowering and comprehensive Leadership Development Programme, I can truly say more than ever that it was a step in the right direction. Thumbs up to the conceptualizers and to the participants - you stayed the course, faced your fear and finished well.

Congratulations!!!

Peter Morrison
LDP Trainee

*Congratulations to the Programme Development Team and
the participants of the first cohort of the Ministry of National Security Leadership Development Programme (LDP)
We wish you continued success!!*

SAVE
THE
DATES

What's
Happening

Correctional Services
Week 2017
October 23-28, 2017

HRMAJ
37th Annual Conference
November 15-17, 2017
Knutsford Court Hotel

Civil Service
Week 2017
November 19-24, 2017