



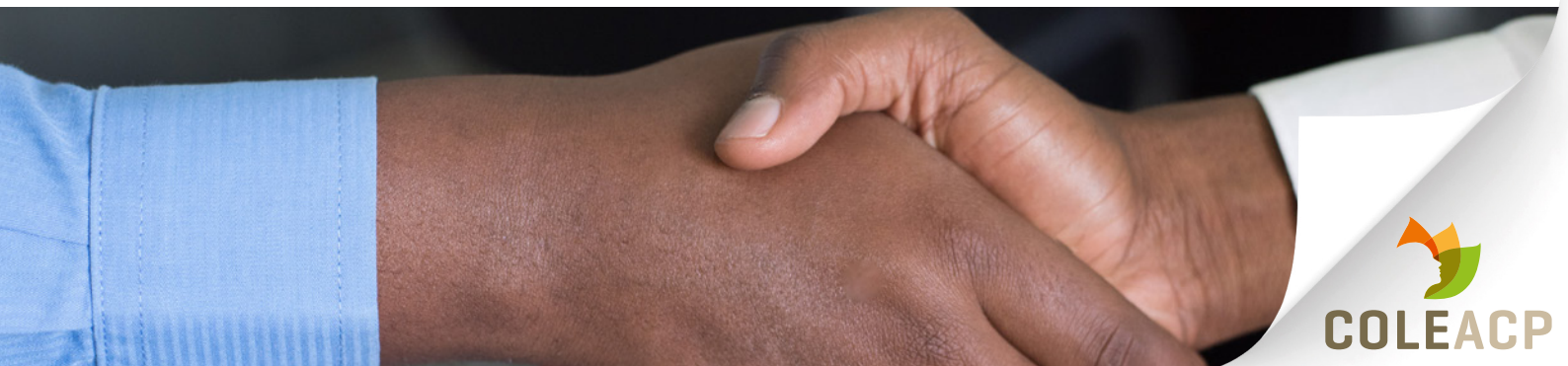
# TRAINING

---

# NOTEBOOK

- MANAGEMENT OF ORGANISATIONS AND BUSINESS DEVELOPMENT -

## HUMAN RESOURCES MANAGEMENT



This training manual was produced and designed by the Training, Information and Communication services of COLEACP.

This background information document has been prepared by the COLEACP as part of co-operation programmes funded by the European Union (European Development Fund – EDF), the Organisation of African, Caribbean and Pacific States (OACPS), the Agence Française de Développement (AFD) and the Standards and Trade Development Facility (STDF).

COLEACP is solely responsible for the content of this publication, which may in no way be considered to represent the official position of the European Union, OACPS, AFD or STDF.

COLEACP implements two intra-ACP Fit For Market programmes. The Fit For Market programme, co-funded between the EU and the AFD, now in its fifth year, aims to strengthen the competitiveness and sustainability of the African, Caribbean and Pacific (ACP) horticultural sector, primarily for the private sector.

Fit For Market SPS began in January 2019 and focuses on strengthening the sanitary and phytosanitary (SPS) systems of the ACP horticultural sector, primarily for the public sector.

Both programmes form part of the intra-ACP indicative programme (2014-2020) of cooperation between the EU and the OACPS.



# HUMAN RESOURCES MANAGEMENT

<b>DEAR TRAINERS, SOME ADVICE...</b> .....	1
<b>MATERIALS TO BE DELIVERED</b> .....	7
<b>TRAINING LEAFLET</b> .....	13
LEAFLET 1: Fundamentals of HR management .....	15
LEAFLET 2: Leadership and human resource management .....	21
LEAFLET 3: Recruitment, selection and retention .....	25
LEAFLET 4: Performance management, and training and development .....	29
LEAFLET 5: Employee and labour relations .....	33
LEAFLET 6: Workplace health and safety .....	37
LEAFLET 7: Business continuity in the event of a crisis .....	41
<b>SUMMARY OF THE MANUAL</b> .....	45





**Dear trainers,  
some advice...**



## WHY A TRAINING NOTEBOOK?

The “Manuals” edited by COLEACP are valuable training materials. To write them, COLEACP approached the best experts in the field with the aim of producing a technical document for a large public on a given theme that brings together and structures most of the current knowledge. These manuals are intended to be as accurate and complete as possible, adapted to the ACP context and focused on cross-cutting issues in horticulture. But the objective was also to make them affordable, understandable and enjoyable to read by people who are not necessarily experts in the field. Nevertheless, it is a **considerable effort** to assimilate all the material collected in a short time.

The training manuals, which are aimed primarily at experts and the most qualified people, are **often voluminous and complex**, and it was necessary to help the expert trainers to identify the most important elements to retain, and to collect for them a list of “key messages” to be disseminated to learners during COLEACP training. This Training Notebook is therefore a **valuable and practical tool** that is at your disposal to help you prepare your training on the topic covered in this booklet.

## WHAT DOES THE TRAINING NOTEBOOK CONTAIN?

Each Training Notebook contains:

### 1. The list of materials to be delivered to participants during the training

This is a summary table of contents of the Training Manual. This list allows you to have an **overview of all the main points** that will have to be covered during the training. The **order of the list does not necessarily have to be respected**, as the organization of the sequences is left to your discretion and may depend on other factors (e.g. availability of an expert trainer; timing of the training sequences; space reserved for exercises;...).

In some cases, **only certain aspects** (or chapters) of the **subject will be covered** (for example: if the participants have a perfect command of certain parts of the subject covered in the training, it is not necessary to present them in detail; a small reminder may be sufficient and effective to cover the rest).

However, when you cover part of the material (a chapter), the main ‘points’ listed for each chapter allow you to organize your presentations and animations in a logical and relevant way for the learner. **You are also advised to present all the points of a chapter.**

### 2. Training leaflets

A Training Notebook contains as many ‘leaflets’ as there are chapters in the training manual (only the “case study” is not included). Each sheet contains, on the one hand, the **Training objectives** of this part of the subject to be delivered (what the learner must be able to deliver...), and on the other hand, according to the structure of the table, the **‘key messages’** (what the learner must absolutely have assimilated at the end of the training). It is therefore very important to ensure that **all messages are well distributed during the training sequence.**

### 3. A summary of the content of the manual

A summary of the manual has been included in this Training Notebook. Structured in the same way as the manual, it contains most of the content in 15-20 pages but remains much less complete (the summary does not include figures or case studies).

