



HR QUARTERLY NEWSLETTER  
HUMAN RESOURCE OFFICERS & STAFF IN THE GOVERNMENT SERVICE

# RESET... RETHINK ... REFOCUS



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## THE FUTURE IS HERE ... THE FUTURE IS NOW: THE CHANGING ROLE OF HR

**The HR profession is truly fundamentally different from just a few years ago, and it continues to evolve.**

This is due to the dramatic pace of change in business caused by downsizing, increased global competition, technological advances, increased business growth and a need for greater cost-efficiency.

Consequently, the focus has shifted from personnel management, to employee engagement, talent management and the strengthening of organisational culture.

Human Resource Management responsibilities have transcended far beyond administrative and compliance accountabilities, to now becoming business partners within the organisation with responsibility for leveraging technology and harnessing human capital.

**NOW MORE THAN EVER, HR leaders are expected to bring added value to the organisation as they have become crucial to its sustainability.**

### THE FUTURE FOR HR CAREERS

An important choice to ponder as you think about a career in HR is whether your role may be categorised as *HR Generalist* or an *HR Specialist*. HR Specialists tend to focus on a single area, such as recruitment or training, while HR Generalists handle a number of areas and tasks simultaneously. There is a consensus however, that human resource practitioners who want upward mobility have a better chance as HR Generalists.

### TRENDING HR CAREERS

- Chief HR Officer (CHRO)
- Chief Talent Manager/ Officer
- People Service Manager/ Specialist
- Human Resource Information System (HRIS) Analyst
- People Operations Specialist
- Executive Recruiter

HR practitioners therefore are encouraged to engage in continuous personal and professional development in order to stay current and relevant.

Sources: <https://online.csp.edu/blog/hr-career-path-guide>  
<https://www.shrm.org/membership/student-resources/pages/careersinhrm.aspx>  
<https://www.hrmagazine.co.uk/article-details/the-evolution-of-hr-1984-to-2014-and-beyond-part-two>  
<https://www.workforce.com/news/managing-the-hr-career-of-the-90s>

# CONNECTING THE DOTS

## WITH CAREER COUNSELLING



### CAREER COUNSELLING

**Career Counselling**, also known as career guidance, is counselling designed to help with choosing, changing, or leaving a career. It is a development process of human resources. Many employees know very little about career planning and are often unaware of the need for and advantages associated with it. HR must take an active role in employee career planning through career education, information and counselling. Research has shown that career counselling can help to decrease costs related to turnover, burnouts, absenteeism, and improve employee performance and productivity. We recommend that HR provide career counselling as it provides a safe place to talk and assists employees to identify and evaluate their skills, desires, strengths, weaknesses and passions.

### WHAT HR SHOULD DO:

1. Offer career counselling to all levels of employees
2. Provide a safe, non-judgmental space conducive to the session
3. Ask open-ended questions about the employee's career interest(s)
4. Listen attentively
5. Inform employees of the career opportunities that currently exist within the organisation

6. Give suggestions on how employees may fill skill and knowledge gaps
7. Take notes during the counselling session.

### WHAT HR SHOULD NOT DO:

1. Tell employees what to do in pursuit of their career goals
2. Tell employees what career path they should pursue
3. Show any form of bias or favouritism.



### NEXT STEPS:

1. Administer and interpret assessments and inventories to assess work values, interests, skills and competencies;
2. Facilitate employee training and development initiatives to promote employees' career goals;
3. Provide opportunities for job rotation/job shadowing/career pathing;
4. Create career development plans to help employees grow and learn;
5. Assist employees with internal job searches, resumé preparation and interviews ;
6. Identify internal mentor and career advisor networks for employees.



For further information, you may contact Miss Alecia Williams, Career Counsellor at the H.E.A.R.T Trust NSTA at [alecia\\_williams@heart-nta.org](mailto:alecia_williams@heart-nta.org) or 876-405-0586.





# THE MOFPS' CAREER PATHING PROGRAMME AT A GLANCE

## WHAT IS CAREER PATHING?

The process of charting a course within an organisation for the purpose of developing an employee's career. This requires that an employee takes an honest look at his/her career goals, skills, knowledge, abilities and experiences and charts a path towards his/her future career development goals.

