



HRT Solutions

The Integrated Staffing and Training System Solution

The Need

To develop a structured framework for a business' human resources with an emphasis on training to meet business and operational needs.

Several key human resource areas have been identified as crucial to this system:

- 1. job analysis**
- 2. recruitment & selection procedure**
- 3. induction & orientation**
- 4. performance monitoring**
- 5. training**

To develop and operate a consistent professional training system requires integration of the areas identified above. Developing an integrated Human Resource and Training framework will enable the business to meet strategic and operational goals and provide a training system that will maximize all resources efficiently and effectively.

This system outline is based on an integrated system and deals with all key areas outlined above.

The Strategy

To develop a consistent integrated human resource management and training framework which offers flexibility at an operational level while achieving business, personal and professional development.

The human resource management and training framework will incorporate all the key areas listed on page one and be completed in five phases.

The commencement of this strategy will see several phases operating simultaneously to maximise human and financial resources.

PHASE ONE

Job Analysis

This is the foundation of the Human Resource Management and Training Framework.

The Job Analysis process or job profile process will identify, determine and record information about specific jobs and about desirable characteristics of people who can adequately fulfil the requirements of those jobs.

It is recommended that this be done at two levels:

1. Determining current levels of staff skills, knowledge and attitudes
2. Determining industry/business standards pertaining to skills, knowledge and attitudes

1. **Determining current levels of staff skills, knowledge and attitudes**



There are several methods available to collect and collate the necessary information. Once the method/s have been chosen HRT Solutions can implement and complete this stage. If preferable, HRT Solutions can implement and hand over the methods to management or chosen workplace representatives to complete this phase. Initial training in job analysis and competency standards is recommended.

2. Determining industry/organisational standards pertaining to skills, knowledge and attitudes

The information required for this process would be obtained from National Competency Standards. This work would be compiled by HRT Solutions and transformed into job specifications, job descriptions, performance monitoring strategies and procedure manuals.

These documents would then form the basis of the Human Resource Management and Training Framework and offer consistency from recruitment through to training to workplace operations.

PHASE TWO

Recruitment & Selection

Accurate recruitment and selection techniques is essential in order to contain staffing costs and capitalise on your investment, ie; retaining skilled employees.

Priority in this stage is given to formulating a recruitment and selection procedure and can be initially undertaken in conjunction with stage one “Job Analysis”.

To maintain a high and consistent level of staffing the recommended process for recruitment and selection would involve both formal interviewing techniques and skill assessments (where applicable) prior to employment. Information collected from the job analysis would form the basis of these procedures so as to enable an accurate matching of current skills to job requirement skills.

In consultation with management HRT Solutions will formulate a recruitment and selection procedure that can be integrated into the recommended framework.



To maintain consistency in the recruitment process it is suggested that recruitment training be implemented for those responsible for recruitment in the business.

PHASE THREE

Induction and Orientation

The induction and orientation procedure would be designed to ensure that new and prospective employees gain full knowledge of the expectations of the business, management and customers/clients while acquiring the necessary skills and information to meet those expectations.

Organisational expectations need to be met from the first day of employment. To ensure that this takes place the induction program should be an extension of the recruitment and selection process.

In order to achieve this extension the induction procedure would be designed as a final culling tool. This would have the benefit of not only employing staff with the right skill level but could also be a cost effective training strategy.

HRT Solutions would customise the program to meet the business' needs and facilitate the first two inductions. After this it is suggested that a nominated staff member would be trained in *Train Small Groups* to run future inductions.

PHASE FOUR

Performance Monitoring

Phase One Job Analysis, Part B National Standards would form the basis of the performance monitoring procedures along with business standards.

The business standards can be communicated and monitored throughout the workplace by using a combination of control methods. Phases one to three are the initial monitoring tools that ensure that the organisation has the right people with the right skills in the right job at the employment stage.

To ensure that staff maintain a high level of work performance monitoring mechanisms also need to be conducted regularly and on an ongoing basis. Two types of monitoring processes are suggested:

1. Production Monitoring
2. Quality Management

1. Production Monitoring

Production controls ensure that the end product/service reaches the customer according to the standards set out by the organisation. To obtain and maintain consistency at this level clear, precise standards must be communicated throughout the organisation.

This can be achieved by:

1. conducting regular training sessions which increase and update staffs knowledge and skills.
2. developing procedure manuals for use within training programs and on the job.
3. devising operational checklist that can be monitored at a supervisory/management level or self regulating by staff.

2. Quality Management

Quality Management is a control tool that ensures that performance and productivity reach the required quality standards set down in the organisations goals.

Suggested methods of quality control are:

1. Performance Reviews - based on a three step review system for new employees and a two step system for existing employees.

2. Staff incentives that are linked to the production control methods and the performance review system.

HRT Solutions would develop the monitoring and control processes in conjunction with the business' management team.

Selected management personnel from the business would implement the final processes. Performance Review training for the selected personnel may need to be conducted prior to implementation.

PHASE FIVE

Training

Training and development, a process by which people learn and grow in terms of their potential involves structured formal or informal, theoretical or practical programs. The aim of training is to increase the skills, knowledge and attitudes of staff, so as to increase their competence and performance. The process of training begins with an assessment phase, followed by course design/selection, training, and finally evaluation.

The assessment phase and evaluation phase have already been outlined above in the four phases of the Human Resource Management and Training System, however specific assessment and evaluation tools will need to be developed and utilised for each training area. This can be achieved in the course design/selection process.

Training options should be provided for cost effectiveness and to allow for flexible delivery which would correspond with the business' operational needs.