This summary is **primarily intended for the trainer**:

- *At the beginning of the mission*, when preparing its intervention sequences and supports, it allows you to quickly become familiar with all the content you will need to address and to visualize the links between the different parts of the material to be delivered.
- *During the training*, you can use this summary **to prepare your daily summaries**, reminding participants of the essential elements seen during a day (15-20 minute summary at the end of the day with answers to questions).
- *At the beginning or end of the training*, if you wish, you can give participants a copy of this summary. If the summary is distributed at the beginning of the training, it is advisable to ask participants to highlight the passages mentioned in your end-of-day summary (benchmarks in the subject).

**The summary is also useful for learners at the end of the course**: it will allow them to **remember in a few minutes the main part of the topic covered** (for example before an assessment of prior learning), whereas reading the entire manual could be tedious.



## HOW CAN THIS TRAINING NOTEBOOK HELP YOU PREPARE YOUR TRAINING INTERVENTIONS?

The intention of making this Training Notebook available to you is to **help you prepare your training sequences and structure your program day by day:**

- **Consider that each leaflet represents a whole:** if there are for example 4 leaflets, it means that there must be 4 distinct parts in your training. Sufficient time must therefore be allowed in the programme for each of these 4 parts. Each part of the subject will also have to be subject to a competency assessment.
- **Then consider the training objectives:** this will help you to choose: (a) the most appropriate training method for achieving your objectives (e.g. should you plan exercises, simulations, group activities, etc.); (b) the method for evaluating the learning acquired in this part.
- **Finally, prepare your materials** (e.g. power point, flipcharts or animation sheets, evaluation questions) by ensuring that all key messages are included (have I planned to discuss all these points? have I planned an evaluation on each key point?).

## DON'T FORGET TO COMPLETE THIS TRAINING NOTEBOOK!

This Training Notebook is made for you... It is a tool that must live!

At the end of each leaflet, a space was left free to add **your personal notes**: as a trainer you can note some thoughts on how to get messages across, note your questions, participants' reactions, points that raise difficulties... *i.e.* **capitalize on your experience as a trainer!**



You can also **note the types of media you have used**. This will be very useful when you have a new session to facilitate on the same theme. COLEACP provides you with many tools and materials, but do not hesitate to create others or use other existing materials that may be available... the **rule is to master each of the materials used in training** and to ensure that they help to convey key messages more effectively than in their absence.





# Materials to be delivered



## CHAPTER 1 – FUNDAMENTALS OF HR MANAGEMENT

- Fundamental principles of human resource management
- Human resource policies
- Employment laws and regulations
- Human resource strategic planning
- Human resource information system
- Case studies

## CHAPTER 2 – LEADERSHIP AND HR MANAGEMENT

- Leadership and management styles
- Governance of company and human resources
- Diversity management
- Change management
- Case studies

## CHAPTER 3 – RECRUITMENT, SELECTION AND RETENTION

- Job analysis (need analysis) and design a job offer
- Recruitment and selection
- Hiring for skill in the horticultural sector
- Employee retention strategy
- International human resource management
- Case studies

## CHAPTER 4 – PERFORMANCE MANAGEMENT AND TRAINING & DEVELOPMENT

- Performance management
- Training and development
- Compensation and benefits
- Case studies

## CHAPTER 5 – EMPLOYEE AND LABOUR RELATIONS

- Employee relations
- Discipline and grievance management
- Union management framework
- Case studies

## CHAPTER 6 – WORKPLACE HEALTH AND SAFETY

- Workplace safety and health management systems
- Managing health hazards at work
- Case studies

## CHAPTER 7 – BUSINESS CONTINUITY

- Planning for extreme events; calamities/pandemics
- Business continuity in the event of health crisis; (e.g. COVID-19)
- Case studies

## PERSONAL NOTES AND MEDIA USED

A series of 20 horizontal dotted lines for writing.







# Training leaflet

LEAFLET 1: Fundamentals of HR management .....	15
LEAFLET 2: Leadership and human resource management .....	21
LEAFLET 3: Recruitment, selection and retention .....	25
LEAFLET 4: Performance management, and training and development .....	29
LEAFLET 5: Employee and labour relations .....	33
LEAFLET 6: Workplace health and safety .....	37
LEAFLET 7: Business continuity in the event of a crisis .....	41



# LEAFLET 1

## Fundamentals of HR management

### TRAINING OBJECTIVES

At the end of this training sequence, the participant must be able to:

- Understand the concept and fundamental principles of human resource management.
- Learn the laws regulations and policies governing HRM as well as gain an understanding of why MSMEs should comply and how to ensure they are adhered to.
- Learn the process of HR policy formulation and understand how good HR policies and practices impact business performance.
- Learn importance of strategic human resource planning and gain a clear understanding of the HR strategic planning process.
- Learn about human resource Information systems and how they support superior business performance in automating various HR functions and making them more effective.

### KEY MESSAGES

#### 1. Understanding the fundamental principles of human resource management

- Human resources is set of individuals who make up the workforce of an organisation, an enterprise, a business sector or an economy.
- Human resource management (HRM) is the process of managing the employee life cycle in an organisation.
- Many MSMEs are still grappling with some of the inherent challenges related to people and culture which must be addressed by the management.
- The best way of addressing the human resource challenges for any business is having in place a human resources management function.
- Human resource management is crucial for the success of any business due to the simple reason that, without a talented team in place to operationalize the other business functions, the business is bound to fail.
- Employees play a crucial role in the success of any organisation or business and there is need to have a favourable and enabling environment that will help to groom their competence, skills and commitment towards the business or organisation.
- The core functions of HRM are: development of work place policies, recruitment and selection, training and development, compensation and benefits management performance management, employee and labour relations management, and workplace health and safety.

