

Global Symposium for Human Capital Development 2008

Coventry, United Kingdom, 21-25 July 2008



International
Telecommunication
Union



United Kingdom
Telecommunications
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Southern Africa Telecommunications Association

Centres of Excellence : SADC Project on Human Capital Development For Southern Africa Telecommunications Association (SATA)

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July 2008



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Human Capital Development

- “Human capital” represents the knowledge, skills and abilities that make it possible for people to do their jobs.
- Human capital development is about recruiting, supporting and investing in people, using a variety of means, including education, training, coaching, mentoring, internships, organizational development and human resource management.

Overview of



- ❖ Association of Telecom Operators & ICTs Players in the SADC (Southern African Development Community, which is an economic grouping of 14 Member States)
- ❖ Established 28 years ago under SADC Treaty and Protocol on TCM
- ❖ Consultative Member of SADC on telecom and ICTs matters
- ❖ Sits on Telecom Sub-Sectoral Committee (SCOM) of SADC; and
- ❖ Has Constitution, clear Objectives, Mission and Vision and a permanent office (Maputo) led by its Executive Secretary (CEO)

Project Background

- The project was funded by the Government of Norway through the Norwegian Agency for Development Cooperation (NORAD) and SATA as the beneficiary was responsible for its sustainability.
- This presentation explains in detail the business model used in development of the Centres of Excellence and the certification process.

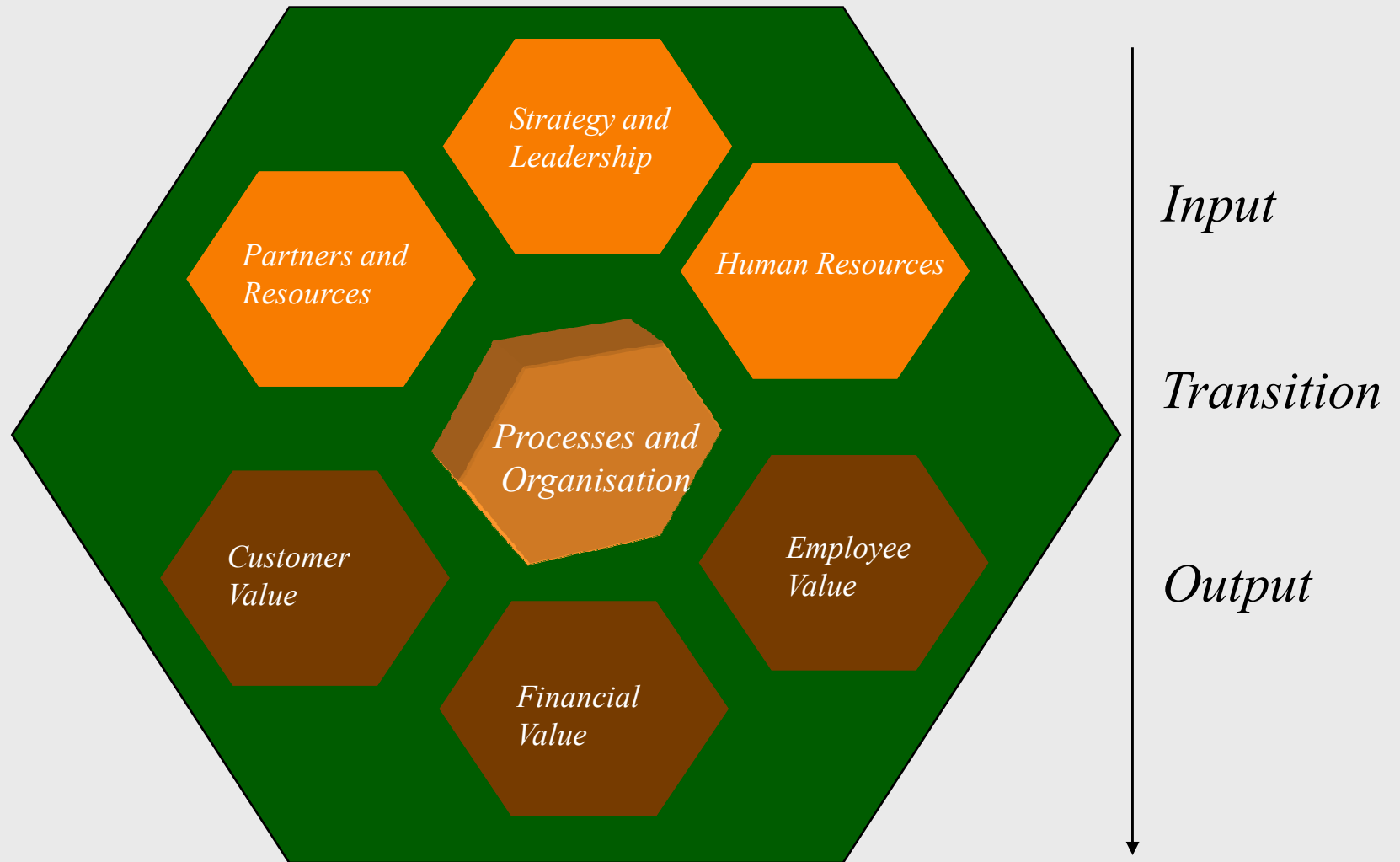
Definition of SADC /SATA Centre of Excellence in Telecommunications and ICT Training

