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PUNTLAND STATE OF SOMALIA

Ministry of Interior Affairs, Local Government & Rural Development

# Human Resource Management for Local Governments



## *HRM 1: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT*

### **PARTICIPANT BOOK (DRAFT)**

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***DRAFT***

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## Foreword

*Insert if required*

## Acknowledgements

*Insert if required*

## **Abbreviations Used**

HR	Human Resources
HRM	Human Resource Management
MILGRD	Ministry of Interior, Local Government and Rural Development

# Introduction

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## Aims and Objectives

### *Aim of the overall HRM training program*

The aim of the HRM training program for local governments in Puntland is to support understanding and application of the procedures and forms outlined in the newly drafted 'Human Resource Manual for Local Governments Puntland State', to ensure that the manual is correctly and consistently implemented.

The overall goal of improving HRM procedures in districts is to enable district administrations to ***better undertake their mandated functions and more effectively deliver services to their communities.***

### *Specific training objectives*

By the end of this training module HRM 1, participants should be able to:

- Explain the development and policy framework of a HRM manual for local governments.
- Discuss the requirement for 'transparent, uniform and consistent' HRM procedures for local governments.
- Outline the core HRM functions for all District Councils, recognise the higher HRM functions
- Identify the extent to which the core HRM functions are carried out in their district and where opportunities for improvement exist.
- Explain their own role in HRM and describe other key HR roles at district level.
- Describe correct communication procedures between district departments and the HR unit regarding HR matters, particularly written communication.
- Prepare a secure and organised filing system for district HR documents.

### *Anticipated training outcomes*

As outcomes of this training, it is anticipated that participants will feel:

- Motivated to put into practice what they have learned about the new HRM procedures.
- Confident about their understanding of the new HRM procedures and their ability to put them into practice.
- Enthusiastic about how the new HRM procedures can assist their district to better deliver services to communities.

## Target Participant Group

This training is designed for the following participants:

- All district personnel with a HR related role, such as HR Officers.
- Other relevant staff for example, from the Department of Administration and Finance.
- Members of the Recruitment Committee, which includes: Mayors, District Executive Secretaries, District Department Directors.
- Members of the District Council.
- Representatives of MILGRD/central government.

## Overview of HRM training materials

Module	Relevant Sections of the HRM Manual
HRM 1. Introduction to Human Resource Management	1. Introduction 2. Roles and Functions of HR Units
HRM 2. Recruitment and Appointment	7. Recruitment
HRM 3. Life Cycle of HRM	5. Uniform Conditions of Service 6. Health and Safety 8. Transfer, Promotion, Demotion and Discipline 9. Separation 11. Leave
HRM 4. HR Budgeting and Payroll Management	3. HR Planning and Budgeting 4. Payroll Management
HRM 5. Higher HRM Functions	10. Performance Management 12. Training and Development
Optional Components <i>(to be advised)</i>	Office Communication Establishing and Maintaining a Filing System Preparing an Effective CV

## Glossary & Resources

- There is a **Glossary** of relevant terms and their meanings included at the end of this Participant Book.
- You will find a list of useful **Resources** for further information at the end of this Participant Book.

## Timings & Methods

This HRM 1 training has been designed as a **3.5 hour (half day)** session. The training aims to be interactive and participatory. In addition to lecture/presentations, the following training methods will be used:

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

## Assessment

In order to successfully complete this module component, you will be required to undertake an assessment task at the end of this training.

