HUMAN RESOURCES AND ADMINISTRATION 2013

By
Christian Fanchette
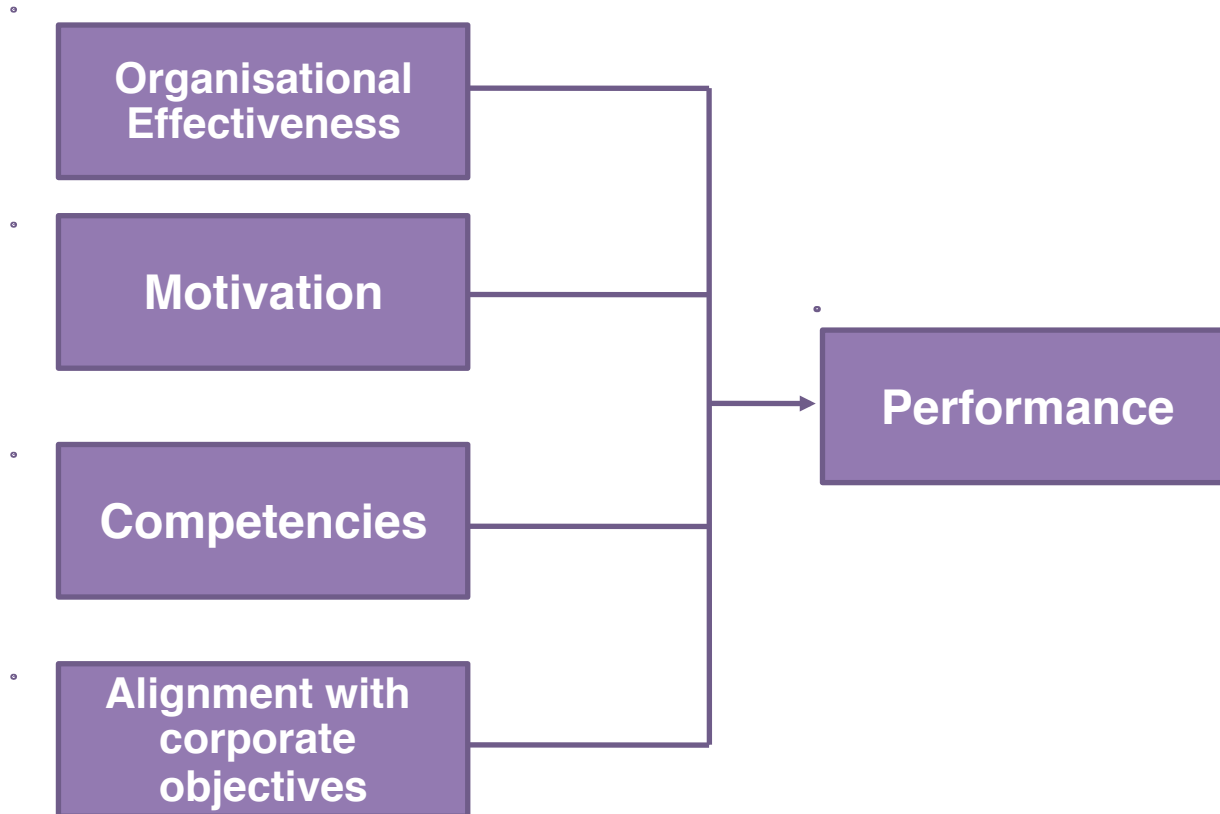**21 June 2013**

HR TEAM OBJECTIVE

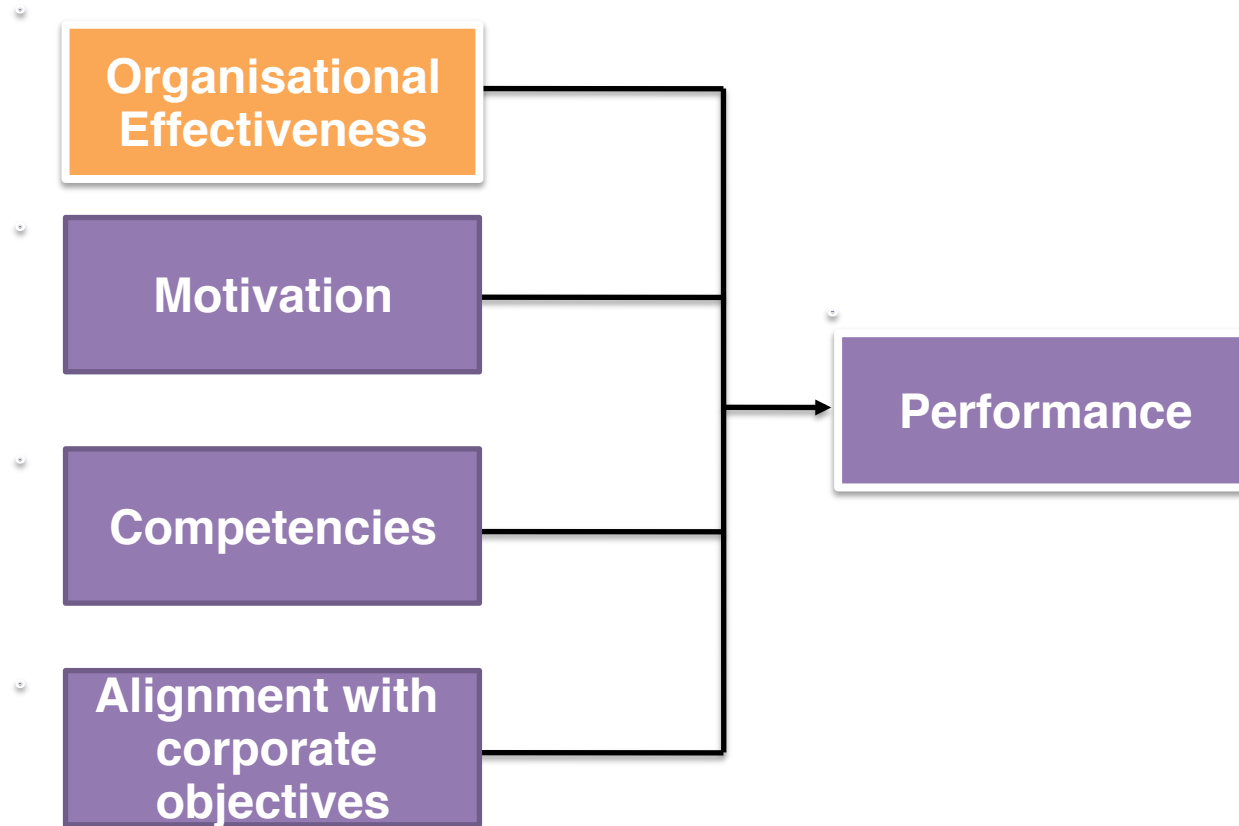**Optimise services** offered by **AFRINIC** to our **members** by **improving Performance** of our **staff.**