According to the project, the following definition was adopted:

A SADC Centre of Excellence is a Profit Centre that delivers quality training at competitive prices, assessed and certified by SADC Qualified Assessors (SQA).

This means that any of the certified Centres of Excellence (CoE) has to be in this category

The Hexagon Business Development and Certification Model



Certification Tools

- Assessor Handbook
- Scorebook
- Assessment process
- Application Form
- Assessor guidelines

The role of



1. Promoting the certification system throughout the region
2. Assessment processes
3. Issuing the certificate
4. Maintaining the criteria and scoreboard
5. Establishing a user group
6. Revisiting the system bi-annually

The Scorebook

- The scorebook is developed to support the assessors in the assessment process and the calculations of the assessment grading.
- The scorebook will ensure consistency
- Scoring process
 - Interviews
 - Writing comments in the scorebooks
 - Mark the analysed issue.
 - Compare your scorebook with the other assessor and agree on a final grade

The process

1. The Company approach SATA to agree on an assessment
2. The Company receives an application form and a proposal for the assessment project
3. The Company establishes a multi-disciplinary assessment team that will be responsible for the process
4. The team fill out the application form
5. SATA appoints the assessors with a team leader
6. The Company submits the application form to SATA, and they start to prepare for the on-site visit
7. SATA and the Company agree on the timing for the on-site visit,
8. The on-site assessment
9. The SATA assessor team writes and presents the assessment report to the assessment team and the management of the assessed organisation

Assessor Guidelines

- Minimum of two assessors per assessment process
- SATA to appoint a team leader
- Each assessor to make an independent assessment and consolidate results
- Where there is no agreement, the team leader has the final say
- Where questions are irrelevant, the average mark for the subsection is applied
- Where possible, the same team to assess all the centres to ensure consistency

Assessor Guidelines (cont)

- Assess current situation
- There is nothing like “it’s not our fault” (passing the buck)

Score for Certification Level

Summary of Score for

Assessed areas	Score	Weight	Weighted score
1. Strategy & Leadership	0%	25%	0%
2. Partners & Resources	0%	5%	0%
3. Human Resource Management	0%	10%	0%
4. Processes and Organisation (Transition)	0%	35%	0%
5. Customer Value	0%	10%	0%
6. Employee Value	0%	10%	0%
7. Financial Value	0%	5%	0%
Total, weighted average		100%	0%