## Module Overview

Session	What is covered?
<b>Getting Started</b>	<ul style="list-style-type: none"> <li>• Welcomes, Introductions</li> <li>• Aims, Objectives</li> <li>• Expectations, Ground Rules</li> </ul>
<b>Session 1: Introduction to the HRM Manual</b>	<ul style="list-style-type: none"> <li>• Background to the HRM manual and policy framework.</li> </ul>
<b>Session 2: Roles and Functions of HR Units</b>	<ul style="list-style-type: none"> <li>• Core and higher HRM functions for districts as outlined in the manual.</li> <li>• Key roles in HRM at district level.</li> </ul>
<b>Session 3: Communication Procedures</b>	<ul style="list-style-type: none"> <li>• Overview of communication methods between HR units and district departments, including example filing system for HR documents.</li> </ul>
<b>Conclusion</b>	<ul style="list-style-type: none"> <li>• Summary</li> <li>• Assessment Task</li> <li>• Evaluation</li> </ul>

## Introductory Session

## Getting Started

*Session Objectives:*

- Create a comfortable and encouraging learning environment.
- Provide an overview of the training, including aims and objectives.
- Understand participants' expectations of the training.
- Set some agreed ground rules for the training.

! In this session you will get to know your trainer/s and the other participants. You will find out what the training involves and what you are expected to do.

Here are some topics your trainer is likely to cover in this session:

- Welcome, Introductions and 'Housekeeping'
- Aims and Objectives of the Training
- Training Overview and Timetable
- Expectations and Ground Rules

**'Icebreaker' Questions:**

Briefly discuss the following with your neighbour:

- What are your **expectations** of this training?
- What do you think you can **contribute** to this training?

Discuss the following quote:

*If nothing ever changed, there'd be no butterflies. (Anon)*

What do you think is the meaning of this quote? How might it apply to our training?

Suggestion: Include some time for discussion and/or a Fact Sheet/FAQs around what the HRM manual means for staff in general, to allay any concerns about current position, salary, conditions. (Someone senior e.g. ministry to lead this?) For example, will everyone need to reapply for their own positions? Will their current salary and benefits be diminished? etc.

## Introduction to the HRM manual

### *Session Objectives*

By the end of this session participants will be able to:

- Explain the need for the development of a HRM manual for local governments.
- Outline the policy framework for the HRM manual.
- Discuss the requirement for 'transparent, uniform and consistent' HRM procedures for local governments.



### Questions for Discussion

- How are HRM procedures currently carried out in your district? What type of documents guide these procedures? How accessible is this information?
- What is good about current HRM procedures in your district? What would you like to see changed with regard to HRM procedures in your district?

### *Key points about the HRM Manual*

- The HRM manual was developed in response to a need to standardise practices and to assist heads of local governments and their management teams in day to day handling of HR matters.
- The ultimate aim of the manual is to improve local government efficiency, in order to carry out their mandate to provide basic services.
- Local Government employees are considered part of the Civil Service of Puntland State. Any changes to civil service laws or regulations affects all local government employees.
- The HRM manual is based on Law No.7 (2003, revised 2012). No regulation has yet been issued on HRM by MILGRD.
- Audits will be conducted by MILGRD at intervals to ensure that HRM activities are carried out according to procedures in the manual.
- The manual contains forms which are to be used for HRM procedures. The forms are user-friendly and can be obtained as an electronic copy.