HR factors impacting Performance

- **Organisational Effectiveness**
- **Motivation**
- **Competencies**
- **Alignment with corporate objectives**

→ **Performance**

HR factors impacting Performance

- **Organisational Effectiveness**
- **Motivation**
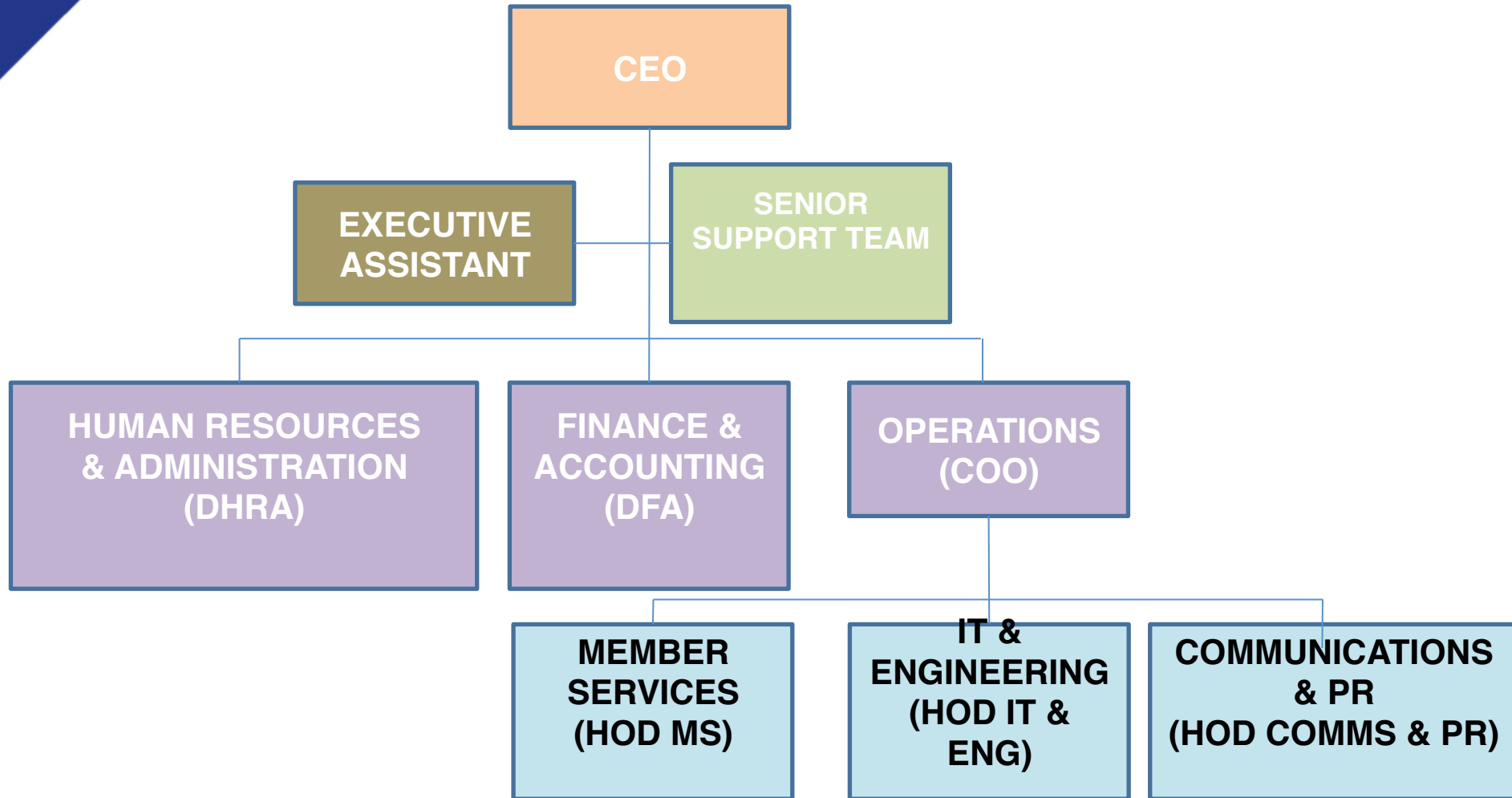- **Competencies**
- **Alignment with corporate objectives**

