ANALYSING HUMAN RESOURCE DEVELOPMENT NEEDS – THE KENYA EXPERIENCE

Presentation by

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1.0 INTRODUCTION

To be successful in the current rapidly changing world, there is need for organizations to maximize the productivity of all resources – physical, financial, information, time and human. The question then is: How are organizations, including Governments, doing in case of each of the resources?

- Physical resources – great investments have been made in updating these. Organizations have state of the art facilities.
- Financial resources – money follows ideas, successes and productivity in organizations. Systems are in place to safeguard this resource. Budgets are prepared, periodical reports are made and a substantial number of professionals engaged to ensure safe custody of this resource.
- Information and knowledge resources – organizations have great challenges in this area. Records leave a lot to be desired making information access a nightmare. Availability of modern information communication technology provides opportunity for improvement in the management of information. Knowledge management is a challenge to many organizations.
- Time – systems and rules are in place in many organizations to check on the use and management of time. A lot more needs to be done in this area.
- Human resources – the management of this resource differentiates a focused from non-focused organization. Human resource development then becomes critical.

2.0 HUMAN RESOURCE DEVELOPMENT

Human Resource Development (HRD) is the organized activities arranged within an organization in order to improve performance and/or personal growth for the purpose of improving the job, the individual, and/or the organization.

It includes:
- Training and development
- Career development
- Organization development.

3.0 ASSESSING DEVELOPMENT NEEDS OF THE HUMAN RESOURCE

A needs assessment is a systematic exploration of the way things are and the way they should be. These “things” are usually associated with the organization or individual performance. How can you determine the HRD needs?

3.1 CAUSES OF NEEDS?

Human Resource Development interventions may be necessary due to changes taking place as a result of the following:
- **Legislation/Policy changes** – this puts new demands on the human resource in terms of skill/competencies
- **Lack of basic skills** – an assessment of the skill level of staff vis-à-vis the job requirements may be evidence of a need
- **Poor performance** – appraisal may reveal gaps in the performance of an individual or organization
- **New technology** – the emergence of new technology may render the skills of current staff redundant and hence a human resource development need
- **Customer requests** – the enlightened citizenry is putting demands on the Public Servants who may be ill-equipped to provide the demanded service
- **New products/services** – the emergence of new products/services requires that the human resource is adequately prepared to cope
- **Higher performance standards** – high performance standards have emerged due to new technology, globalization and an enlightened and demanding citizenry
- **New jobs** – this may be due to promotion, recruitment or the creation of new structures that lead to the emergence of new jobs
- **Career progression requirements** – where there is a defined a career growth path that calls for the acquisition of competences as one grows in a career.

3.2 LEVELS OF HRD NEEDS

a. **Organizational level needs** – changes in mandate of state agency, expectations of customers/citizens through surveys may reveal a need for organizations to change behaviour of service providers or retooling them.

b. **Task analysis** needs (job analysis) – skill requirements to perform a given task could help determine needs of the current holders of jobs

c. **Person analysis needs** – the competencies of current job holders could also be assessed to determine their suitability for the jobs they currently hold.

4.0 PRACTICE IN KENYA

a. **Policy on Recruitment and Training is in place**
   - Induction training
   - Meritocracy in promotions
   - Affirmative action in HR activities
   - Experience through secondment
   - Preparing for succession management in service.

b. **TNA capacity building initiatives by MSPS**
   - Training must be based on a training needs assessment
   - TNAs to be carried out on an annual basis.
c. **Cadre based TNA now the approach**
   - Use results of studies targeting cadres to undertake TNA.

d. **Performance Appraisal system helps to identify performance based training needs**
   - Supervisor and an appraise are required to identify performance related training needs when setting performance targets at the start of the appraisal period.

e. **Scheme of Service** (career development guidelines).
   - Together with a report on stagnation of officers in service used to identify cadres that have stagnated due to lack of required skills/qualifications.

f. **Competency assessment**: this is new – it has started with the staff of the Ministry of State for Public Service.

g. **Pro-active training** to respond to proposed/planned policy changes e.g. Kenya Vision 2030.