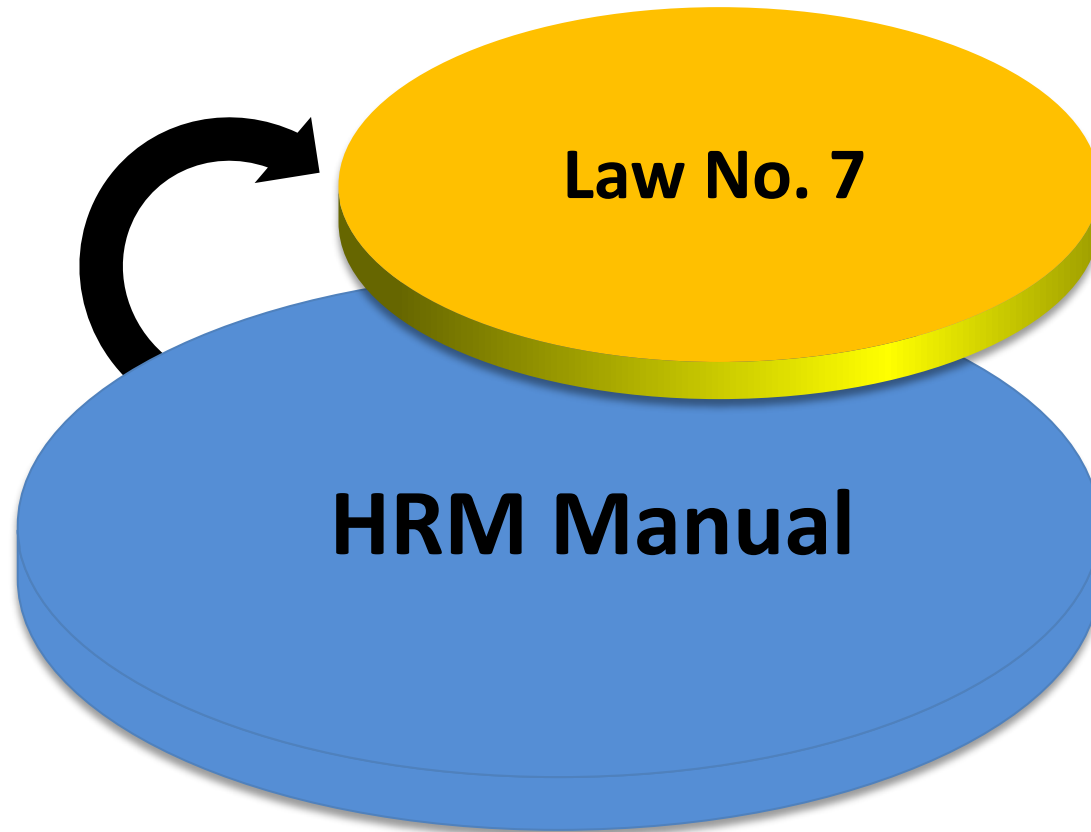


### Links to the HRM Manual

For more information, see your HRM Manual:

- 1.1 Background**
- 1.2 Policy Framework**
- 1.3 Use of the Manual**
- 1.4 Amendments**
- 1.5 Forms**
- 1.6 Delegation**
- 1.7 Audits**

## Diagram 1: Policy Framework for the HRM Manual



**Law No. 7 (2003, revised 2012) *Laws of the District Councils of the Puntland State of Somalia.***

- The legislative provisions for local government in Puntland are principally contained in this Act.

### **HRM Manual for Local Governments**

- Manual is based on the Law No. 7 (2003, revised 2012) *Laws of the District Councils of the Puntland State of Somalia.*
- If there appears to be any conflict between the Law No.7 and the procedures in the HRM Manual, the Law No.7 prevails.



## Review and Action

- We have discussed some key points about the HRM manual. In groups, discuss what implications there may be for your district with regard to how the procedures in the manual are implemented. For example:
  - What might be the attitudes towards change in existing practice among district staff?
  - What do senior staff in particular need to consider with regard to implementation of the HRM manual within their district?
  - What might be the *benefits* to the district by following procedures as outlined in the manual?
- What do you think is meant by ‘transparent, uniform and consistent’, when it comes to HRM procedures? Can you give some examples of what this might look like in practice?
- At the end of this Participant Book there is an Action Plan for further action in the workplace. Taking something you have learned from this session, make an entry in your Action Plan about how to move forward with regard to the implementation of the HRM manual in your workplace. An example has been provided for you.

## Session 2

## Roles and Functions of HR Units at District Level

### *Session Objectives*

By the end of this session participants will be able to:

- Outline the core HRM functions for all District Councils, recognise the higher HRM functions, and identify the extent to which the core HRM functions are carried out in their district and where opportunities for improvement exist.
- Explain their own role in HRM and describe other key HR roles at district level.