→ **Performance**

ORGANISATIONAL STRUCTURE

HUMAN RESOURCES MANAGEMENT SYSTEM

ISO 9001:2008

NEW ORGANISATIONAL STRUCTURE (as at 31/05/2013)

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                          ┌─────────────┐
                          │     CEO     │
                          └─────────────┘
        ┌──────────────────┐   ┌──────────────────┐
        │   EXECUTIVE      │   │     SENIOR       │
        │   ASSISTANT      │   │  SUPPORT TEAM    │
        └──────────────────┘   └──────────────────┘

┌────────────────────┐  ┌────────────────┐  ┌────────────────┐
│  HUMAN RESOURCES   │  │   FINANCE &    │  │   OPERATIONS   │
│  & ADMINISTRATION  │  │   ACCOUNTING   │  │     (COO)      │
│      (DHRA)        │  │     (DFA)      │  │                │
└────────────────────┘  └────────────────┘  └────────────────┘

        ┌────────────┐  ┌────────────┐  ┌──────────────────┐
        │   MEMBER   │  │   IT &     │  │ COMMUNICATIONS   │
        │  SERVICES  │  │ ENGINEERING│  │     & PR         │
        │  (HOD MS)  │  │ (HOD IT &  │  │ (HOD COMMS & PR) │
        │            │  │    ENG)    │  │                  │
        └────────────┘  └────────────┘  └──────────────────┘
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Evolution of staff :Mauritian v/s International (as at June)

13 nationalities represented at AFRINIC

Definition:

It is an Integrated Information system that compiles and analyses all data pertaining to staff
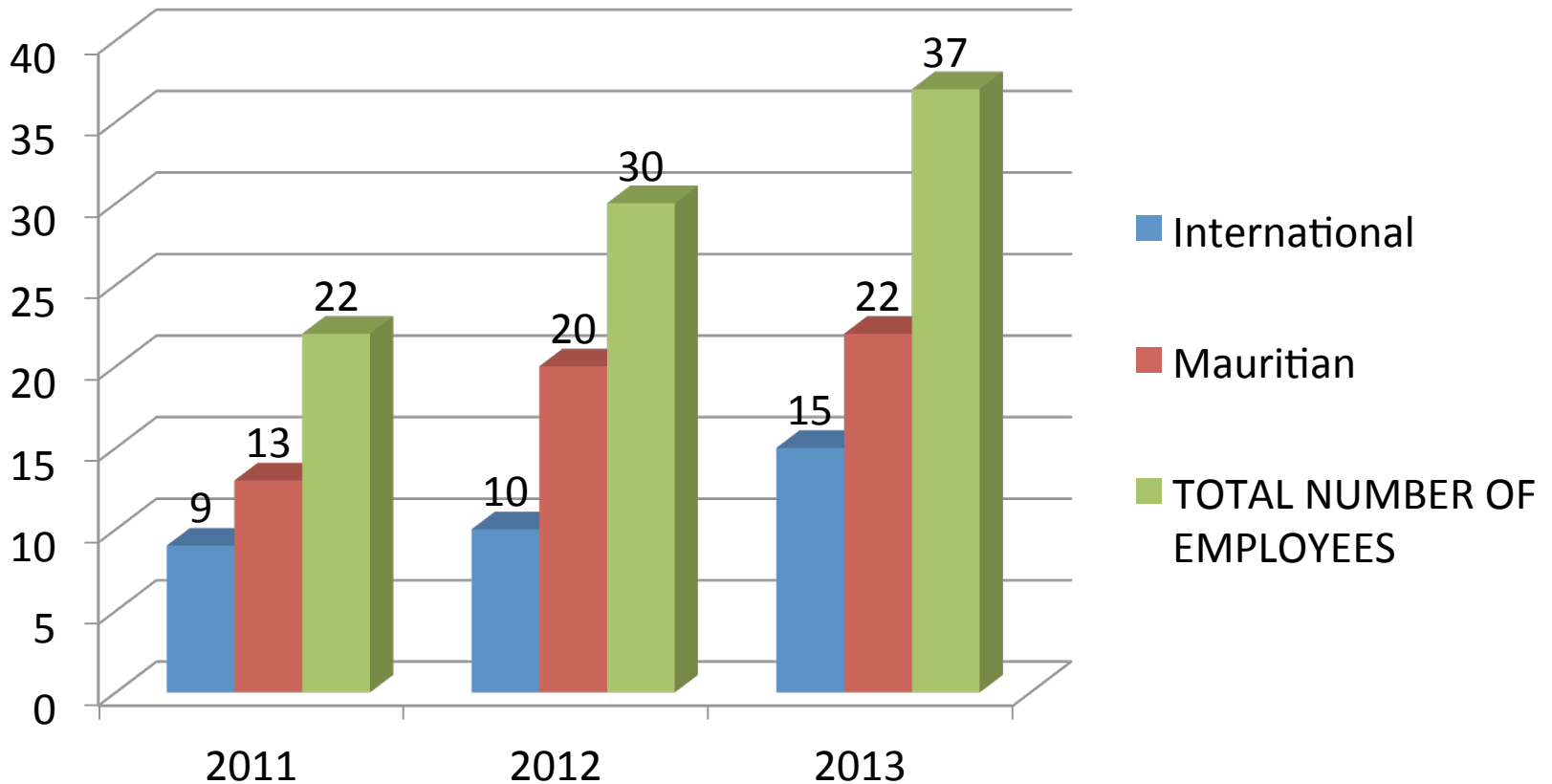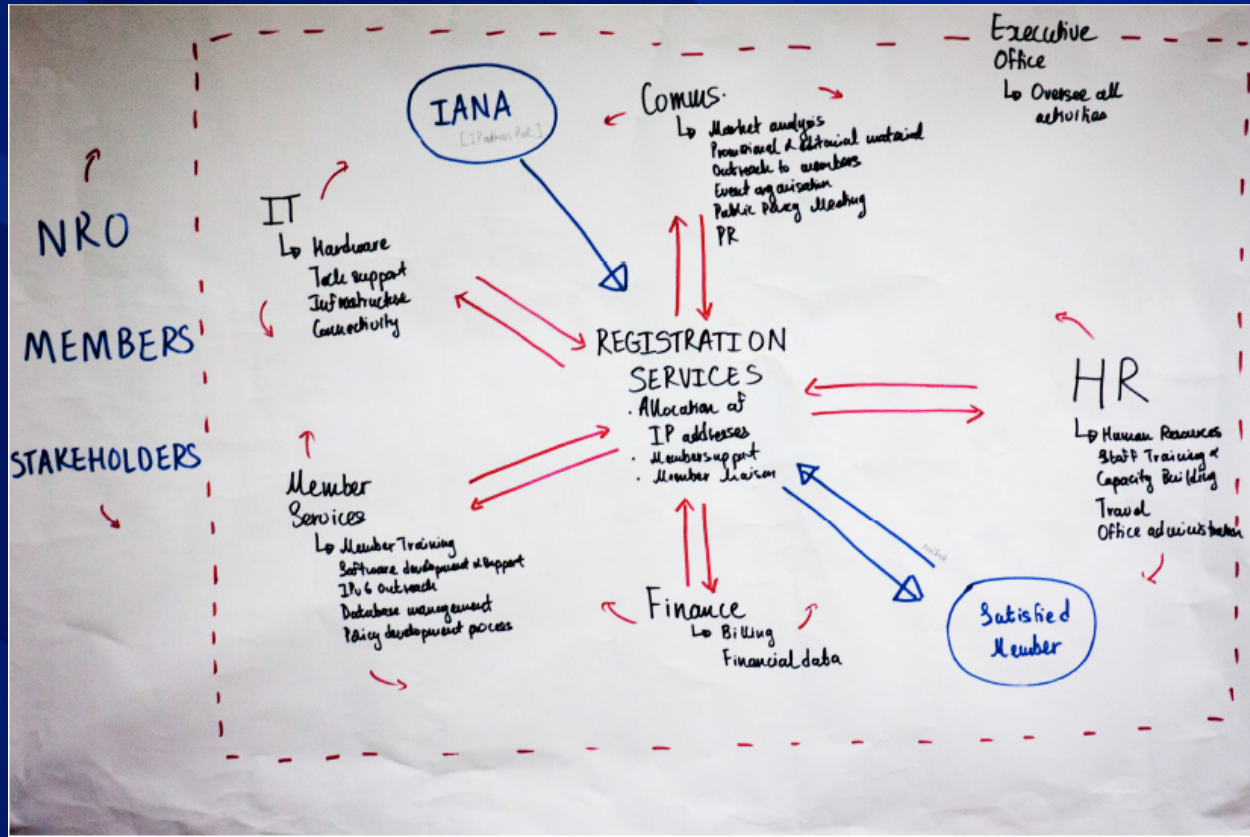
HUMAN RESOURCE MANAGEMENT SYSTEM

- **Benefits of an HRMS**

  – **Time Saving**

  – **Quick access to personal data**

  – **Paperless**

  – **Centralised system**

  – **Better control**

  – **Statistical Report**

  – **Social Audit**

ISO CERTIFICATION
ISO 9001:2008

Main objectives of ISO:

- To adopt World-class norms and best-practices

- Consistency in the delivery of standardised service, hence leading to customer satisfaction

- Better understanding of roles and objectives in the organisation

- Facilitates staff induction

- Internal customer satisfaction and better co-ordination

- Continual improvement

- Business continuity in case of large staff turnover or absences

- The Certificate Itself : The Icing on the cake

Objectives at AFRINIC

- **76 policies and procedures identified**
  - Some new ones
  - Others reviewed and documented.