## WHEN WAS THE PROGRAMME DEVELOPED AND WHY?

The Ministry of Finance and the Public Service's (MOFPS) Career Pathing programme started in 2011 as a motivational tool to foster on-the-job learning, skill development and career advancement. The programme is utilised with vision boarding, career coaching and career counselling, with a view to offer guidance on tangible vertical career paths for employees and to provide them with the support they need to develop the necessary skills and aptitude in accordance with their career path. It was designed and implemented to:

1. Build a stronger internal team of highly qualified talent
2. Increase motivation and reduce employee turnover
3. Increase employee engagement
4. Provide opportunities for employees with limited experience but relevant academic qualifications

## WHAT WERE THE STEPS TAKEN TO DEVELOP THE PROGRAMME?

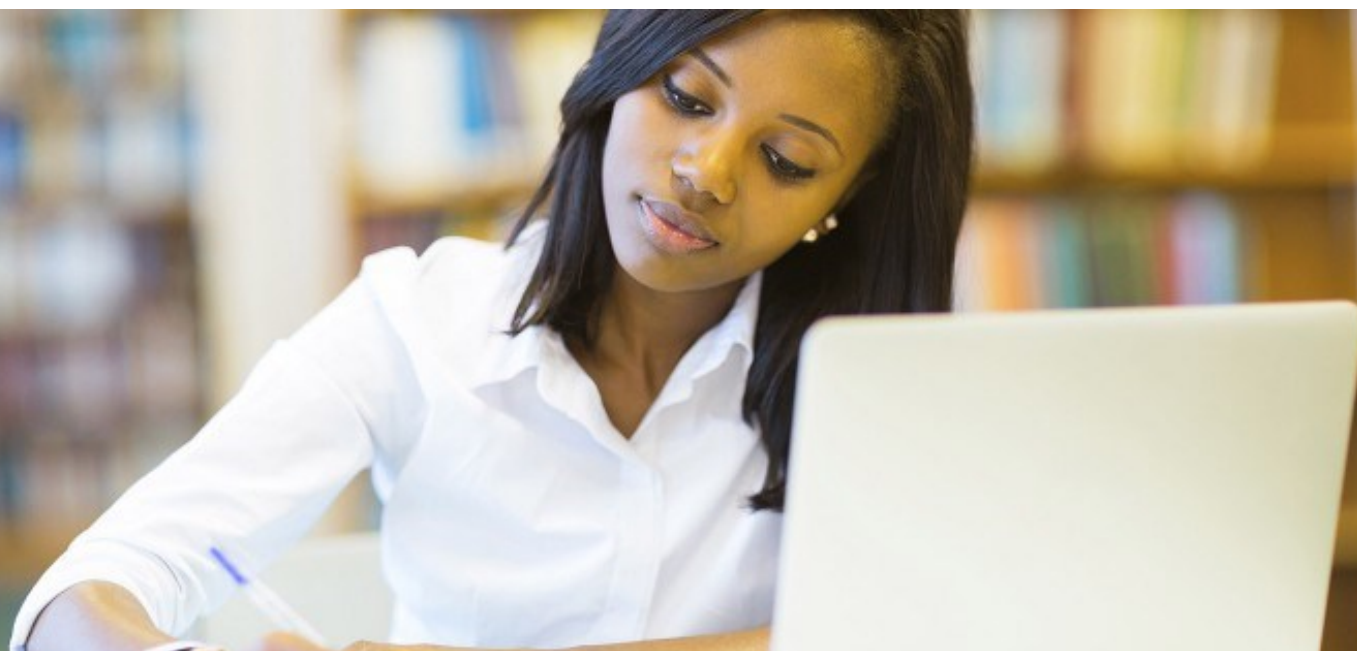
The programme was developed through:

1. Policy implementation
2. Sensitisation sessions
3. Career planning workshops
4. Consultation and referrals
5. Impact review
6. Continuous monitoring and evaluation

## WHAT ARE THE TOOLS USED IN THE CAREER PATHING PROGRAMME?

1. Pathing maps are used to assist employees to visualise available opportunities
2. Action plans are crafted around employees' learning, training and experiences
3. Succession planning is used to allow HR to plan for future gaps that may arise within the MOFPS

The programme remains consistent in order to ensure organisational opportunities and increased value placed on institutional knowledge, retention of talent and targeted incentives in order to boost high performance within the MOFPS.



