



**Ministry of Interior Federal Affairs and Democratization
Puntland Local government Institute (LGI)**



HRM and OM&A Training Report.

16th – 23rd Nov, 2022

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Introduction

During this year the LGI had conducted several trainings to the districts, especially the three districts where council was elected by one person one vote. The LGI conducted induction training to the council members of those districts. Also the LGI conducted a TOT training to the districts for DDF development. The LGI conducted a Training need assessment to the UNJPLG districts to find out how the last training on HRM and OM&A was implemented and utilized. But the result has indicated a poor implementation due to other factors that also need to be addressed, such as the support of the mayor and the council to implement the lessons learned during the training.

Since the approval of the standardized curriculum the LGI conducted several trainings based on that curriculum. The LGI has successfully conducted training on HRM, OM&A, and DBPG in 2021. The participants were drawn from the UNJPLG districts staff in human resource management and planning department.

The oversight committee agreed to fast track the training that the district needed to the elected council members in the three districts that election was held by TPEC. The LGI and the MOIFAD has agreed to divert this training directly to those districts (Qardo, Eyl and Ufayn) since the same training was given to the all UNJPLG district in last year, and giving them again will not yield much. The HR sections, admin and finance department and district council will be among the trainees.

The LGI consultant as well as the MOIFAD pooling consultant will deliver the training to the districts. The training will be held in Garowe.

The training will be given to Qardo, Eyl and Ufayn; Those districts are now having a direct elected council members and mayor by last one person one vote that were held in Puntland last Oct, 2021. This will give an insight to the newly elected council members as the administration were given last year, but this will be refresher training to the HR and admin and finance sections.

Objectives of the training:

1. Training the districts to support understanding and application of the procedures and forms outlined in the 'Human Resource Manual for Local Governments', to ensure that Local Government Employment Regulations are correctly and consistently implemented
2. To equip all district staff with the necessary skills and knowledge to carry out efficient and effective office administration and management practices to suggest the recommendation about the training need for the districts
3. Prepare different forms of written communication in their workplace such as letters, memos, emails and reports.
4. Organize and participate in effective staff meetings, which include written agendas and minutes and workplace filing systems
5. Establish processes for the effective management of office assets, work vehicles and staff travel.

Expected outcome of the training

After the training exercise the institute will expect the following expected outcome:

1. Motivated to put into practice what they have learned about the new HRM procedures.
2. Confident about their understanding of the new HRM procedures and their ability to put them into practice.
3. Enthusiastic about how the new HRM procedures can assist their district to better deliver services to communities.
4. Can prepare a written forms of written communication
5. Organised meetings and filling system
6. Effectively managed office assets

Participants

Each district will have eight participants comprising the districts Admin and Finance Director, HR section head and members of the council specially the permanent. Districts were argued to submit a list respecting the inclusion policy.

Training methodology

The training aims to be interactive and participatory. In addition to lecture/presentations, the following training methods used during the training:

- Group and plenary discussions
- Group exercises
- Brainstorm questions
- Written exercises

Instructional aid material

The participants were distributed a note books and pens for each member of the training. The facilitator used flipcharts, mark pen and mask tape.

Ground rules/ regulations of the training

In the plenary discussion, the participants agreed on the following ground rules:

- Keeping time during all sessions
- Giving participants a chance to make presentations
- Participants should rise their hands in order to be allowed to make contributions/questions
- Put off/silence mode all mobile phones during sessions
- Respect ideas and views of the other participants
- To participate the session actively
- reduce movements and talking in the training Hall
- storytelling and expectance sharing
- role play

Opening remark

The training opened by the director general of ministry of interior Mr. Abdullah said ow Yusuf. The director general shared the participant that the important of training and how it that training is fallowing for standard curriculum and for the reason is exceptional training. The director general clarified the significant of HRM in district as he remark that without appropriate human resource and office management and administration there is not any service to the community at all. The director general argues the essential of the training and encourages taking the advantage of HRM and office management and administration which is the vital of the local government's human resource managements and application.