Certification level **75%**

Summary of the Assessment Areas

1. Strategy and Leadership
 - a. How leaders demonstrate their commitment to create value to the owners, customers, and employees
 - b. How the organisation develops and implements strategies and policies at all levels
2. Partners and Resources
 - a. Financial Resources
 - b. Information
 - c. Fixed assets
 - d. Partners and supplier relations
3. Human Resources
 - a. How human resources are planned and developed.
 - b. How human capabilities are sustained and developed
 - c. How employees and the organisation have an effective dialogue
 - d. How the physical and psychological working environment is nurtured

Summarizing the assessment areas (cont)

4. Transition
 - a. How key processes are identified and managed
 - b. How processes are analysed and redesigned, and targets are set for improvements
5. Customer Value
 - a. Size, structure and loyalty of customer base
 - b. Understanding of customers needs and perceptions
 - c. Initiate and launch improvement programmes
6. Employee Value
 - a. Size, structure and loyalty of employee base
 - b. Understanding of employee needs and perceptions
 - c. Initiate and launch improvement programmes
7. Financial Value
 - a. Profit and loss account
 - b. Balance Sheet items

Strategy and Leadership

How managers on every level show in their behaviour that they are committed to business improvements, creating value for the customers and owners, and encouraging a business culture

Strategy and Leadership

Include the following activities:

- Business planning and budgeting
- Cascading the objectives and operational targets down to the individual level of the organisation
- Allocation of resources
- Information and communication of the strategy and priorities
- Management processes including a performance management system
- Involvement in customer - and employee relations
- Nurturing a value driven business culture

How leaders demonstrate their commitment to create value to the owners, customers and employees

1. Leaders demonstrate insight and documentation of their knowledge and understanding of stakeholder expectations
2. The expectations are reflected in the company's strategy and priorities. Documenting consistency is an essential criteria.
3. Strong linkages between the Business Plan, Budget, Sales and Marketing plan, Human Resource Development Plan etc. are ensured.
4. The development and implementation of the management system ensures consistency with the strategy and a thorough understanding of the main drivers of the business.
5. Systems and structures for developing and implementing improvement programs are documented.
6. Leaders and managers act as role models for the organisation's values and expectations and are actively involved in employee management.
7. Leaders participate proactively in all external relations; customers, suppliers, partners etc.

How the organisation develops and implements Policies and Strategies at all levels.

1. Gathers and utilises information relating to:
 - a. Customer satisfaction
 - b. Shareholders expectations
 - c. Internal performance indicators
 - d. Benchmarking activities and best in class analysis
 - e. Social, environmental and legal issues
 - f. Economic and demographic indicators, and
 - g. New technologies.

How the organisation develops and implements Policies and Strategies at all levels.

(cont)

2. Develops and deploys the Business Plan
 2. Develop the Mission and Vision Statement
 3. Strategic imperatives and values
 4. Maintaining consistency with values, mission and vision
 5. Balances the needs and expectations of its stakeholders
 6. Identifies present and future competitive advantages
 7. Develops clear and specific objectives and targets
 8. How the process is designed to involve the organisation to ensure realism and implementation and balance the natural conservatism in the organisation with future business ambitions of the executive management team
 9. The link to the performance
 10. Reviews, update and improve policy and strategies.

Partners and Resources

Are the internal and external resources allocated and managed efficiently?

Financial Resources

The assessment should demonstrate clearly....

1. That stakeholders' expectations are reflected in the financial targets
2. That it is consistency between the Business Plan and the access to and allocation of funds
3. That the organisation uses a financial management system to monitor the financial performance regularly
4. That a system for cash-flow management is applied
5. That investment analysis is carried out before allocating resources for investments and the ROI (return on investment) is monitored.

Information

1. Employees on access to relevant information to comply all levels have with the job expectations and perform in accordance with them.
2. The organisation has a clear communication policy to support the distribution of the right information, to the right time, to the right target group.
3. The organisation is given information regularly about the performance of the company
4. There are formal channels for information in the organisation.