### *Core HRM Functions for all District Councils*

- a. Establish and maintain a personnel file for each officer.
- b. Issue advertisements, interview appointments, examination sittings and results for all recruitment in collaboration with the Executive Secretary.
- c. Issue appointment and probation letters to staff in collaboration with the Executive Secretary.
- d. Prepare and Manage the Staff Roll (establishment register).
- e. Manage monthly attendance registers.
- f. Prepare and sign off monthly pay sheet.
- g. Manage changes to the payroll.
- h. Submit above documents to the relevant Head of Department (e.g. Director of Finance and Administration or Executive Secretary) and submit cover memo signed by the Head of Department as necessary.
- i. Finalize approved pay sheet for printing and submission to Finance Section or other responsible section.
- j. Ensure all documents for record of monthly salary payment are filed.
- k. Ensure the next month's pay sheet register forms are printed and distributed, in collaboration with the Payroll Officer.
- l. Manage the filing and archiving of hard copy payroll information.
- m. Safeguard employee contracts.
- n. Coordinate and support disciplinary hearings and action findings.
- o. Leave administration.
- p. Pension administration.

*Source: Human Resource Manual for Local Governments, Puntland State, 2.3.1*

**Question: Should HR planning and budgeting also be included in this list? At least for training purposes?**

### *Higher Level HRM Functions*

Where a separate HR Department or HR Section exists (in certain 'A' Districts), they are responsible for the additional tasks outlined below:

- a. Coordinate HR processes for all departments and units at the district offices and ensure they follow the standards set out in this manual.
- b. Review and maintain effective and efficient work design and organizational structures.
- c. Maintain human resource stability by ensuring that all approved positions are filled with suitable persons.
- d. Implement and monitor the system of remuneration and rewards equitably.
- e. Enhance District Council performance by implementing a suitable performance management system and train managers and staff in its use.
- f. Ensure effective payroll management, employee contracts, health and safety matters and review regularly.
- g. Implement and facilitate disciplinary and grievance procedures.
- h. Manage exit strategies e.g. retirements and resignations.
- i. Human resource development through capacity building activities in association with other departments.

*Source: Human Resource Manual for Local Governments, Puntland State, 2.3.1*

### **Exercise 1.1: Mapping Core HRM Functions**

In groups, you will review the list of core HRM functions provided above and identify to what extent these are currently being carried out in your district.

Part of the process will also be to identify who is currently responsible for carrying out different functions and also to identify any gaps between what is currently being done and what needs to be done according to the HRM manual.

Your trainer will guide you through this exercise. You can also refer to **Exercise Sheet 1** on the following page.