Training proceedings

Human resource management for local government

Session one

The facilitator welcomes the participant and appreciates their early arrival in venue. The facilitator introduces himself to the trainees and his education background. The facilitator requests every one introduce themselves to other participant. The facilitator share with trainees the aim and objective of training and discuss them their expectation of the training. The facilitator provides to the participant overview and outline of the session, furthermore the time table of the whole days of training. The facilitator informs the trainees' ground rule of the training and asks to participants to elect one person as to be class coordinator and keeps all the rules during training. After that there some questions to attract their attention and make to prepare to the training participation.

The facilitators introduce to the participant the HRM manual and ask the questions for discussion between the participants. The trainees participated energetically the discussion and each individual was given allotted time to join and share his or her experience. At that point the facilitator emphasized the main points about HRM manual.

The participant uses the HRM manual to check the facilitator points that highlighted inside the HRM manual. Additionally, the participant also notes the link between the HRM

manual and Law No 7. After that the facilitator grouped the trainees to a number of groups and gives them questions for discussion in training manual which will give them more understand about HRM.

The facilitator presents the role and functions of HR unit at district level and the higher functions of the training. Furthermore, the facilitator has given the participant exercise for diagramming the core HRM functions. The groups were given exercise sheet to fill and submit to the facilitator. The facilitator requested the trainees to discuss the important of communication procedure and then highlights the main points about the communication procedure between district departments and HR unit. The facilitator also showed the HRM filing system for local governments.

Session two

The facilitator made some review from previous session and asks some questions about the participant. The trainer remains to the participant the ground rule and each of the trainees to keep the rules of training session. The facilitator introduces the aim of this session and the expected outcome at the end of this session. The trainer highlights about the essential as it's the core and most obstacles in current in Puntland local government.

The facilitator made overview about principles and recruitments process. The trainer clarifies in details the flow charts of Recruitment and Appointment of using a projector and drawing on the flipchart. The facilitator showing figures of each stage recruitments from preparation to appointment stage. Additionally, the trainer provide some introduction about the main stages of recruitments and asking the participants to link the HRM manual.

The facilitator demonstrates a role play exercise to the participant with some members pretending to be distract representatives and others as members of the community this was a real example of how to follow the proper recruitment process.

The facilitator gave the details of preparation stage of recruitment by sharing the aim of this session. Then the trainer explain the main points about job description and person requirements and connecting to HRM manual for more adequate information. Showing the diagram, the facilitator illustrates preparation stages by following activities. The

participants gave exercise for developing the job description and group work for preparing recruitment advertisement. On the other hand, the trainer introduces aim of this session about interview stage and gave participant some questions for discussion. Furthermore, the facilitator illustrates the interview stage on using power point in projector. The trainer provide to participants more details and example in each recruitment stages with given related questions for discussion between groups of trainees. The facilitator gave example about the interview shortlisting form and interview assessment form. Then the participant had given an exercise about the recruitment timeline for interview stage.

The facilitator introduces the session objective and the main points about HR unit's actions after interview. The trainer shows the diagram about the stages that committee will have during the recruitments process. Furthermore, the facilitator explains the HR action that will fallow after panel decision and gave the trainees to the link the manual for more information. The trainer clarifies two examples about the recruitment decision form and record for appointment record form. At the end of this session, the facilitator distribute to the participant to develop the action plan that they would implement in their respective distract, and then the trainer gave some strategies to manage these changes. Finally, the facilitator drew the conclusion of the session, summarizing and highlighting the main areas of the session.

Session three

In this session, the facilitator made some recap from previous session and asks to discuss some questions to the participant. After that the facilitator enlightens the main aim of this session and specific objectives as well as the expected outcome that should each member will understand at the end of the session. The facilitator organized the class by asking ice-break questions and highlighted the key functions of the HRM.