Fixed Assets

1. Optimise assets according to the strategy and business model
2. Manages the maintenance and utilisation of assets to improve the total asset life cycle performance
3. Manages the security of assets

Partners and Supplier Relations

1. Develops and optimises partner and supplier relations according to the business model
2. Manages the supply chain from supplier to customer, with particular focus on ensuring quality in all parts of the chain.
3. Has regularly meetings with suppliers and partners to strengthen the relations through value adding for all parties

Human Resources Management

How the organisation develops and manages human resources to ensure both a personal and a professional development of employees

How human resources are planned and developed

Issues to assess should include how the organisation...

1. Aligns the human resources plan with the business plan, to ensure a supportive link
2. Uses employee satisfaction surveys in the development processes.
3. Uses a performance based approach to human resources management and development
4. Aligns its remuneration, redeployment, redundancy, and other terms of employment with policy and strategy
5. Allocates financial resources to support the implementation of the Human Resources Development Plan
6. Organises and follows up on the implementation of the plan

How human capabilities are sustained and developed

Areas to address should include how the organisation...

1. Aligns individual and team objectives with the organisation's targets, and reviews individual and team objectives accordingly
2. Appraises and helps people improve their performance
3. Identifies, classifies, and matches people's knowledge with company needs, and manages recruitment and career development
4. Establishes and implements training plans
5. Promotes continuous learning and encourages and supports individuals' and teams' participation in improvement
6. Designs the recognition system to sustain involvement and empowerment

How employees and the organisation have an effective dialogue

Issues to address should include how the organisation...

1. Identifies communication needs between management and employees
2. Ensures that effective communication channels are established and maintained
3. Ensures effective vertical and horizontal communication

How the physical and psychological working environment is nurtured

Areas to address should include how the organisation...

1. Promotes awareness and involvement in health, safety and environmental issues
2. Sets the level of benefits (such as pension plan, health care, child care, etc.)
3. Promotes social and cultural activities, and provides facilities and services (flexible hours, transport, etc.)

Transition

How the organisation and processes are managed, analysed and developed according to the priorities of the company and customer needs

How key processes are identified and managed

The company must provide evidence or make probable...

1. How they have identified the overall structure of their Business System
2. The definition of the corresponding core processes
3. The establishment of process ownership and management
4. The implementation of performance standards per core process
5. The use of performance measurements in process management
6. Predefined procedures for solving interface issues inside the organisation and with external partners, if necessary

How processes are analysed and redesigned, and targets are set for improvements

Areas to address should include how the organisation...

1. Has a clear methodology and approach for analysis, redesign and change of the processes
2. Utilises information from employees, customers, suppliers, other stakeholders, competitors, and benchmarking data in setting standards, priorities and targets for improvements
3. Has both incremental and breakthrough improvements in focus during change processes
4. Actively searches for and implements new designs, technology and operating philosophies - showing a creative and innovative attitude
5. Manages the implementation of new or changed processes
6. Ensures sufficient communication prior to process changes
7. Ensures that necessary training has been conducted before implementation
8. Reviews process changes to ensure predicted results are achieved and implements corrective actions if necessary

Customer Value

How the organisation understands customer needs, creates value to the customers, and ensures that they act upon the feedback from them

Size, structure, and loyalty of customer base

Issues to address should include how the organisation...

1. Analyses and understands the customer base
 - a. The size
 - b. Churn and loyalty
 - i. intention to repurchase
 - ii. willingness to buy other products and services from the organisation
 - iii. willingness to recommend the organisation
 - iv. duration of relationship
 - v. effective recommendations
 - vi. new or lost business
 - vii. repeated business
 - c. National and regional customers

Size, structure, and loyalty of customer base (cont)

- d. Degree of external customer vs. internal customers (customers from the owning company(s))
- e. Purchasing behaviour

Works with an integrated Customer Relation Management

- a) Sales processes
- b) After sales processes
- c) Service processes
- d) Knowledge sharing - using customer master database

Understanding of customers needs and perceptions

Issues to address should include how the organisation...