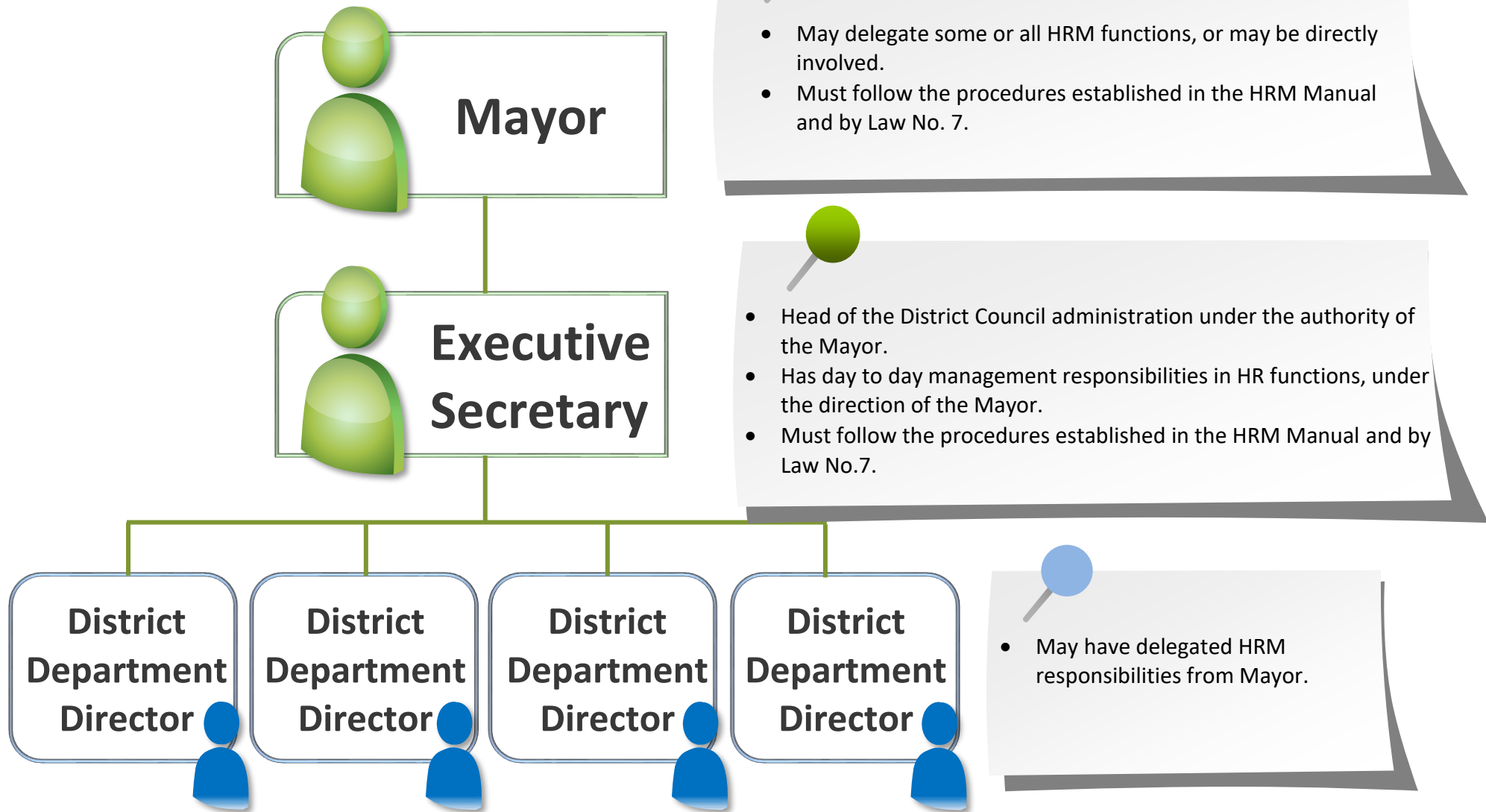
#### **Links to the HRM Manual**

For more information, see your HRM Manual: **2.3 HRM Functions of the District Councils**

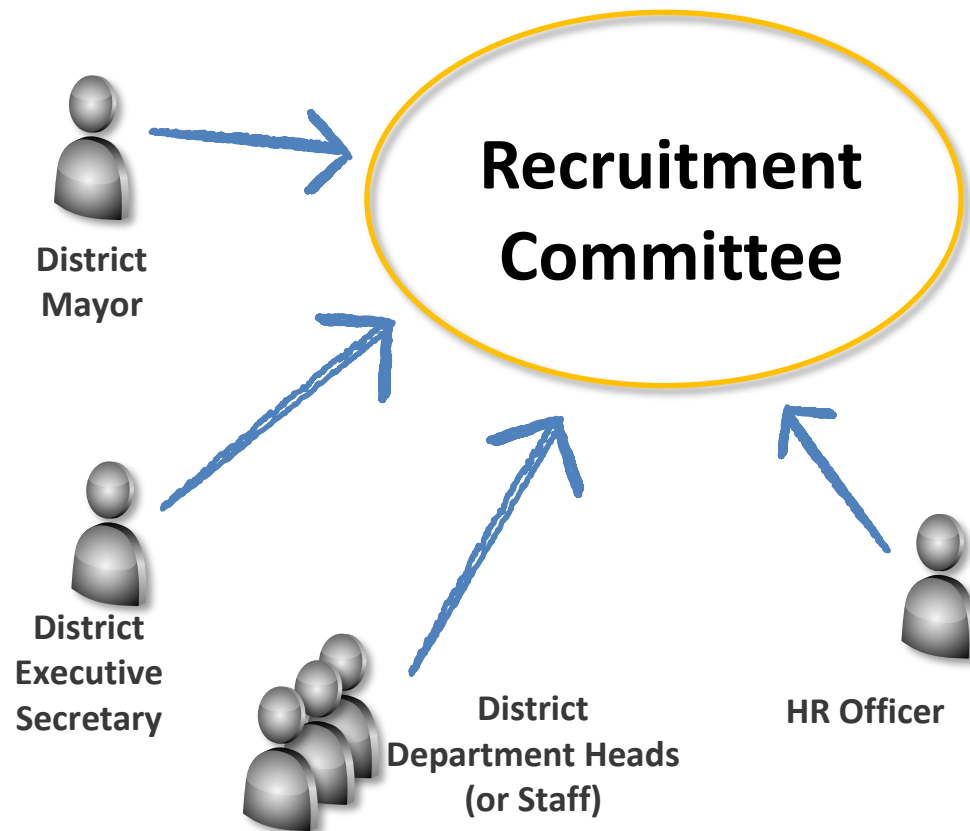
**Exercise Sheet 1: Mapping Core HRM Functions and Roles**


