

# Enhancing Workforce Performance through Ongoing Learning and Development Programme Effects and Strategies.



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### ABSTRACT

**N**o system can function effectively without an efficient workforce. In-deed human resources in every organization play a critical role in the effectiveness of the entire system. Unfortunately, several challenges most often impede the smooth functioning and effectiveness of most Nigerian business organization both in the public and private sectors. Prominent among these challenges are the paucity of inadequacy of workforce enhancement planning, training requirements, training-transfers, inequitable distribution, low moral, poor job satisfaction, inter-cadre conflicts, succession planning, staffing patterns and indeed the inability of most organizations to vividly align to their vision and mission statements.

Workforce enhancement planning and development requires strong management leadership, clearly articulated vision, mission and strategic objectives, it involves cooperative support efforts of staff in several functional areas, such as strategic planning, budgeting and human resource management.

The strategic planning department sets organizational direction and articulate measureable programmes for achievement of the goals and objectives. The budgeting process plans for funding to achieve objectives. The Human Resources provides tools for identifying competences needed in the workforce in terms of recruiting, developing, training, retraining, or placing employee to build the workforce for the future.

This presentation discusses the workforce enhancement through the global on-going learning and developmental programmes, its strategies and effect within the system.

The strategies adopted, used the instruments related to the job, the support system and the work environment.



Prominent among the strategies proffered included the global on-going learning and developmental approach using performance management to develop the capacity to perform, workforce enhancement planning model, matching tasks with skills, applying supportive

Some unhealthy adjustments have risen to the horizon and today's executives have entered into a global village with common lifestyle and common diseases emerging irrespective of our geographic location.

Diseases of the West (Europe and America) have now spread globally with residents in African and Asia being the worst victims.

Diseases of affluence (lifestyle diseases) are now common place in our environment..

Lifestyle diseases share risk factors similar to prolonged exposure to three modifiable life style behavior- smoking, unhealthy diet and physical inactivity and result in development of chronic diseases specifically heart diseases, stroke, diabetes, obesity, metabolic syndrome, chronic obstructive airway diseases and some types of cancers.

These illnesses used to be considered the diseases of industrialized countries, so called Western disease or diseases of affluence; however internationally they are known as non-communicable and chronic diseases, part of the degenerative disease group. They can result in loss of independence, years of disability or death and impose a considerable economic burden on health services.

The combination of four health lifestyle factors:

1. Maintaining a healthy weight
2. Exercising regularly

supervision, the use of incentives, the provision of adequate information and communication, the institutionalization of a culture of monitoring, evaluation and feedback, the improvement of infrastructure, the establishment of an enabling work environment, promotion of life-long learning, the establishment of effective team management and the institutionalization of a culture of accountability.

The skilful and conscientious application of these strategies would adequately address the human resource challenges of enhancing the workforce performance in both public and private organizational setting.

## 1. INTRODUCTION

Public and Private Sector management is focusing on performance based organisations. Organisational success depends on having the right employees with the right competencies at the right time. Workforce enhancement planning provides managers the means of identifying the competencies



needed in the workforce, not only in the present but also in the future and then selecting and developing that workforce.

Attainment of an effective workforce for Nigerian business organizations will require the recruitment of appropriate (potentially effective) personnel optimizing the performance of the existing personnel through development and retraining them to imbibe the on-going global changes.

This presentation intends to measure the enhancement of Nigerian workforce performance through the on-going learning and developmental programme the strategies and effects. It begin with a description of the major human resource management challenges of Nigeria, an explanation of the major dimensions of workforce planning and performance and description of indicators for measuring each dimension. This is followed by an outline of the factors which determine performance and strategies which are known to stimulate better performance using various instruments related to the job, the support system and the work environment. The skilful and conscientious application of these learning and developmental strategies would adequately address the human resources challenges with respect to workforce performance.

This paper will highlight the issues needed to be addressed in order to achieve an effective workforce with emphasis on job satisfactions among the existing workforce as a major bye- product of effective performance. Also emphasized is the importance of learning and development in the sustainability of an effective workforce.

## **2. WHAT IS WORKFORCE PLANNING?**

In its simplest terms workforce planning in getting “the right number of people with the right skills experiences, and competencies in the right jobs at the right time”

This definition covers a comprehensive process that provided managers with the framework for making staffing decision based on an organization's mission, strategic plan, budgeting resources, and a set of desired workforce competencies.

Many organizations, both public and private, have developed models for workforce planning. Putting aside variations in terminology, the processes are all very much alike. All rely on an analysis of present workforce competencies: an identification of competencies needed in the future: a comparism of the present workforce to future need to identify competency gaps and surpluses: the preparation of plans for building the workforce needed in the future: an evaluation process to assure that the workforce competency



model remain valid and that objectives are being met.

## WORKFORCE PLANNING COMPONENTS

Workforce Assessment	Transition Implementation	Realization of Goals
Demographic Analysis	Succession Planning	
Workforce Competence	Recruitment Strategies	
Forecasting Future Needs	Placement Planning	
Trend Analysis	Planning/Progress Assessment	
Skill/Gap Analysis		

## KEY QUESTIONS

- = How do we attract, recruit and retain competent talent in the tight labour market?
- = What incentive and retention strategies could be put in place to retain employee longer?
- = How do we capture and disseminate knowledge from experienced employees who are retiring?
- = What are the opportunities to deploy technology so as to optimize the workforce - in other words, do more with less?
- = How can we continuously improve knowledge?