## 2. Understanding the human resource policies and procedures

- Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their workforce.
- To run any business successfully, it is important to have clearly defined HR policies and procedures which are in line with the specific country's labour laws.
- The most crucial HR policies and procedures touch on the following areas; recruitment and selection, working conditions, training and development performance management, compensation, employee or labour relations, disciplinary, grievance handling and termination.
- HR policies should be documented and put together in The "HR Policy Manual" or in the "Employee Handbook".
- During induction all employees should be given a copy to read and sign to indicate they have understood the organisation's policies.
- HR policy formulation follows the following steps: identify the need of a policy, determine policy content, obtain stakeholder support, communicate with employees, update and review the policy.
- HR policies are at the core of HRM and subsequently organisation management.
- HR policies serve a number of purposes in an organization including; guiding the organisational structure, ensuring compliance on legal issues, providing tools to guide supervision of staff and ensuring consistency in application of procedures.

## 3. Employment laws and regulations and the importance of compliance

- Employment law commonly referred to as labour law is the area of law that governs the employer-employee relationship.
- Any business that has more than one employee needs to comply with the employment law of the land.
- Labour law includes; employee relations, employee rights and duties, compensation, termination and dismissal, grievance handling general principles, children protection, insolvency of employer, employment records, foreign contracts of service.
- Labour laws provide a structure for organisations to ensure that their operations are in compliance with the country's employment laws.
- Labour law compliance is important as it offers protections to both the employee and employer and prevents ant legal issues between the employer and employees.
- Employment laws differ from country to country but are guided by the International labour laws as established by the International Labour Organisation (ILO).
- In today's globalised economy, international labour standards are an essential component in the international framework for ensuring that the growth of the global economy provides benefits to all.
- Non-compliance to international labour laws can hinder the entry to some international markets especially for horticulture.

#### 4. Human resource strategic planning process and its importance

- A HR strategic plan is a tool developed to help businesses align the HR practices to the organisational goals.
- Strategic HR planning is the process through which HR department reviews the current and future people needs of the business.
- A good strategic HR plan outlines how the gaps between present and future human resource or people needs in the organisation will be addressed.
- To achieve the business goals, the business needs to have the right people, with the right skills, in the right place, at the right time to ensure that the organisational strategy is executed.
- To attract the right talent at the right time and place the company needs a well thought through plan.
- The process for developing a HR Strategic Plan begins by identifying where the organisation is now in the life-cycle of an enterprise and then establishing where the business is heading.
- Strategic HRM planning process follows five steps: forecast HR requirements, assess current HR capacity in light of firm's goals, conduct a gap analysis, formulate & implement HRM strategy, evaluate and correct.
- The success or failure of any strategic plan lies in how the plan is implemented by the company.

#### 5. Understanding the concept of human resource information systems

- Human resource information is practice of filing, retaining and destroying company records in accordance with government and industry regulations.
- It is a legal requirement for an employer to maintain documentation regarding employees in their business.
- An employer can opt to have a defined filing system that differentiates HR records and other records such as finance or production.
- Technology has transformed the way HR records are currently managed, essentially how organisations collect, store, use, and disseminate information. It is thus imperative for organisations to adopt appropriate systems to help store, manage and secure HR data.
- The importance of documentation is that legitimizes work activities, from enrolment, resignation, and retirement or termination.
- Important HR documents that every business should keep are those relating to; job descriptions, employment contract, recruitment process, performance appraisal, employee handbook, employee compensation or payroll, employee disciplinary & grievance processes and exit process.
- A human resource information system or human resource management system (HRMS), is basically an intersection of human resources and information technology through HR software.

- A HRIS is an electronic system that stores records, analyses, summarizes and reports important HR information or data for formulating and implementing strategies by the HR department.
- With HRIS all the data can be automated and put together in one place for easy and restricted access.

## 6. Case studies

- Business can create effective and good HR practices that support productivity and profitability in the horticulture sector.
- Good HR practices can lead to an increased commitment and ownership of employees in the organisation and subsequently increased staff productivity as well as reduce staff turnover.

## PERSONAL NOTES AND MEDIA USED

A series of 20 horizontal dotted lines intended for writing personal notes and listing media used.





# LEAFLET 2

## Leadership and human resource management

### TRAINING OBJECTIVES

At the end of this training sequence, the participant must be able to:

- Understand company and HR governance, different leadership and management styles and the impact these have on the business.
- Gain knowledge on why is it important to manage diversity and how the company can leverage diversity and change to enhance profitability and growth.
- Identify the best suitable leadership and management style for the business, develop and implement a succession plan and ensure the business's continuity through leadership development.
- Appreciate the role of good governance in strengthening the business and risks associated with PEPs.

### KEY MESSAGES

#### 1. Understanding the various types of leadership and management styles

- Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals.
- While good management practice is necessary to achieve the day to day targets required to sustain the business and keep employees motivated, leadership is the lever for long term sustainability and superior results.
- The common types of leadership styles are: transformational, transactional autocratic *laissez-faire* hands-on or participant, charismatic and situational.
- Applying the right style of leadership to specific work environments could unlock the potential in employees or human resource and inspire them to achieve exceptional results.
- Wrong leadership style could lead to demotivation and inability to achieve desired results in a timely manner and increased employee turnover.
- Succession planning is a process of identifying and developing new leaders who can replace old leaders when they leave, retire or die.
- Succession planning ensures that businesses continue to run smoothly after a company's most important employees retire and leave the company.

- Steps of succession planning include: identifying the key areas and positions, identify capabilities of these areas and positions, select candidates, develop and implement plans and evaluate effectiveness.
- The common types of management styles are: autocratic, democratic, persuasive and *laissez-faire*.
- Managers therefore need to understand the business and people dynamics when choosing what management style to use.
- Managers should be willing to delegate tasks when needed.
- The best management style is one that takes into consideration the specific conditions within which the MSMEs is operating and uses the analysis to maximize on the good attributes while addressing any weaknesses.

## 2. Understanding the relationship of governance of company and human resources

- Governance of a company is a set of systems, processes and principles which ensure that a business operates in the best interest of all stakeholders.
- Good governance is a system by which a business is directed and controlled to promote fairness, transparency and accountability.
- Good governance deals with conducting the affair of the company in a manner that ensures fairness to all.
- The objective of good governance is to ensure commitment of the board or leadership in managing the company in a transparent manner.
- For good governance to be effective the leadership must take responsibility for their decisions and its performance as a whole.
- The business needs to ensure that there is a clear description of roles, responsibilities and that the decision making, and authority structures are in place and working.
- Principles of good governance principles are; good leadership, sustainability, capability, integrity and accountability.
- A politically exposed person (PEP) is an individual who is or has been entrusted with a prominent public function.
- PEPs are in positions that potentially can be abused for the purpose of committing money laundering (ML) and related offences, including corruption and bribery, as well as conducting activity related to terrorist financing.
- If the business is dealing with suppliers or clients who are PEP, there is need to take extra caution to make sure the risks associated with PEPs are well understood and mitigated.
- If a PEP is the beneficial owner or has majority control of a company or organisation, that person may be able to use the organisation in furtherance of corrupt purposes.
- Given the growing global concern around money laundering governance systems in MSMEs need to be alert to the risks associated with having PEPs as clients/ suppliers.