What is the core HRM function?	To what extent is this already done in our district?	Who is currently responsible?	What else needs to be done to improve or implement this function?

**Diagram 2: HR roles at District level**



**Diagram 3: Recruitment Committee and HR Officer**



 **Links to the HRM Manual**

For more information, see your HRM Manual:

- 2.1 Mayor**
- 2.2 District Executive Secretary**
- 2.4 HR or Personnel Officer**

 **HR Officer**

- Always Administrative Secretary to the Recruitment Committee.
- Provides guidance on how to establish and fill a position, as well as staff induction, performance, grievance and leave matters.
- Advises on HR matters according to the manual.
- May be employed at various levels, for example, Director, Deputy Director, Personnel Officer.



## Review and Action

- We have looked at the core and higher functions for HRM as outlined in the manuals. It is important to recognise that not all of these core functions can be put in place immediately. It is also recognised that districts vary in their levels of size and resourcing. However, it is important that districts begin to work towards managing all core HRM functions as outlined in the HRM manual.
- At the end of this Participant Book there is an Action Plan for further action in the workplace. Taking something you have learned from this session, make an entry in your Action Plan about how to move forward with regard to the implementation of the HRM manual in your workplace. For example:
  - *Based on the information gathered in **Exercise 1.1**, identify which core HRM functions are currently being carried out within your District Council, and which still need to be developed. Who will have responsibility for these functions, what are the specific tasks needed, and what is a reasonable timeframe for the development of each?*

## Session 3

## Communication Procedures

### *Session Objectives*

By the end of this session participants will be able to:

- Describe correct communication procedures between district departments and the HR unit regarding HR matters, particularly written communication.
- Prepare a secure and organised filing system for district HR documents.

This topic could be revisited in more depth in an (optional) Office Communication module



### Questions for Discussion

- What are the main communication methods used in your district office regarding HR matters?
- How important is written communication in your district office? To what extent are important HRM processes documented?
- What kind of filing system is used in your district office to ensure secure and organised maintenance of HR records?

### *Key points about HR communication procedures.*

- The District Council Departments will interact with the HR Unit through meetings, memos, circulars and official letters.
- All HR communication should be kept on file in a secure location such as a locked filing cabinet.
- HR files should only be removed from the HR section to other departments for short term purposes.
- HR files are confidential and the HR unit remains responsible for all personnel files, regardless of who may be holding them.



### Links to the HRM Manual

For more information, see your HRM Manual: **2.5 Communication procedure on how District Departments interact with the HR unit in managing HR issues.**



## Important!

An **internal memorandum** should include:

- the main topic of discussion
- a brief summary (background information, etc.)
- may include graphics –but limited
- explain what information you are looking for and why
- conclusion, i.e. asking for a task to be completed
- if appropriate, reference any attachments
- sign and date the memorandum with your name and position title

### Example 1: MODEL INTERNAL MEMORANDUM

See **Annex 1** of the HRM Manual for a blank internal memorandum form.