The facilitator using a power point on projector shows the participants the important stage in the HRM life cycle as an overview. After that the facilitator explained the staff induction and what supposed to do at this stage. The facilitator also guides the participants to find more information about the uniform conduction services. The facilitator gives and exercises about how the district will implement the Uniform Conditions of Service in their respective districts.

The facilitator shares the session objectives and gives questions for discussion. The trainer presents the essential points about the occupational health and safety. The trainees given exercise to develop Occupational Health and Safety guideline and checklist. The exercise will familiarize the members the checklist and they modify to suit their respective districts.

In this session, the facilitator shares the members the objectives and questions for discussion. Then the trainer give and ice-break exercise and explains in details the Puntland gender policy goals and principles. The facilitator vibrantly clarifies the gender policy statement. Then, the facilitator gives the members and exercise by given two scenarios. Then at the end of the session the participants were had given an opportunity to make an action plan.

Transfer, promotion and demotion were discussed and explained in this session, the facilitator give the session objectives and then explains the key points of the session. The facilitator informed the participants to find further information through the HRM manual book. Using a diagram the facilitator illustrates the transfer administration and promotion administration process and stages. Furthermore, the trainer gives examples by presenting them the promotion request form and notice of promotion memorandum. Then facilitator encapsulated questions for discussion.

Session four

The facilitator describes the session objectives and what the participant will be able at end of the session. The facilitator opens the floor with questions to discuss about the discipline and discipline committee. The facilitator illustrated the role of the HR officer in the procedural management of disciplinary issues. The facilitator explains the disciplinary issues and decision tree and procedure by using a diagram to assist the participant's attention. Additionally, the other main diagram for procedure for serious misconduct. The facilitator gives the members an exercise by categorizing the offences and penalties in a sheet provided.

Office management and administration

The Director of the LGI opens this new course to the Puntlnad Local government. The Director appreciated the participant for their keen attention and continuous attendance of the HRM course. The Director argues the members to also take advantage of this course which is very crucial to the good governance of the districts. The director also requested the members to participate the activities as each person will go back and transfer the knowledge to the other staff of the districts. Lastly, the Director also thanked the facilitator and how they lured the students to be committed for the attendance.

Session one

The facilitator gives an overview about this course and how is important to the districts governance as well as the service delivery. The facilitator shows the participants the contents and topics that will be covered during the training of this course.

The facilitator informs the trainees the aim and objectives of the course as well as the ground rules of the training as a reminder. As the training participants are the same as the HRM training, the facilitator has no need to introduce the members to each other and housekeeping issues.

The facilitator asks some discussion questions about the communication. The participants actively discussed. The facilitator explains the reason for written communications to the participants. The advantage of good communication and the pitfall of the poor communications was also elaborated the participants. The facilitator also in presentation outlined the different types of the letters, memos and written emails.

Session two

The facilitator shared the objectives of the session and opens a discussion by providing questions. Then the facilitator vividly explained the types of reports. The facilitator also illustrated and how to write a good report by giving an example about how to write a monthly report. Lastly the facilitator shared the resources in the report writing that can be found in online.

Session three

The facilitator shares the learning objectives of the session. After that, the facilitator throws questions for discussion to the members to find their own ideas to illustrate a picture of the effective meeting. The participants shared their view and the facilitator fills the gaps that the participants did not capture. The facilitator explained the how to be an effective meeting participant for dividing a groups to discuss about the effective meeting participation and then presented what they agreed in the plenary discussion. The facilitator then explains the stages of the meeting (before, during and after the meeting) by presenting in a diagram and giving an example to each stage. At the end of the session the facilitator uses a role play to cement the understand of the participants the effective meeting by diving two groups.