### 3. Understanding diversity management

- Diversity management, a part of human resource management, involves the recognition, effective deployment and harmonisation of individual employee peculiarities.
- Successful diversity management helps managers to maximise employee's knowledge and expertise to better achieve organisational objectives.
- Diversity can stem from a wide range of factors including gender, ethnicity, personality, cultural beliefs, marital status, disability, or sexual orientation.
- Diversity is much more than just a multicultural issue. Diversity is about embracing many different types of people, who stand for different things and represent different cultures, generations, ideas and thinking.
- Successful diversity management is about unleashing the rich and diverse potential of an entire workforce while embracing and respecting different cultures, ideas and philosophies.

### 4. Change management in human resources

- Change management is a systematic management of employee engagement and adoption when the organisation changes how work will be done.
- Change management focuses on how to help employees embrace, adopt and utilize change in their day-to-day work.
- Getting it right in change management is a critical success factor for any organization, including MSMEs.
- Whether caused by new technology implementations, process updates, compliance initiatives, reorganisation, or customer service improvements, change is constant and necessary for growth and profitability.
- A consistent change management process will aid in minimizing the impact it has on the organization and staff.

### 5. Case studies

- Small businesses can use effective management to grow their businesses and reduce employee turnover.
- Small businesses can achieve competitive advantage by embracing workforce diversity to grow their businesses.
- Businesses can bring about organizational changes without much resistance from employees through employee involvement.

# PERSONAL NOTES AND MEDIA USED

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

# LEAFLET 3

## Recruitment, selection and retention

### TRAINING OBJECTIVES

At the end of this training sequence, the participant must be able to:

- Learn recruitment strategies and how to identify the need for labour within the organisation.
- Understand and learn how to conduct Job Analysis and Design and their benefit to the organisation.
- Understand the selection process and how to conduct effective interviews.
- Understand professional skills management and allocation and learn how to get a good fit for the company's culture and personality.
- Understand the costs of turnover, learn to prepare and implement retention and talent management strategies.
- Get an insight into international labour sourcing, international labour laws and international labour management.
- Understand and learn to analyse international staffing and international HRM considerations.

### KEY MESSAGES

#### 1. Introduction to job analysis and design

- Job analysis is the process of gathering and analysing information about the content and the human requirements of a specific job.
- Job design is a systematic process of organizing work into the tasks required to perform a specific job. It defines the contents and the way the tasks are combined to complete a job.
- There are three major ways of conducting a job analysis; Job analysis by interview, Job analysis by observation and Job analysis through questionnaires.
- Job analysis is useful in: job designing and redesigning, human resource recruitment and selection, determining training needs, establishing a compensation management policy and Conducting performance reviews.
- Job descriptions are derived from Job Analysis process and they indicate what a job covers, *i.e.* tasks, responsibilities, duties, powers and authorities relating to a particular job.
- Job design helps in organising work into the tasks required to perform a specific job.

## 2. Understanding the recruitment and selection processes and strategies

- Recruitment and selection are the processes of identifying the need for a position to be filled, defining the requirements of the position and the job holder, advertising the position and choosing the most appropriate person to fill the position.
- The recruitment process can be divided into three broad stages; Requirement definition, Employee attraction and Selection stage.
- The recruiting manager has to select suitable media to advertise the job in order to reach the target candidate profile. This include: job search Web sites, social networks, trade magazines among other avenues.
- Recruitment strategy development is divided in 5 steps: determining the need for recruitment, selecting the most appropriate method to reach target candidates, advertisement in the selected media, shortlisting of candidates and preparation of interview guides.
- Selection is a planned process of sourcing, selecting, interviewing and vetting candidates to find the person who has the right skills, experience, attitude and values for the job and the company.
- Selection is a planned process of sourcing, selecting, interviewing and vetting candidates to find the person who has the right skills, experience, attitude and values for the job and the company.
- The selection process entails; screening of applications, conducting preliminary interviews, conducting formal interviews, interview tests, background tests and making a decision on the candidate with a good fit.

## 3. Hiring for skill in the horticultural sector

- When planning for selection the recruiter should; Know what skill they're looking for, plan a suitable employee selection process, Advertise the position in relevant media and have a criterion for screening applications.
- Prepare for candidate interviews by preparing interview questions and interview panel in advance.
- Incorporate psychometric and technical interview tests to help identify a good fit for the organisation.
- An employment offer letter indicates that a business is offering a position to a prospective employee. This is not a legal contract, but instead a form of communication that expresses interest in a particular candidate.
- Recruiters should draft employment contract for all positions in the organisation. The contracts include; all the rights, responsibilities, duties and employment conditions that make up the legal relationship between an employer and employee.
- There are different types of contracts; Permanent or fixed-term, Fixed Term, Casual, Apprentices or trainees and employment agency staff.
- Seasonal employment contracts are used when hiring people to work for a specific period of time. In the Horticulture Industry, these are mostly hired during peak cropping season activities which is around harvest or planting time.

#### 4. Understanding the employee retention strategies

- The cost of turnover is the cost associated with hiring for one position after an employee has left the organisation.
- High turnover rates can negatively affect a company and its employees in many ways. Side effects of turnover, such as decreased productivity, knowledge loss and lowered morale, can incur incidental costs, as well.
- The first step in developing a retention plan is to use exit interviews and/or surveys to find out the satisfaction level of employees and the reason for leaving the company.
- To keep employees engaged and improve retention, organisations can; improve the hiring process to identify a good fit, provide ongoing training and clear career development, promote from within and keep employees motivated with incentives.
- Main goal of retention strategies is to meet the expectations of employees without losing sight of the company's goals.