1. Measures the overall customer satisfaction using surveys, focus groups, ratings, etc.
2. Develops a thorough understanding of the overall image or brand of the training centre:
 - a. Accessibility
 - b. Communication
 - c. Flexibility
 - d. Pro-active behaviour and responsiveness
 - e. Friendliness
 - f. Professional
3. Products and services are evaluated by the customers
 - a. Sales and after-sales support
 - b. Quality of staff, courses, facilities, and handouts
 - c. Method of delivery
 - d. Documentation
 - e. Relevance of the product portfolio
 - f. Price and competitiveness
 - g. Innovation and time-to- market
 - h. Handling of complaints

Initiate and the launch improvement programmes

Issues to address should include how the organisation...

1. Documents the executive management commitment and participation in the processes of strengthening customer relations
2. Customer relations play an important part of the company's management system
3. Ensures that the whole organisation understands and shares the same perception of the relationship between the company and customers
4. Develops improvement programmes and development projects to strengthen the relationship and the loyalty in the customer base
5. Follows up on the progress and results of all improvement initiatives

Employee Value

How the organisation generates value to the employees through a thorough understanding of their needs and priorities.



Size, structure, and loyalty of employees

Issues to address should include how the organisation...

1. Analyses and understands the inventory of employees
 - a. The size
 - b. Competence and skills
 - c. Salary level
 - d. Mobility; recruitment, career development, and turn-over
 - e. Grievances
 - f. Gender
 - g. National and regional comparisons utilising benchmarks, if available
 - h. Performance
 - i. Absenteeism and sick leave
2. Works with an integrated Employee Relation Management
 - a. Planning processes
 - b. Mobility processes
 - c. Development processes
 - d. Administrative processes

Understanding of employees needs and perceptions

Issues to address should include how the organisation...

1. Measures the overall employee satisfaction using surveys, performance management and assessments addressing
 - a. Motivation
 - b. Learning
 - c. Management and leadership
 - d. Strategy and targets
 - e. Communication and cooperation
 - f. Quality and customer orientation
 - g. Physical working conditions
 - h. Recognitions, rewards, and salary level
 - i. Job satisfaction
2. Develops a thorough understanding of the overall image of the company in the labour market
 - a. Reputation
 - b. Management and leadership
 - c. Salary level
 - d. Working conditions

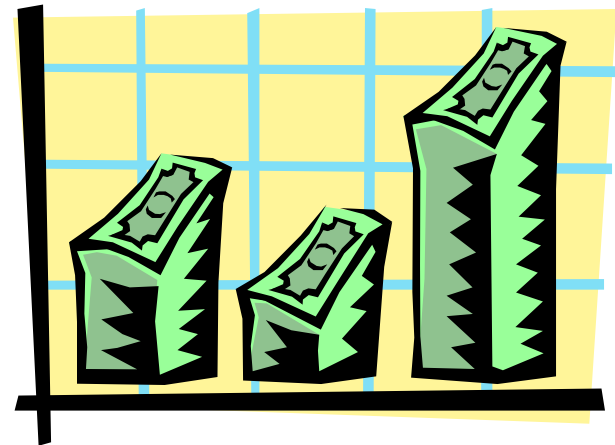
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Financial Value

How the organisation generates value to the owner(s)



How the organisation generates value to the Owner(s)

Profit and loss account

- a. Development in revenues
- b. Development of costs
- c. Degree of fixed vs. variable cost
- d. EBITDA

The Results

Two Certified Centres of Excellence:

- **Telecom Training Institute of Mozambique (IFT)**
- **Tel.One Centre For Learning (TCFL) of Zimbabwe**

Institutions which have expressed interest for certification:

- Botswana Telecom Corporation Academy and
- Telecom Training Institute of Namibia
- Mauritius Telecom

Conclusion and Sustainability

- The programme for the regional Centres of Excellence is run by SATA and currently there is an extension of the project to address the issue of curriculum development and harmonise the training content.
- A project proposal was prepared and submitted to various financiers and the amount of funding required is USD \$2.5 million dollars.

How to get details

➤ **SATA Website :** <http://www.sata-sec.net> Any information about SATA

➤ **Contacts:** **Jacob Munodawafa - Executive Secretary**
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Thank you for your attention.