### HOW CAN A MOFPS EMPLOYEE QUALIFY?

1. Be permanently appointed at the Senior Executive Group (SEG) level 4 and below
2. Score a minimum of 75% on his/her Performance Evaluation
3. Possess the academic requirements for the specific position
4. Be approved for a release period of four (4) to five (5) consecutive months in the programme

### WHAT ARE THE STEPS IN THE PROCESS?

1. Complete the application form
2. HR will communicate with the receiving and releasing Divisions
3. The Officer is released to act in the vacant post for four (4) to five (5) months
4. Conduct evaluation
5. Identify performance gaps and offer training (if necessary)
6. Participant competes for the opportunity once he/she has met the minimum criteria for promotion

### WHAT ARE THE BENEFITS OF THE CAREER PATHING PROGRAMME?

#### TO STAFF

1. It provides a structured approach to employee development that helps employees visualise their career progression within the MOFPS.
2. It helps employees within the MOFPS and the wider public service to see their potential for career progression.
3. It also sets clear milestones and provides the development opportunities necessary to reach these goals, as complementary training is provided.
4. It provides employees with the support they need to develop the necessary skills and aptitude.
5. It aids in the general improvement in employee performance.

#### FOR MOFPS

1. It allows the MOFPS to create an inventory of career aspirations, skills, necessary knowledge, experience and personal aptitude of a wide cross-section of the staff.
2. It provides an opportunity for the Ministry to retain and develop its internal talent and assist with Manpower/Workforce Planning.
3. It assists the Ministry to fill vacancies from the talent pool created from this programme.
4. The programme provides direct linkages with the Ministry's Succession Planning and Mentorship programmes.

*"the best **WAY** TO PREDICT THE FUTURE **IS** to **CREATE** it."*

— ABRAHAM LINCOLN

What You

Need to Know:

## Accreditation & Credential Assessment

1

Accreditation is the status granted to a programme or institution that has been found, through self-study and peer review, to meet or exceed established standards for educational quality. This process is managed by the University Council of Jamaica (UCJ), the public body responsible for granting accreditation to tertiary institutions in Jamaica.

Accreditation provides **students** with:

2

- i. The assurance that the programme or institution is of satisfactory quality and forms the basis for admission into further studies;
- ii. Assistance in the transfer of credits between institutions;
- iii. The opportunity to enter, advance or be promoted into a particular profession once they possess the pre-requisite.

Accreditation also provides **the public** with:

3

- i. An assurance of external evaluation of the programme and a validation that there is compliance with general expectations;
- ii. An identification of institutions and programmes which have met or exceeded established standards;
- iii. An avenue for improvement in educational services available to the public.

### What is the difference between programme accreditation and institutional accreditation?

**Institutional Accreditation (IA)** is the status granted to an institution that has been found to meet or exceed established standards for educational quality. IA focuses on the institution as a whole, and its ability to manage the development and delivery of quality programmes.

**Programme Accreditation (PA)** is a process of external quality assurance that provides assurance to the public that an academic programme meets specific educational standards. It focuses on individual programmes and addresses many of the dimensions that relate to the broader institutional environment.

### What is credential equivalency and why assess educational qualifications?

Equivalency of qualification is a process of determining whether two or more qualifications are equal or deemed to be equal or comparable in standard or level to a programme accredited by the UCJ. Educational qualifications are assessed to determine if:

- i. It is a recognised qualification
- ii. It reflects the potential for employment opportunities
- iii. It allows for transfer of credits from one educational institution to another
- iv. It meets the requirements for CARICOM skills certificate
- v. It facilitates admission for further study by establishing whether the qualification holder is capable of continuing studies in a chosen area
- vi. Qualification holders satisfy the academic requirements for the position they are seeking
- vii. A qualification is authentic and from a legitimate educational provider and not a degree mill



## What level qualifications are required to be assessed or evaluated?

Qualifications from secondary level to doctoral degree are assessed. Technical and vocational qualifications are also assessed from level 2 and upwards.