Departments	No of policies and procedures
Corporate level	7
CEO's Office	1
Communications & PR	11
Finance & Accounting	11
HR & Administration	19
IT & Engineering	10
Member Services	15
Quality	2

ISO CERTIFICATION STATUS

	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13
Phase 2 - Planning	▮	▮													
Phase 3 - Documentation, Implementation and validation as per the requirements of ISO 9001	▮	▮	▮	▮	▮	▮	▮	▮	▮	▮	▮	▮			
Departmental processes															
Human Resources & administration					▮	▮	▮	▮	▮	▮	▮				
Finance & Accounting						▮	▮	▮	▮	▮	▮				
Member Services						▮	▮								
Communications & Public Relations							▮	▮	▮	▮	▮				
IT & Engineering									▮	▮	▮				
Quality Management Systems Processes	▮	▮	▮	▮	▮	▮	▮	▮	▮	▮	▮				
Setting up of Quality Policy						▮	▮	▮	▮	▮	▮				
Quality Manual												▮			
Phase 4 - Internal Auditing												▮	▮	▮	
Phase 5 - Certification															▮

HR factors impacting Performance
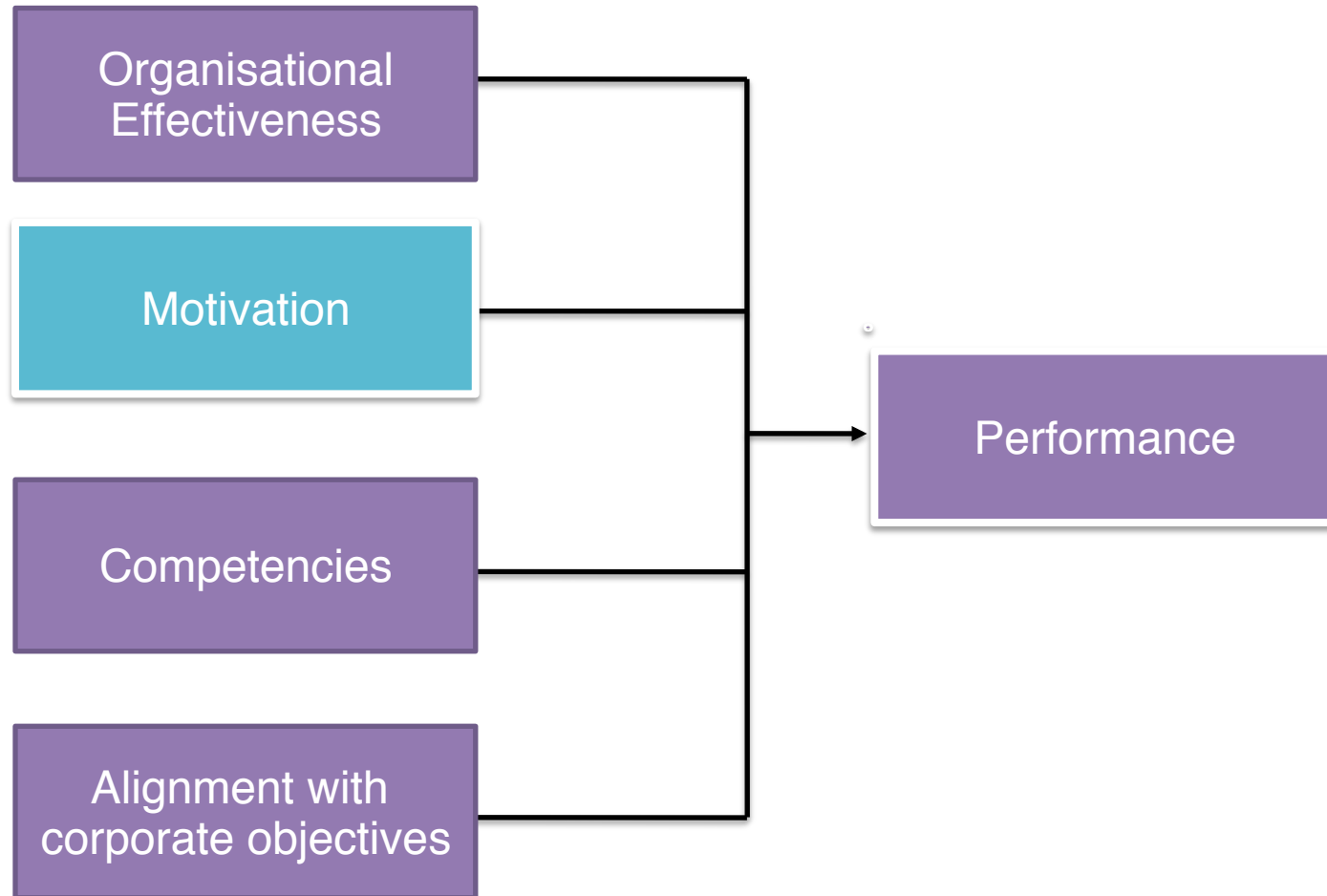
MOTIVATION: Initiatives