**ABYAN DISTRICT COUNCIL  
INTERNAL MEMORANDUM**

TO: HR Officer  
 FROM: A. Hassan, Director, Public Works  
 DATE: 21 January 2015  
 SUBJECT: Short Course for Public Works Department Staff

In accordance with District Council Staff Training Programme for 2015, three staff of the Public Works Department have been funded to do short courses.

I am now requesting that you approve the release of funds from the Staff Training Programme budget to pay for this training and to advise the Finance Officer, Finance and Administration Department to approve this expenditure so the course fees can be paid. I have attached the invoice for the course from the University of Puntland.

Please advise me in writing of your approval so that enrolment of the Public Works Department staff can be completed and they can attend the course.

**A. Hassan**  
 Director, Public Works

1. Brief summary of the topic—one paragraph. You must mention any authority to do what you want to do.

2. Explain what you want the person to do and why.

3. Conclusion, asking for a task to be completed. If appropriate, reference any attachments, and attach them to the memo.

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## Example 2: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT FILING SYSTEM FOR LOCAL GOVERNMENTS

See **Annex 2** of the HRM Manual.

### 100: HR GENERAL

1. HR Policy
2. HR Policy Amendments
3. HR Forms

Each three-digit number refers to a filing category. Numbers below refer to a sub-category. For example specific HR Policy documents could be filed as 101.01, 101.02, 101.03.

### 200: JOB DESCRIPTION AND CLASSIFICATION

1. Job Descriptions
2. Classification Structure
3. Classification Instructions and Circulars from MILGRD
4. *New sub-categories can be added as needed...*

The benefit of this type of numeric system is that new sub-categories can be added as needed.

### 300: STAFFING AND RECRUITMENT

1. Recruitment Requests and Approvals
2. Recruitment by Year Files (Create one file per year)
3. Recruitment by Position Files (Create one file for each recruitment then archive after finalized)
4. Staffing Profile (Annual summary of staff by position, grade, gender, salary)

### 400: BENEFITS

1. Salary Scale
2. Allowances
3. Special Payments
4. Vehicle Allocations

### 600: AWARDS AND RECOGNITION

1. Council Awards and Honours
2. Civil Awards to Staff
3. National Awards to Staff

### 700: EMPLOYEE SUPERVISION AND DEVELOPMENT

1. Performance Management System
2. Annual Performance Management Panels
3. Employee Development Policy

It is helpful to use different coloured folders for different categories, for ease of identification.

The electronic filing system should correspond to the hard copy filing system.

Each document should have its own unique reference number for filing purposes.

There will also need to be a separate document that outlines the classification system in detail, for example, for new HR staff induction purposes.

### **800: EMPLOYER-EMPLOYEE RELATIONS**

1. Staff Association Meetings
2. Miscellaneous Staff Group Meetings

### **900: LEAVE AND TIME REPORTING**

1. National Holidays
2. Leave Advice Circulars from MILGRD

### **1000: OCCUPATIONAL SAFETY, HEALTH, AND ACCIDENTS**

1. Accident Records
2. Health and Safety Appointments
3. Annual Health and Occupational Safety Reviews

### **STAFFING PROJECTIONS AND PLANNING**

1. Annual establishment reports
2. Annual Staffing Projections and Budget
3. Departmental Staffing Requests

### **TRAINING AND DEVELOPMENT**

1. Annual Staff Development Plan
2. Study Leave
3. District Training Programmes
4. External Training Providers



## **Review and Action**

- We have looked at some of the basic considerations around communication between HR personnel and district departments. We have also discussed the importance of written records and a secure, organised filing system.
- At the end of this Participant Book there is an Action Plan for further action in the workplace. Taking something you have learned from this session, make an entry in your Action Plan about how to move forward with regard to the implementation of the HRM manual in your workplace. For example:
  - *Establish a HR filing system that is in line with the suggested system proposed in the HRM manual (or upgrade/improve the existing system). Ensure that the electronic and hard copy filing systems correspond to each other. Identify a person or persons responsible for the task and a realistic timeframe.*

## Action Plan

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Prepare an action plan for your return to the workplace, based on what you have learned in this training.