Session four

After the session objectives made the facilitator asks a questions for discussion to draw the attention of the participants about the importance and reasons for keeping the written meeting record. The participants shared their view and well-presented key points, thus, the facilitator completed some missing points of the discussion matter. The facilitator vividly clarifies what to include the meeting minutes? The facilitator presents what to record in the meeting and what is not, in a table way. The facilitator explains the different formats of the minutes meeting and gives the participants a sample format. The facilitator gives a task as group work to prepare a minute meeting by using the template given by the facilitator.

Session five

The facilitator shares the session objectives and questions for discussion by showing a picture and asking them which files system is organized and not. The participants actively shared their view and discussions. The facilitator explain the importance of the filing system and steps in setting up the filling system in details and outlines some differetn methods of filling with illustration of examples . The facilitator engages the trainees to do exercise about the information to be filed, and then the groups will identify the a filling

methods. In the conclusion of the session the facilitator explains a key points about the, how to set up an effective filing system?. Tips for efficient filing system and a brief description about the resource center for any local government that wishes to do.

Session six

The facilitator outlined the session objectives and lured the participants some discussion question to allow the members to describe the visitor's situation in the districts. The participants discussed and agree that the districts have no formal procedure for the visitors. The facilitator explains the importance of managing the visitors and making appointment and recording the visitor with a book. The facilitator given the participants the role play exercise to deeply understand the members understanding about the how to be different the organized and disorganized visit management. The facilitator also elaborated the organization charts in a diagram.

Session seven

The trainer embarks the session with expected outcome and asks question for ice-break and gaining the attention of the trainees. The trainees discussed the different types of assets and responsible person of the office assets. The facilitator explains in presentation and using the flipchart, the asset register, asset numbering and annual asset survey. The facilitator gave the students an exercise to assess the understanding of the students and to allow the trainees gain a rehearsal about the asset management. Then the facilitator elaborates the importance offices asset transfer and disposal.

Session eight

The facilitator shared the participants about the objectives of the session. Questions were discussed to enlighten the importance of formal procedure of the staff travel. The facilitator illustrated how to manage and maintain the vehicle owned and used by the districts. With and vivid examples the facilitator explains about how to complete the

relevant forms before and after the travel. The facilitator gave the participants the exercise to make sure the application of the forms of the travel request and authorization.

To sum up the course the facilitator made a summary about the course and the expected outcome. The facilitator distributes the students and assessment to evaluate the students, and find who will be eligible to get the certificate by scoring the intended marks. Action plan was revealed at the end of the course.

Result achieved

- The participants understood the development and policy framework of a HRM manual for local governments and core HRM functions
- can prepare a correct recruitment and appointment procedure
- Participants can conduct disciplinary procedures for misconduct in line with the severity of the offence according to the HRM manual
- The participants can prepare different forms of written communication in their workplace such as letters, memos, emails and reports.
- Able to organize and participate in effective staff meetings, which include written agendas and minutes.
- Each member can set up organizational systems in their workplace such as filing systems, visitor management systems, and organizational charts.
- Trainees can establish processes for the effective management of office assets, work vehicles and staff travel.

Challenges

1. The trainees were not in an education level; this can give the facilitator a conundrum to make sure the trainees are in a same page.
2. Some of the participants were not happy about using the air-conditions, Natural ventilation is their demand; the outside noise necessitated to close the windows and use the air-conditions.
3. It is a bit challenges to train a council member and the executive in same room. Some areas/ lessons were igniting a debate between them and you behave like a chairman in the house. To discuss is good sign of participation but due to time constraints we have to control to finish every lesson on the planned time.

Lesson learned and way forward

1. The training venue should be good to conduct a natural air ventilation room

2. Young graduates should be given a chance to participate each training as it will give a chance to the districts to have a trained member at them of staff leaves.
3. The ministry MOIFAD should create a monitoring scheme about the implementation about the Planning and budgeting, procurement and internal audit.
4. A refresher training is highly recommended; follow up for the use of the training and remembering the training lessons to the participants.

Annexes
Photo Gallery. –



.....THE END.....