## Where can I go to get my qualifications assessed?

- i. For programmes offered locally, interested persons may visit the UCJ's website at <http://www.ucj.org.jm/>. Persons may also contact the UCJ via telephone - 876-920-1424 or 876 -920-1165 or 876-618-4267.
- ii. For programmes/institutions in the USA, persons may visit the Council for Higher Education Accreditation's (CHEA) website at <https://www.chea.org/>.
- iii. For medical programmes awarded in the Caribbean, persons may contact the Accreditation Authority for Education in Medicine and Other Health Professions' (CAAM-HP) website at <https://www.caam-hp.org/>.

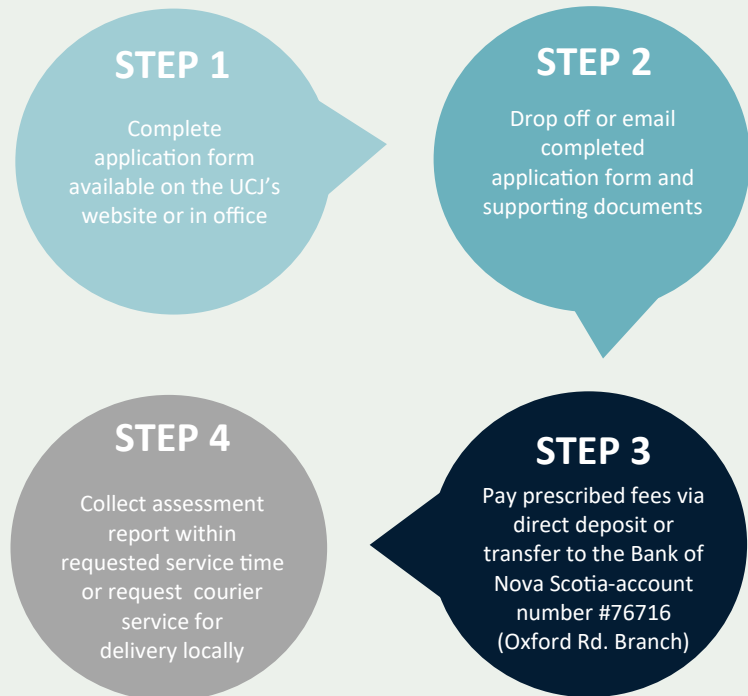


## How long does the credential assessment take?

The credential assessment service times are from:

- i. Express (same day)
- ii. Three (3) working days
- iii. Five (5) working days
- iv. Ten (10) working days

## What steps are involved in assessing qualifications?



## Is it only international qualifications that should

Not only international qualifications should be assessed, but also local qualifications that were awarded prior to programme/institutional accreditation. Persons who graduated within 2 years prior to the effective date of accreditation, may apply to the UCJ for an equivalence of their qualification to the accredited programme.

In cases where a programme would have been completed within 3-4 years prior to the effective date of accreditation, the curricula for the programme should be reviewed by an external assessor, to determine whether the unaccredited programme could be deemed to be equivalent to the accredited programme.

## TIPS to HR

1. Encourage persons who pursued study overseas to have their credentials assessed prior to **employment, appointment, promotion, tertiary refund or payment of qualification increment.**
2. Encourage persons who graduated within 1-2 years prior to effective date of their programme accreditation, to **apply to the UCJ for an assessment of their qualification.**
3. Encourage persons who intend to pursue further studies to **INVESTIGATE BEFORE THEY INVEST.**

For further information, you may contact Ms. Marcine Witter, Credentialing and Equivalency Officer at the UCJ, at [marcine.witter@ucj.org.jm](mailto:marcine.witter@ucj.org.jm) or 876-618-4267.



# The ABC of Retirement Counselling



## RETIREMENT AHEAD: Are you ready?

Retirement is an important phase of life and may be classified as a life event that occurs when an individual formally leaves the workforce. Retirement is often portrayed as the finish line or as life's ultimate goal. It is one of the most highly regarded and sought-after phases of one's existence, however, it's also one of the least understood and most traumatic changes that people undertake in life.

Organisations, both big and small, need to accept the responsibility for helping employees to prepare for more than just the financial aspects of retirement. This article provides HR with critical information about retirement counselling and outlines three (3) easy steps: the **ABC** of retirement counselling.

The responsibility for employee benefits in organisations, including retirement preparedness, rests with Human Resource (HR).



HR should **ACKNOWLEDGE** employees within their organisation who are nearing retirement.