#### 5. An overview of international human resource management

- International human resource management is a set of activities targeting human resource management at the international level. It strives to meet organizational objectives and achieve competitive advantage over competitors at national and international level.
- International labour law is the body of international legal laws which regulates issues concerning work.
- The International Labour Organization (ILO) is the international body involved in reforming labour markets.
- International labour laws define international labour standards which include; Freedom of association and the effective recognition of the right to collective bargaining (Conventions 87 and 98), The elimination of all forms of forced and compulsory labour (Conventions 29 and 105) and The effective abolition of child labour (Conventions 138 and 182) among others.
- Child labour laws are statutes placing restrictions and regulations on the work of minors.
- International staffing and recruitment requires that organisations observe the guidelines of international labour laws.

#### 6. Case studies

- Business should apply cost effective recruitment strategies to engage qualified employees.
- Failure to carry out proper pre-screen interviews is very costly to the organization.
- To be able to develop a structured approach to welcome new recruits and ensure they have the best possible induction, managers should have proper skills to interview and select the right people.





# LEAFLET 4

## Performance management, and training and development

### TRAINING OBJECTIVES

At the end of this training sequence, the participant must be able to:

- Understand the importance of performance management, best practices and emerging trends in performance management and equip the trainees with skills to conduct a performance evaluation.
- Gain a clear understanding of the difference between training and development, how to conduct a training needs assessment and designing a staff development plan.
- Understand and learn how to conduct training needs analysis, learn training types and delivery methods and how to design and implement a training program.
- Learn and understand the concept of total reward and compensation of staff and what are the best compensation models, to ensure a motivated workforce.
- Understand types of compensation and benefits to staff and learn how to develop and implement a compensation plan.

### KEY MESSAGES

#### 1. Effective performance management

- Performance management is an ongoing process of communication and feedback between a supervisor and an employee that occurs throughout the year.
- Performance management provides a systematic way to measure and track employee performance against objectives and Key Performance Indicators (KPIs), so as to improve results.
- Performance management is important for SMEs because it sets the performance standards, promotes effective communication, hurdles are identified and resolved, training needs are identified and addressed and overall organisation performance is measured in relation to set goals.
- Supervisors/managers should work together with employees to develop performance goals for each individual, plan on how they will be implemented and track the progress throughout the year.
- Goals that are set for employees should be SMART and derived from the overall Organisational objectives/goals.

- Performance management fails when there is limited feedback, generic feedback or the managers are not trained on how best to give feedback.
- It is important to plan at least two evaluations in a year. However, feedback on employee performance should be real time and should not wait for formal evaluations.
- Evaluation questions should be easy to understand, the tools should be easily accessible anywhere anytime and the system should store data to be used in various reporting.
- Managers and employees should be trained on the performance management process and relevant skills required to implement the process effectively.

## 2. Understanding the importance and benefits training and development

- Training is any attempt aimed to improve current or future employee performance by increasing an employee's ability to perform through learning usually by changing the employee's attitude or increasing his/her skills and knowledge.
- Development refers to teaching managers and professionals to increase knowledge, skills, attitude, needed for future jobs.
- A training needs assessment identifies individuals' current level of competency, skill or knowledge in one or more areas and compares that competency level to the required competency standard established for their position or other positions within the organisation.
- Training needs analysis can be conducted through use of; questionnaires, observation, interviews, examining work quality and comparing performance with competitors.
- There are various training methods employed at the work place; on the job training, e-learning, coaching and mentoring, films and videos, case studies among others.
- Keeping business goals in focus ensures training and development makes a measurable impact.
- When designing a training program it is important to consider the purpose for training, and the audience/ attendees of the training.

## 3. Managing compensation and benefits

- Compensation is the payment made to an employee in return for their contribution to the organization, that is, for doing their job. The most common forms of compensation are wages, salaries and tips.
- Different types of compensation include: basic pay, commissions, overtime pay, bonuses, profit sharing, merit pay, stock options, travel/meal/housing allowance etc.
- Benefits are forms of value, other than payment, that are provided to the employee in return for their contribution to the organization, that is, for doing their job. Some benefits, may include, company car, housing or medical insurance.
- A competitive compensation plan helps in; attracting top talent, increased employee motivation, boosts employee loyalty and increases productivity and eventually profitability of an organisation.

- When developing a compensation policy, there are various things to consider; recognition of employee contributions, desire to attract high calibre employees, availability of talent in the job market, current salaries and comparable pay in the market..
- The process of designing a compensation structure entails; developing a compensation philosophy to either pay above, equal to or below the prevailing market rates, evaluate and grade the different jobs and establish a salary scale for each of the jobs.
- Pay structures ensure equitable pay for all, consistency and transparency in rewards hence ensures a motivated and engaged workforce.

#### 4. Case studies

- Businesses have a smoother operation from easier staff performance measurement process if a real-time performance measurement and feedback approach is adopted.
- Businesses can implement cost effective and compliance training by engaging professional bodies who will offer both generic and department specific trainings based on prevailing market trends.
- Businesses can keep staff motivated by creating salary administration and compensation guidelines to guide the compensation and benefits process and promote fairness.

## PERSONAL NOTES AND MEDIA USED

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

# LEAFLET 5

## Employee and labour relations

### TRAINING OBJECTIVES

At the end of this training sequence, the participant must be able to:

- Understand essentials of employee and labour relations.
- Understand and get skills on how to manage labour relations at the workplace especially conflict resolutions, negotiations and discipline and grievance management, corporate social responsibility, collective bargaining agreements and processes.
- Understand the relationship between the Union and Management and learn how to prepare for union negotiations.
- Appreciate discipline and grievance management procedures at the workplace.
- Understand union management and framework.

### KEY MESSAGES

#### 1. Employee and labour relations management

- Employee and labour relations refer to an organization's efforts to create and maintain a positive relationship with its employees and the labour movement/Unions.
- Good employee and labour relations in an organisation are necessary for organizational success as it minimizes conflict, enhances employee buy-in, reduces costs associated with staff go-slows or outright strikes and improves overall labour productivity.
- Employee employee and labour relations in an organisation are necessary for organizational success as it minimizes conflict, enhances employee buy-in, reduces costs associated with staff go-slows or outright strikes and improves overall labour productivity
- Employee relations specialists are responsible for handling matters involving staff who are not members of a labour union while, labour relation specialists handle issues related to unionised members, such as union contract negotiations, grievances, arbitration, work stoppages and strikes.
- Industrial relation is the multidisciplinary field that deals with the employment relationship.
- Building and maintaining healthy employee relations is a key requirement for business to succeed.

- Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently.
- To ensure continued healthy employee relations it is important that the company has clear compensation policies and the salary differentiation is perceived by workers to be equitable.
- Leave refers to the time an employee is off from work as agreed and provided for in the employment contract.

## 2. Discipline and grievance management, and handling procedures

- A grievance is any dissatisfaction or feeling of injustice having connection with one's employment situation which is brought to the attention of management. It is any dissatisfaction that adversely affects organizational relations and productivity.
- Disciplinary action is a process of communicating with the employee to improve unacceptable behaviour or performance.
- The aim of a grievance and disciplinary procedure is to encourage and maintain standards of conduct and ensure consistent and fair treatment for all.
- By establishing formal grievance handling procedures, the company provides a safe environment for your employees to raise their concerns.
- A fair and comprehensive disciplinary procedure is necessary to deal with an employee who deviates from the organizations' policies and procedures.

## 3. Understanding the union management framework

- A trade union is an organization of people whose principal purpose is to regulate relations between unionised workers and employers.
- A trade union fights for better working conditions and remuneration for its members, who remit union dues (membership dues) through their employers.
- Labor unions are democratic bodies of workers, and they are set up according to the philosophy and mission of the group. They typically have their own constitution and related by-laws.
- Any trade union works to protect and advance the interests of its members. The objective of that collective bargaining process is to settle with mutually between the management and the trade union.
- In order to bargain effectively, an employer must understand its legal obligations under the Employment Act and properly prepare for negotiations so that it can obtain an agreement on a collective bargaining agreement (CBA) that satisfies its economic and operational needs.

#### 4. Case studies

- Collective bargaining agreements and the union participation goes a long way in protecting employees’ rights and preventing harassment.
- Failure to follow the correct disciplinary procedure may complicate a simple and straight forward case involving staff.

### PERSONAL NOTES AND MEDIA USED

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....





# LEAFLET 6

## Workplace health and safety

### TRAINING OBJECTIVES

At the end of this training sequence, the participant must be able to:

- Understand and appreciate that safety is a responsibility shared by both the employer and the employee.
- Understand the fundamental principles of workplace health and safety.
- Learn how to conduct risk assessment which identifies all the hazards and potential for harm whilst working in order to prevent incidents and fatalities.
- Understand how to plan for staff training to keep them safe and prepared in case of eventualities.
- Learn how to manage health and safety at the workplace including hazard and stress management and employee counselling.

### KEY MESSAGES

#### 1. Implementing workplace safety and health management systems

- Health and safety in a work place is ensuring that workers and others are protected from anything that may cause harm, effectively controlling any risks to injury or health that could arise in the workplace.
- Employers have the primary responsibility for ensuring health and safety at the workplace. Workers too have a duty to take care of their own health and safety and that of others who may be affected by your actions at work.
- A health and safety policy describes what the business is doing to maintain the required level of health and safety in the workplace.
- A health and safety policy statement communicates a commitment from management to every employee towards health and safety.
- Health and safety committee consists of workers' (employees) and management members. Health and safety legislation specify how the members on the committee are to be selected.
- The key performance indicators in health and safety are measurable values used by health and safety teams to track and determine their progress on specific business objectives.

## 2. Managing health hazards at work

- Controlling risks in the workplace is part of managing the health and safety of the company. To do this the company needs to think about what might cause harm to people and decide whether you are taking reasonable steps to prevent that harm. This is known as risk assessment.
- When thinking about risk assessment, remember that a hazard is anything that may cause harm.
- It should be ensured that safety training is conducted as deemed appropriate and relevant.
- OSHA requires employers to assess occupational hazards to which their workers may be exposed and should include pandemics such as COVID-19.
- When a hazard is identified, the first step is trying to remove it entirely. If that is not feasible, then train workers to protect themselves, if necessary, against the remaining hazard.
- Employees must know they are responsible for complying with all company safety rules, and that most accidents will be prevented by their safe work practices.
- All line managers must understand their responsibilities within the safety and health program.
- When employees make suggestions that improve safety training, they should be formally recognized for their contributions.
- The safety committee should be trained on, and continually evaluate, safety accountability systems.
- Training should focus on improving the Safety and Health Program whenever hazardous conditions and unsafe or inappropriate behaviours are detected.
- PPE (personal protective equipment) is equipment that will protect the user against health or safety risks at work. It can include items such as safety helmets, gloves, eye protection, high-visibility clothing, safety footwear and safety harnesses.
- An evaluation of the effectiveness of the training program should be conducted periodically.
- If the evaluation determines program improvement is necessary, the safety committee or coordinator should develop recommendations.

## 3. Case studies

- Businesses can ensure that the workplace is in healthy and safe conditions for all employees by creating a health promotion culture.
- Engaging staff and encouraging their participation is a key ingredient in developing a robust health and safety policy.

## PERSONAL NOTES AND MEDIA USED

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

A series of 20 horizontal dotted lines spaced evenly down the page, intended for handwritten notes.

# LEAFLET 7

## Business continuity in the event of a crisis

### TRAINING OBJECTIVES

At the end of this training sequence, the participant must be able to:

- Understand the need for contingency plans required to ensure the business survives extreme events, calamities, pandemics, force majeure etc.
- Learn how to undertake risk profiling, identifying critical functions, and develop business continuity plans.
- Analyse the acceptable downtime for the critical functions and how to avoid business disruption.
- Understand what is business continuity, how to develop a business continuity plan, acceptable downtime for critical functions and how to avoid business disruptions.

### KEY MESSAGES

#### 1. Planning for extreme events; calamities/pandemics

- An extreme event or a calamity is one that is rare for the place where it occurs.
- Global warming and the resultant climate change will increase the frequency of these extreme events and thereby pose a risk to globalized supply chains and even business operations.
- Businesses should develop a risk mitigation plan to deal with such extreme events or calamities in case your business is either sourcing raw materials for regions that's normally affected by one extreme event or another or serving customers.
- Businesses will be required to take extra measures to plan for these events and prepare for disruptions that inevitably occur in the face of such events.
- Businesses should identify an extreme event or a pandemic coordinator as well as a committee to provide leadership in the development of a risk mitigation plan.
- The committee, which consists of members from all departments are responsible for the communication, liaison with government and other agencies, education and implementation of the extreme event/pandemic plans.
- An action plan should be developed to help deal with extreme events or pandemics, as and when they occur with a view to minimizing the negatives effects, if possible.
- The committee should provide communication and educational awareness programs to make employees aware of the current threat.