1. Staff Welfare
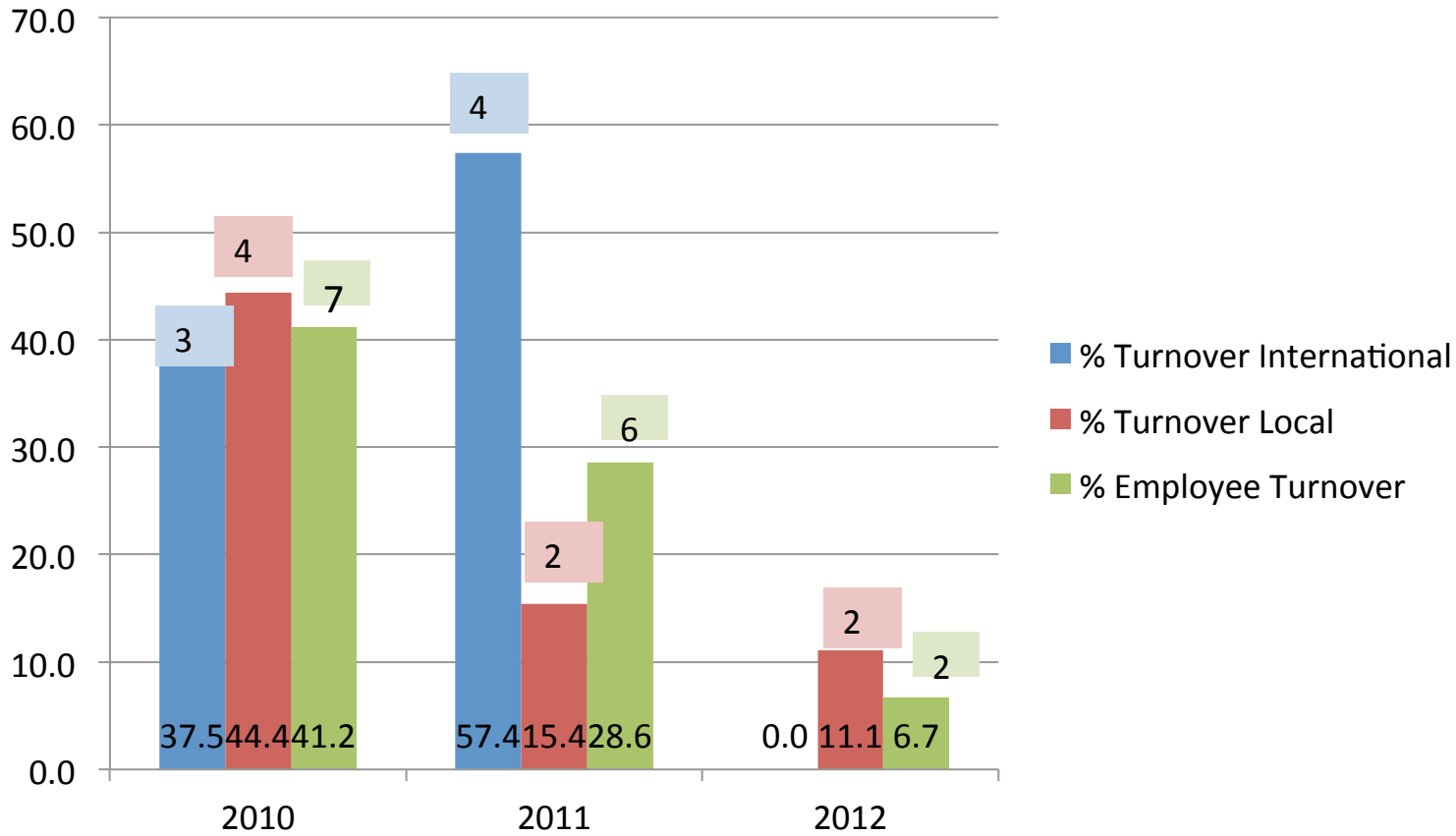2. Employee Turnover

Staff Welfare

- Staff members' birthdays' celebration

- End of Year Party – theme party

- Regular tournaments organised in Break Out Area

- Lunch budget for each department

- International: Full-time contract of Employment

- Risk Assessment – Health & Safety
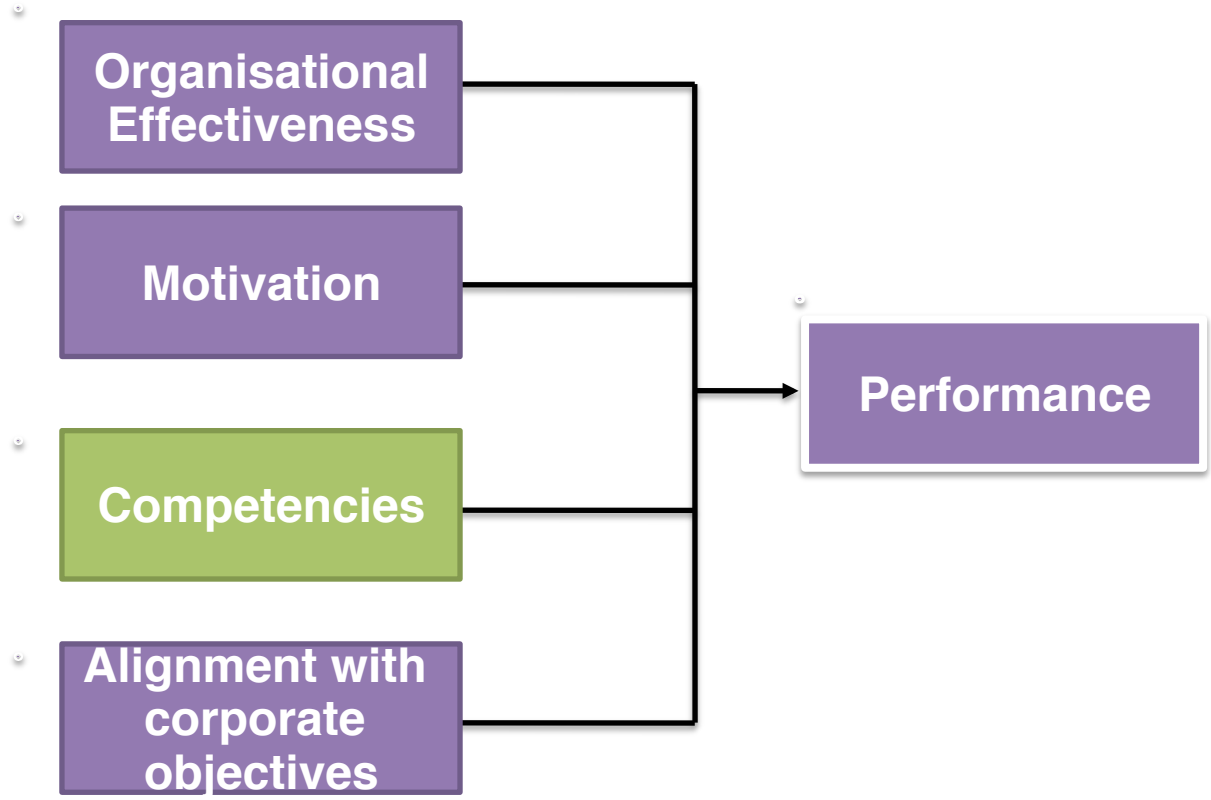
- Friday Zumba Sessions