It is recommended that HR meet with their soon-to-be-retired employees/retirees and inform them of their proposed dates of retirement at least 2 years prior to the commencement of their retirement.







HR should **BRIEF** employees nearing retirement about the steps and timelines involved in the retirement process.

HR should request that the prospective retirees submit relevant documents within a specified timeframe, to facilitate the retirement processing.



HR can assist employees in preparing for the transition from work-life to retirement by providing retirement **COUNSELLING**.

**Retirement counselling is a process that provides support and guidance to help persons transition well into retirement.**

## Retirement Counselling Ahead

HR may encourage employees to take ownership of their retirement planning and provide them with the information they need to be adequately prepared for the new phase of their lives. In preparing employees for the transition from work-life to retirement, **HR SHOULD OFFER:**

- i. Ongoing retirement sessions/workshops/seminars
- ii. Information packages about retirement
- iii. Free newsletters, books, videos and guides
- iv. Advice on financial planning
- v. Information on external support groups/systems

One counselling session will not be enough to prepare employees to face retirement within the organisation. HR has to take a wholistic approach that integrates the mental, social, physical, financial and spiritual aspects of life-after-work. When providing retirement counselling **HR SHOULD ENCOURAGE** employees to:

- i. Create a 3-5 year plan for their retirement
- ii. Set Specific, Measurable, Achievable, Realistic and Time-bound (S.M.A.R.T) goals
- iii. Research the skills that are currently in demand and engage in upskilling activities
- iv. Pursue their lifelong passions/dreams
- v. Explore supplemental pension plans offered by various financial institutions
- vi. Build a network of supportive relationships
- vii. Invest in passive income sources, such as real estate and dividend stocks



Finally, when providing retirement counselling HR should bear in mind that there is a negative societal mind-set that surrounds retirement and should communicate clearly both the positives and the negatives that surround retirement. HR's role is to provide pertinent information on retirement, yet be completely supportive and neutral. **HR SHOULD NOT:**

- i. Take a cookie-cutter approach to counselling employees. HR should understand that individuals are different and their needs are diverse;
- ii. Provide their personal views or impressions about retirement. All advice given should be based on facts.

**An effective creative retirement counselling programme should be designed specifically to help transitioning employees work through the challenges that come with entering this new phase of life, called retirement. With the right tools and resources, HR can equip employees with the support they need to make the transition as seamless as possible.**

For further information you may contact Mrs. Eloise Cato through the Public Sector Employee Assistance Programme (PSEAP), MOFPS at 876-932-5381.

## STAYING APART, TOGETHER: COPING DURING THE CORONAVIRUS PANDEMIC

**Are you struggling with anxiety during this time of uncertainty and despair? You are not alone.**

During this time of increased uncertainty and rapid changes, it can be very difficult to cope. The coronavirus pandemic is wreaking havoc worldwide and has forced all of us to rethink and recalibrate. Lives and livelihood have been lost, physical contact and social gathering is slowly becoming a thing of the past and sneezing and coughing may soon become socially unacceptable.

It is a frightening time; to say the least. It is a lot to manage for everyone. We are all bracing ourselves for what will come next and wondering—“*When is this going to end?*” Many of us may also be thinking, - “*This pandemic is the hardest thing I have ever had to handle*”, and at times you may feel like you want to hide away from the rest of the world.

As tempting as that may sound, now is not the time to run from the reality or lose contact with family, friends and colleagues. Now is definitely not the time to be alone. It is important that we stay informed so we can follow advised safety precautions and do our part to slow the spread of coronavirus.

**NOW IS THE TIME to connect and reconnect with our loved ones, friends, colleagues and staff members, especially those who work in outstations. As social beings, we still need social contact to survive and thrive.**

Human Resource Officers and Heads of Departments, now is the time to **RESET ... RETHINK ... REFOCUS AND RECONNECT**. Reach out to all staff members, especially those affected by the coronavirus and encourage everyone to stay safe. Life is happening in spite of everything and staff members still need your support as they navigate their professional journey. This pandemic is not only changing the way we live but also the way we work. Therefore, it is important that HR focus on providing timely guidance to staff through Career Counselling, Career Pathing, Professional Development and Retirement Counselling.



“

If you want to go fast,  
go alone.  
If you want to go far,  
go together.

”

*Keep Safe!  
See you in December*

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