



Activities with SAS HR 2007 – *HR Perspective 1*

An **HR Forum** – See above

### **Strategic Staffing**

Realizing that the most important asset of the CG Center is its people, a returning question for managers at all levels evolves around having the “right people with the right skills at the right time”. Good people will easily be wooed away by others if the Centers are not proactive enough. To envisage the need for skills and the necessary avenues to ensure that the right people are on board and performing is one of the most challenging and important functions faced by the management of the Centers. Strategic staffing will ensure that Centers have the people they need, with the right set of skills for present and future needs. Strategic staffing is a systematic approach to assess the need for functions and talents, including external recruitment and sourcing, internal capacity building within and between CG Centers.

A systematic approach is needed to assess the opportunities for adapting the organization, basic questions around strategic direction and changes ahead considering a number of different options and always asking if we are focusing on the best opportunities, having the right scope and using the possibilities ahead of us. The CGIAR is to remain at the forefront of international agricultural research, therefore it is important to identify the channels to obtain the necessary talent, including avenues such as recruitment, secondment, inter-Center staff mobility, training, etc.

A strategic staffing process can also give an organization a competitive advantage, define the culture that the organization is striving for, assess what is important to the people they want to have on board, etc.

The implementation of strategic staffing involves the application of a global model in a Center specific context. The reviews of strategic staffing, which will be conducted in the context of strategic planning and budgeting for the Centers, will answer questions about the staffing of the organization for the

The concept and process will be developed and commenced. While an extension to a comprehensive strategic staffing process and system will be in place within the short-term strategy. The following phase is a global roster that cover succession planning purposes as well as talent pools that will help the Centers win the necessary talent, as well as make them more attractive in terms of career options. Horizontal flow of staff from one Center to another is envisaged to increase.

### **Competency Framework**

A Competency Framework will underpin all HR processes such as recruiting, assess, use and develop the skills and competencies of staff optimally, thus ensuring demand-driven training and development programs.



The Strategic Staffing project entails input through a competency framework, and a systematic approach to assess the need for functions and talents, considering external recruitment, sourcing, and internal capacity building. Establishing a workable common concept based on best practices, existing procedures, tools and processes.

### **One-Stop Shop for Training and Development**

A One-stop Shop for Training and Development, where you will have access to relevant training offered to all CGIAR Centers. In the next instance, the One-Stop-Shop will be offered through the SAS HR website.

Making relevant training offered accessible in one web-site, and through one common training calendar. The development and operation of a one-stop shop for common training will facilitate the expansion of existing training programs and the sharing of experiences and common training options.

A number of Centers are providing training on topics that are relevant to all international agricultural research organizations, such as:

- Leadership; FLDP, Harvard executive leadership training, women and leadership
- Multicultural sensitivity and communication
- Project management
- Writing project proposals
- Conflict handling
- Negotiation skills

Synergies can be obtained, and a training calendar could be developed based on quality demands and aligned across the Centers. The Centers can share concepts and suppliers, and offer training to participants outside the offering Center, where appropriate. Coordination and communication is needed to enable this.

### **Good Practice Notes**

Good practice notes gives advice regarding relevant issues from the SAS HR work program.

### **Roles and response G&D and SAS HR**

The area of Gender and Diversity forms part of any organizations Human Resources considerations. In the CGIAR, both the G&D program as well as the SAS HR program is available to CGIAR. Close collaboration on overlapping issues and alignment of parallel issues ensures that the CGIAR users find clarity and adequate scope in the services and program.



## **One Model Policy**

A One Model Policy based on values will provide much-needed adaptability across Centers. To position the Centers to meet the challenges of the future, an extensive harmonization of policies is needed. Some Centers are already in the phase of developing and implementing completely revised personnel policy manuals, in line with modern HRM and organizational management practices giving the adaptability needed. These personnel policy manuals are characterized by being non-bureaucratic, easy to access, and reflecting and underpinning the values of the Center.

The CGIAR Centers will benefit from reviewing and endorsing a Personnel Policy Manual based on One Common Model Policy adapted to local or Center specific needs. Advice on establishing One Common Personnel Policy will be given.

Every few years, a comprehensive review of the Personnel Policy needs to be undertaken in any Center to ensure consistency and reflect current needs. A personnel policy that can adapt to an agile and innovative organization must be value-based, not rule- and regulation-based. The development of one common policy based on the needs of the international agriculture research environment today is timely if the Centers are to be in position to meet the challenges of the future.

## **Aligned Expatriate Package**

The expatriate packages in the CGIAR are provisions often established on a post-war model and are very much patriarchic. When Centers were established, they were appropriate. However, many are long overdue for review, are outdated and do not fit with today's requirement. The package offered does not reflect the current needs and desires for expatriate staff and their families. In addition it has often become a mix of different elements of benefit. An Aligned Expatriate Package will reflect modern needs.

For the CG Centers, the expatriate staff member is vital for the delivery of research to alleviate hunger and poverty.

- The Centers need an updated expatriate package based on modern principles in consideration of the needs of staff member accepting appointments for mobility and residing outside the country of Center of life Interest. Based on these principles, each region might need to translate the principle into practical arrangements taking local issues into consideration. A harmonization along these lines will underpin systems to find career paths between Centers, have internal comparisons and benchmarking as well as improve the equity for staff. The Center will gain by being more attractive as well as benefiting from efficiency improvements.

The development and implementation of a new expatriate package that mirrors present needs, and which is easily administrated through individual lump sum allowances, is recommended. Such a package, will also allow for easier salary surveys.

SAS HR will disseminate the principles, and when required; advice on local adjustments and implementation modalities.



## Common Values

The establishment of Common Values will develop the culture necessary for innovative and quality research. SAS HR will advise the Participating Centers who requires it to define a process and mode of implementation of the establishment of organizational values. This will underpin the development of a culture which is prerequisite of the innovative and quality of research required.

### *Value as a driver to impact.*

Strategic HR promotes proactivity, flexibility and adaptability, all of which are essential for success in a dynamic and changing world. The strategic approach avoids bureaucracy and rule-based ways of working. It is based on respect for the individual and takes into account and brings forth our different capabilities so that we can work together as a harmonious team.

Common values are an important leverage, not only to attract and utilize the effective human resources that are necessary in any successful organization, but to also achieve the smooth, no-nonsense internal relationships and good organizational communications that are vital for the CGIAR to realize its goals.

It is important to identify and develop a clear, concise and shared meaning of values/beliefs; priorities and direction so that everyone understands them and can contribute. Once defined, values will impact every aspect of the CGIAR.

Once values are established, employees will have to think and make decisions that are not based on precedence, detailed rules or “the way things have always been done”, but by being proactive and thinking critically, even questioning the *modus operandi* to determine if it actually supports the values they want to develop in their Center. This is crucial for a critical, adaptable and innovative research organization.