## 2. Planning for business continuity in the event of health crisis; (e.g. COVID-19)

- A healthy crisis such as COVID-19 brings about disruptions in the business operations.
- Business continuity is an organization's ability to maintain essential functions during and after a disaster/crisis has occurred.
- Some of the top threats to business continuity include; global pandemics, natural disasters, utility outages and cybersecurity.
- In the event of a health crisis every business need a business continuity plan.
- A business continuity plan details processes and procedures that will help keep operations up and running, or restore them as quickly as possible, in the event of a calamity or a pandemic.
- A business continuity planning will help you as a business owner or manager respond faster when disruption strikes and minimize the negative impact on your business.
- Without a business continuity plan in place, you run the risk of being unable to continue selling and shipping products during unplanned disruptions.
- A business continuity plan focuses on the following areas; emergency management, data recovery, facilities management, mass absentee planning, supply chain management, health and safety, knowledge management, security, crisis communications, people and processes.
- A good business continuity plan should be comprehensive, realistic, efficient and adaptable.

## 3. Case studies

- Business disruptions are inevitable during global pandemics or health crisis.
- Every business needs a business continuity plan to survive the crisis and pick up after the crisis.

# PERSONAL NOTES AND MEDIA USED

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....







# Summary of the manual

## Human resources management

1. Fundamental principles of human resources management .....	47
2. Leadership and HR management .....	47
3. Recruitment, selection and retention .....	48
4. Performance management, and training and development .....	48
5. Employee and labour relations .....	49
6. Workplace health and safety .....	49
7. Business continuity in the event of health crisis (e.g. COVID-19) .....	50



## 1. FUNDAMENTAL PRINCIPLES OF HUMAN RESOURCES MANAGEMENT

Human resource management (HRM) is the process of managing the employee life cycle in an organisation. Businesses need the human capital to function optimally and to operationalize the physical resources. Horticultural businesses are not different and need elaborate strategies to attract and retain skilled workforce.

HRM functions include; development of work place policies, recruitment and selection, training and development, compensation and benefits management performance management, employee and labour relations management, workplace health and safety among others. To run any business successfully, it is important to have clearly defined HR policies and procedures which are in line with the specific country's labour laws and the company goals.

Employment law or labour law is the area of law that governs the employer-employee relationship. Any business with more than one employee, needs to comply with the employment law in the country of operation to avoid legal issues. Employment laws differ from country to country.

Strategic HR planning a process of HRM which helps in the reviewing of the current and future people needs of the business and planning ensure alignment with company goals.

Human resource information management (HRIM) is the filing, retaining and destroying company records in accordance with government and industry regulations. A business is required to have records of all employee related data to make sure that the business administration is smooth and the Internal Control System is strong.

## 2. LEADERSHIP AND HR MANAGEMENT

Leadership is the art of motivating a group of people to act toward achieving a common goal. An appropriate leadership style can influence commitment, satisfaction by employees and in how the organization performs.

Managers should understand the dynamics of their work situation when choosing the most appropriate management style to use to maximize output from all resources.

Company governance is a system by which an organization is directed and controlled to promote fairness, transparency and accountability ethical behaviours, lowers the risk of fraud, enhances an organization's image and promotes good use of resources. MSME's governance systems should be aware of the risks posed by Politically exposed persons (PEPs) and develop mitigation plans. Successful diversity management is about unleashing the rich and diverse potential of an entire workforce while change management focuses on how to help employees embrace, adopt and utilize change in their day-to-day work. A consistent change management process helps minimising the impact on the organisation and staff.

### 3. RECRUITMENT, SELECTION AND RETENTION

Recruitment is a process that provides the organization with a pool of qualified job candidates from which to choose. Selection is a planned process of sourcing, selecting, interviewing and vetting candidates to find the person who has the right skills, experience, attitude and values for the job and your company.

An employment contract is all the rights, responsibilities, duties and employment conditions that make up the legal relationship between an employer and employee. Retention strategies are developed to address employee turnover, resulting in a more effective organization. Retention strategies refer to policies companies follow in order to retain employees and reduce turnover and ensure employee engagement. The main goal is to meet the expectations of employees without losing sight of the company's goals to ensure return on investment.

International human resource management strives to meet organizational objectives and achieve competitive advantage over competitors at national and international level. International labour law is the body of international legal norms which regulates issues concerning work. The **International Labour Organization (ILO)** is the international body involved in reforming labour markets. International labour standards are a comprehensive set of legal instruments that establish basic principles and rights at work, with a goal to improve working conditions on a global scale. The Conventions and Recommendations of the ILO form the international labour standards.

### 4. PERFORMANCE MANAGEMENT, AND TRAINING AND DEVELOPMENT

Performance management is the continuous process of setting and measuring individual and team goals which are aligned to the strategic goals of the organisation. The goals are measured using key performance indicators (KPIs). Trainings should be organised to improve current employee performance.

Development refers to teaching managers and professionals to increase knowledge, skills, attitude, needed for future jobs. Development is not only limited to a particular task, but it aims to improve their personality and attitude for their all-round growth which will help them to face future challenges as well as improve performance.

Compensation is the payment made to an employee in return for their contribution to the organization, that is, for doing their job. The most common forms of compensation are wages, salaries and rewards.

Benefits are forms of value, other than payment, that are provided to the employee in return for their contribution to the organisation, that is, for doing their job. Some benefits, may include, company car, housing or medical insurance.

Employers know that keeping quality employees requires providing the right compensation and benefits package. The right compensation and benefits schemes motivates employees to sustain their performance. A well-designed pay structure is the key to successful remuneration practices.

## 5. EMPLOYEE AND LABOUR RELATIONS

Employee and labour relations refer to an organization's efforts to create and maintain a positive relationship with its employees. Good employee and labour relations minimizes conflict, enhances employee buy-in, reduces costs associated with staff go-slows or outright strikes.