<b>Activity</b>	<b>Who is responsible?</b>	<b>By when?</b>
<i>From Session 1: Follow up when back at work to ensure I have a copy of the HRM manual with forms on my computer.</i>	<i>Me as HR Officer, enquire to Mayor's office.</i>	<i>Within 1 week of completing training.</i>

## Conclusion

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### Summary

In this training module you have learned about the following:

- Why a HRM manual was developed for local governments and what is its purpose.
- How current HRM practice in your district with regarding to roles and functions relates to what is in the HRM manual.
- The type of communication that should take place between HR units and district departments and the best ways to carry this out.



### **Important!**

You have also been asked to complete items in an Action Plan, which needs to be put into place back in your district, with specific responsibilities, timelines and mechanisms for follow up identified.

### Assessment

In order to pass this module component, you will need to successfully complete an assessment task, which your trainer will provide you with.

### Evaluation

Your trainer will ask you to provide some feedback on the training you have just participated in, through the conduct of an evaluation activity. Your feedback will be most helpful for the ongoing improvement of these training modules.

*Thank you!*

## Glossary

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<b>Constitution</b>	Means the Constitution of the Puntland State of Somalia.
<b>Department</b>	Means a functional or sectoral administrative area of the District Council for which a senior officer is responsible as a Director e.g. Department of Finance and Administration.
<b>District Council</b>	The body periodically elected by the voters in a district, to form a council to administer that district for a period of five years as established under Article 42 of the Constitution. The same as local councils.
<b>District Executive Secretary</b>	Means the most senior official responsible for the management of the administration of the District Council as appointed by the Minister of Interior, Local Government and Rural Development, and approved by the District Council. The Executive Secretary is head of local government administration.
<b>District</b>	Means the districts set out in law and into which the regions of the Puntland State are sub-divided.
<b>For official use only</b>	Means that the document so marked should not be available to the General Public but only to the public servants for official purposes.
<b>Head</b>	Means head of sections and departments which the local government establishes.
<b>HR Officer</b>	The most senior person responsible for HR management, other than a Director, whether they have this title or not. It is the same as Personnel Officer.
<b>HR Unit</b>	This term is used for all departments, sections and units that are responsible for managing HR functions in a District Council. Each District Council will have such a unit or person, but its size and title will vary. A large Municipal Council has a HR Department. C grade District Councils may only have a Personnel or HR Officer. Where the manual mentions the HR Unit, the meaning is that the group responsible for HR management must be responsible for these procedures.
<b>Local Council</b>	A council with elected members by the local population, which administers the local authority.
<b>Mayor</b>	The head of the District Local Authority.

<b>Ministry</b>	Means Ministry of Interior, Local Government and Rural Development.
<b>Occupation</b>	Is a type of work that gives a person ability to learn or know and work by hand or mind.
<b>Organisational Structure</b>	Consists of functions, sectors or programs, for which activities and tasks are designed and allocated, under the District Council's supervision hierarchy and which are directed towards the achievement of the District Council's policy goals.
<b>Payroll Officer</b>	The person responsible for managing the payroll, whether they have this title or not.
<b>Personnel Officer</b>	The most senior person responsible for HR management, other than a Director, whether they have this title or not. It is the same as HR Officer.
<b>Responsible Officer</b>	Means Local Council Executive Secretary unless otherwise specified.
<b>The Act</b>	Means the Law No.7 (2003, revised 2012), Laws of the District Councils of the Puntland State of Somalia

## Resources

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### To be developed further



1. What is Human Resource Management?

[http://humanresources.about.com/od/glossaryh/f/hr\\_management.htm](http://humanresources.about.com/od/glossaryh/f/hr_management.htm)



1. Human Resource Manual for Local Governments, Puntland State, Ministry of Interior, Local Government and Rural Development, First Draft, July 2014.
- 2.