ZUMBA FITNESS

CINÉ CLUB

THE WORDS

EMPLOYEE TURNOVER RATE

PERCENTAGE TURNOVER RATE INTERNATIONAL v/s LOCAL (2000-2012)

HR factors impacting Performance

- **Organisational Effectiveness**
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→ **Performance**

COMPETENCIES: Initiatives

1. **Training Needs Analysis**
2. **Knowledge Sharing**

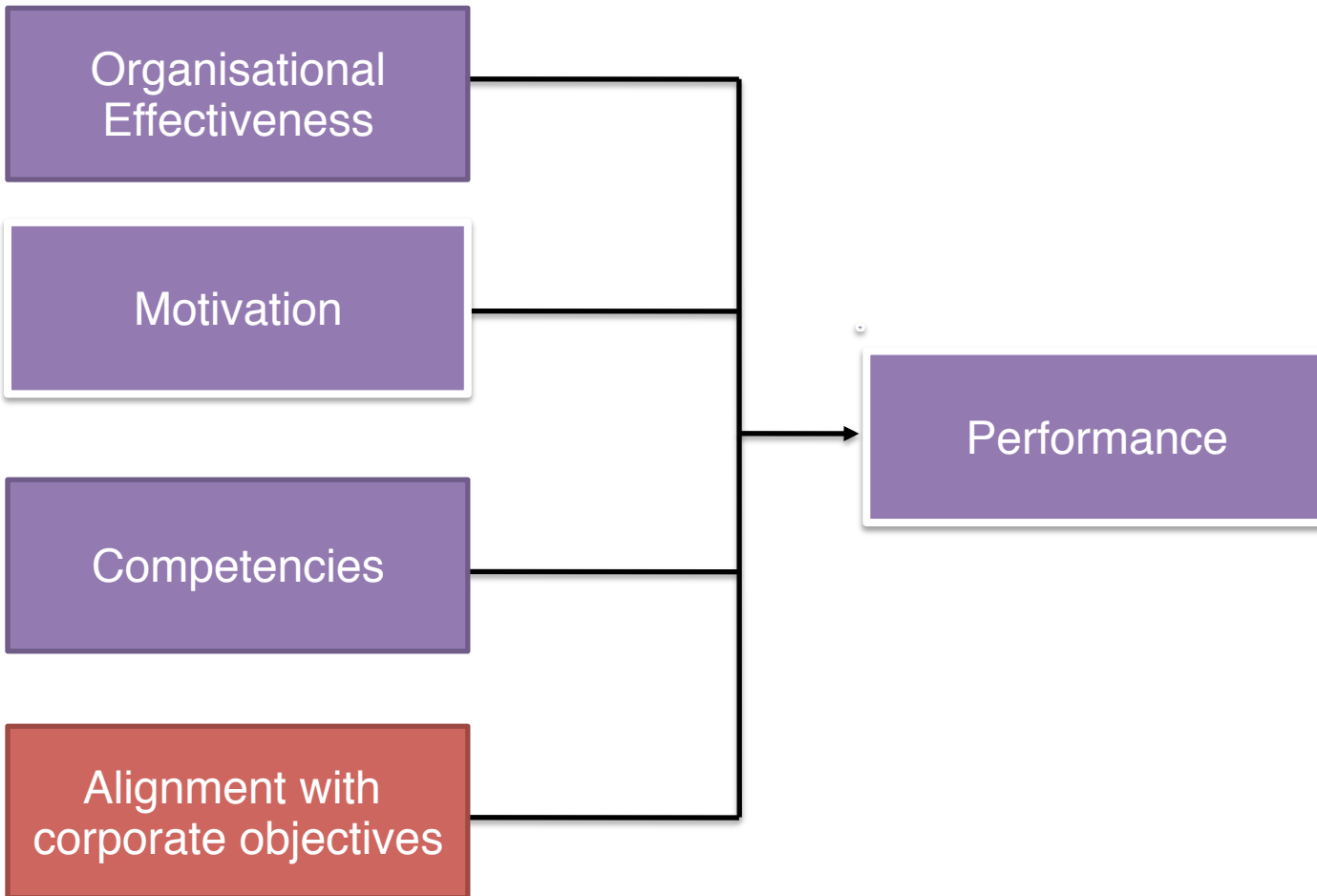**a) Training Needs Analysis done at three different levels:**

Corporate

Departmental

Individual

b) Sharing of Knowledge – Staff Forum
(Every Thursday) 21 different topics covered so far.