Employee and labour relations issues are inevitable. Clear policies should be in place to positively influence and help guide how to handle issues when they arise. These policies may include; A Code of Conduct, Leave Policies, sexual harassment and Discrimination, Discipline and grievance management, Internet use and Email Policies among others.

Labour relations involve dealing with Trade Unions when negotiating compensation, employee benefits, and improved working conditions. The principal purpose of a trade union is to regulate relations between unionised workers and employers through a collective bargaining agreement (CBA).

Corporate social responsibility (CSR) is how companies manage their business processes to produce an overall positive impact on society. It covers sustainability, social impact and ethics, and should be about core business not just an add-on as an act of philanthropy.

## 6. WORKPLACE HEALTH AND SAFETY

Ensuring health and safety at the work place is important for every business because it protects the wellbeing of employees, employers, visitors and customers and reduces the risk of prosecution. To maintain the required level of health and safety in the workplace; the business should have documented procedures, responsibilities and rules in a policy document which should be signed by the senior most manager to demonstrate commitment to health and safety. This document will assist the health and safety committee in writing and applying a health and safety policy for your workplace.

A workplace risk assessment is one of the key tools for improving occupational safety and health conditions at work by identifying what issues need to be addressed.

Once risks are identified they should be mitigated through trainings of staff on issues like fire, proper lifting, first aid, safe management of chemicals etc. A health and safety training plan is thus necessary.

## 7. BUSINESS CONTINUITY IN THE EVENT OF HEALTH CRISIS (E.G. COVID-19)

Business continuity is an organization's ability to maintain essential functions during and after a disaster has occurred. It's best practice to anticipate and plan for eventualities which affect businesses. A business continuity plan details processes and procedures that will help keep operations up and running, or restore them as quickly as possible, in the event of a major disaster. It should offer insight on what the company should do in the event of an extreme event and offer information and response strategies which should be continuously evaluated for relevance and updated.

An example of extreme event that can interrupt a business is a pandemic like the COVID-19. In order to prepare and respond to a pandemic the company must have an understanding of what it represents. An action plan should be developed to help deal with extreme events/pandemics, as and when they occur with a view to minimizing the negatives effects, if possible. In the case of a pandemic, the business should liaise with public health officers to coordinate responses and ensure alignment with plans by governments and other civil authorities.







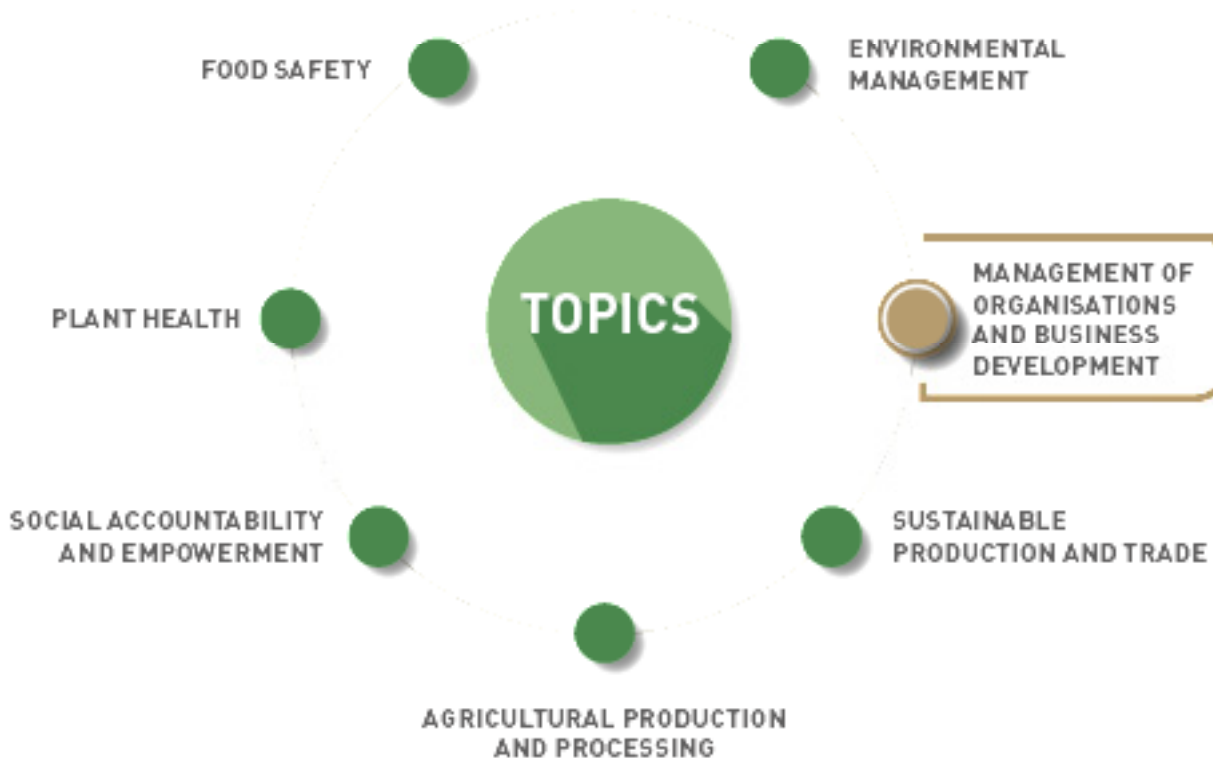




# COLEACP E-LEARNING PLATFORM

RECEIVE YOUR ACCESS TO OUR DISTANCE LEARNING PLATFORM.  
RESERVED FOR STAKEHOLDERS IN THE AGRICULTURAL SECTOR IN AFRICAN,  
CARIBBEAN AND PACIFIC COUNTRIES.

TEST AND IMPROVE YOUR KNOWLEDGE  
AT YOUR OWN RHYTHM!



<https://training.coleacp.org>

SUSTAINABLE PRODUCTION  
AND TRADE

PLANT HEALTH

FOOD SAFETY

AGRICULTURAL PRODUCTION  
AND PROCESSING

SOCIAL ACCOUNTABILITY  
AND EMPOWERMENT

ENVIRONMENTAL  
MANAGEMENT

MANAGEMENT OF  
ORGANISATIONS AND  
BUSINESS DEVELOPMENT

TRAINING METHODOLOGIES

MARCH 2021