HR factors impacting Performance

Organisational Effectiveness

Motivation

Competencies

Alignment with corporate objectives

Performance

PERFORMANCE MANAGEMENT SYSTEM

PMS operates at three different levels:

- Corporate Level

- Departmental Level

- Individual Level
    - Measurable Objectives (70%)
        - Clear Job Description
        - Measurable Key Result Areas and Key Performance Indicators
    - Non-Measurable Objectives (30%)
        - Behavioural Skills/ Competencies

    - **Last two steps:**

        Performance Appraisal

        Personal/ Performance Development

KAPLAN & NORTON's Balanced Scorecard
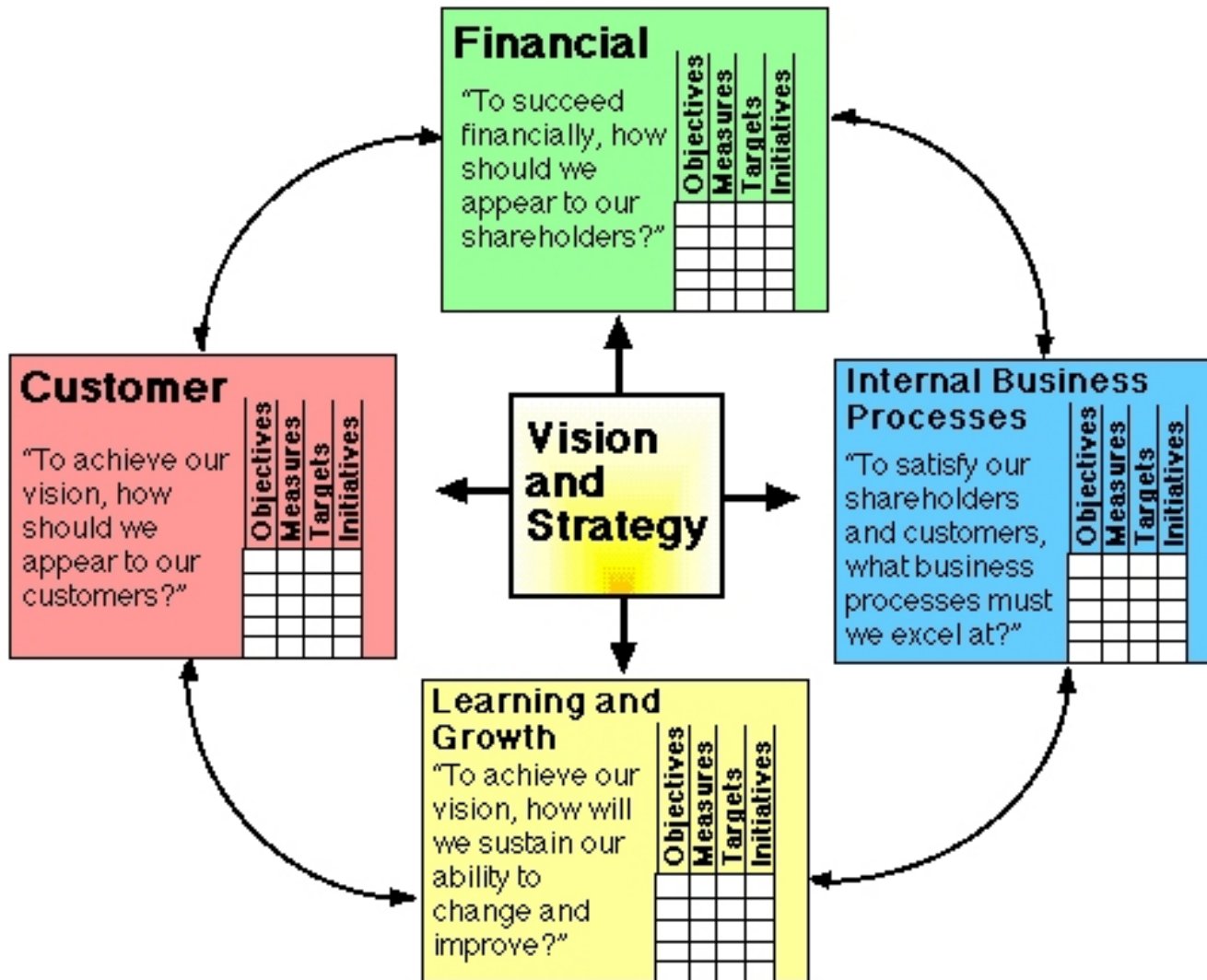
What has been done so far:

- **Measurable Objectives:**
  - Corporate Objectives defined as per The Kaplan & Norton Balanced Scorecard

- **Non-Measurable Objectives**
  - A 360˚ Feedback was done in January 2013 by an external company, Uniconsults Limited so as to ensure an unbiased result.

Recap & Status of Pending Projects

- **HRMS**
  - Data entry to be completed by end of June 2013.
  - System to go live by July 2013

- **PMS**
  - Measurable objectives: KRAs and KPIs to be set up for each staff member by end of July 2013.
  - Non-Measurable objectives (a list of Competencies/ Behavioural skills to be drawn for each staff member)
  - Performance Appraisal and 360˚ exercise to be done in November 2013

- **ISO**
  - To be ISO certified in November 2013

THANK YOU FOR YOUR KIND ATTENTION