## WORKFORCE PLANNING MODEL

### SUPPLY ANALYSIS

- = Workforce Analysis & Trend
- Employee Knowledge, Skill & Abilities
- Current Workload Analysis

### DEMAND

- = Workforce Knowledge Skills
- = Ability to meet Projected Need
- = Staffing Patterns
- = Anticipated Programme & Work Load Changes

### GAP ANALYSIS

- = Comparism of current Workforce skill with future Transition Needs
- = Analysis of how workforce demographics will change
- = Identification of area in which management action will be needed to reach workforce

### Objectives

### SOLUTION ANALYSIS

- = Planning Workforce
- = Employee Development and Re-training
- = Changes in Staffing Patterns

The model consists of four planning steps, “supply analysis, demand analysis. Gap analysis, and solution analysis, plus an on-going evaluation step”.

Supply Analysis: Supply Analysis focuses on identifying organizational competencies,



analyzing staff demographics, and identifying employment trends. Competency analysis provides base line data on the existing organization and present staff. Trend analysis provides both descriptive and forecasting models describing how turnover will affect the workforce in the absence of management action. Trend analysis is essential to the solution analysis phase.

**Demand Analysis:** Demand Analysis deals with measures of future activities and workloads, and describing the competency set needed by the workforce of the future. Demand Analysis must take into account not only workforce changes driven by changing work but workforce changes driven by changing workload and changing work processes. Technology will continue to have an impact on how the work is performed and must be considered in the demand at analysis process  
E-presence package of MTN, Global Mobile. Internet, E-learning, E- forecasting, E-Financing, E- conferencing, Telephone, Telex Tele Fax.

**Gap Analysis:** Gap Analysis is a process of comparing information from the supply analysis and demand analysis to identify the differences “the gaps” between the current organisational competencies and the competency set needed in the future workforce.

The comparism requires the competency sets developed in the supply analysis and demand analysis phases to be comparable “not independently developed”. Gap analysis identifies situations in which the number of personnel or competencies in the current workforce will not meet future needs (demand exceeds supply) and situations in which current workforce personnel or competencies exceed the needs of the future (supply exceeds demand).

**Solution Analysis:** Solution Analysis is the process of developing strategies for closing gaps in competencies, and reducing surplus competencies. A variety of strategies are available in solution analysis including planned recruiting, training, retraining and placing employees. Solution analysis must take into account employment trends which may work either in the favour of or counter to the direction of planned workforce change.

Evaluation involves a periodic and systematic review of the workforce plan, reviewing mission and objectives to assure they remain valid and making adjustments as required by changes in mission, objectives, and workforce competencies.

## **WORKFORCE PERFORMANCE OPTIMIZATION**

Optimizing the performance of existing workforce is crucial to the ultimate well-being of most public and private organization because it has an immediate impact on service delivery. Moving away from the traditional focus on inputs (the right number of personnel, in the right place, at the right time, with the right skills and support). The modern approach is to consider the dimensions of workforce performance strategies which contribute to better service delivery.

These include:



- = Adequate workforce planning
- = Competency technical knowledge, skills and behaviour.
- = Workforce Demographics and Trends Skill and competency assessment  
Training and re-training.

**COMPETENCY:** Competencies are a set of behaviours that encompass skills knowledge, abilities and personal attributes that taken together are crucial to successful work accomplishment.

**COMPETENCY MODEL:** A competency model is a map to display a set of competencies that are aligned with an organizations mission, vision and strategic goals. The competency model is future-oriented, describing an ideal workforce.

A competency model helps to bridge the gap between where an organization is now and where it wants to be in future. This occurs in two ways. First, the competency model serves as a guide for management in making decisions: since it is based on the competencies that support the mission, vision, and goals of the organization.

Secondly, the competency model serves as a map to guide employees toward achieving the mission of their organization in their functional area. A well developed and documented competency model will serve as the basis for organisational training and development activities as well as the means of identifying competencies to be sought in new recruits.

### **HOW ARE COMPETENCIES IDENTIFIED**

Two key elements in identifying competencies

- = Workforce skill analysis = A process which describes the skills required to carry out a function, eg, Aptitude Test, Exam etc.
- = Job analysis which collects information describing successful job performance. It focus on tasks, responsibilities, knowledge and skill requirements as well as other criteria that contribute to successful job performance.

### **WORKFORCE PLANNING STRATEGIES**

What is an appropriate Organizational level for developing a workforce plan?

This is no single answer to the issue of appropriate workforce planning strategies.

However seven step strategies are recommended:

STEP I - Understand the goals of your corporate strategy.

**ACTION REQUIRED:** Identify the main goals of your corporate strategy such as the organizations vision, mission and corporate goal.

STEP II - Describe your workgroup's goal and the structure you will need to achieve them.

**ACTION REQUIRED:** (a) List the goals of your workgroup “Workgroup Goal



Description”

(b) List your plan to achieve each goal. Plan to Achieve.

(c) Insert or attach a copy of the proposed organizations chart that will be used to achieve your goals.

(d) List the roles (E.g., Project Manager, Production Manager) you will need “Identified Workgroup Roles” and identify whether:

(i) You already have them

(ii) You plan to grow them

(iii) You place them in the appropriate areas.

STEP III - Evaluate your current talent

**ACTION REQUIRED:** (a) Evaluate employee contribution to goal attainment

(b) Consider employee growth potential.

STEP IV - Plan for succession

- ACTION REQUIRED:**
- (a) Identify key vacancies in your workgroup, The postmen/Divisional Organisation by listing job titles.
  - (b) Map current employee into potential openings.
  - (c) Identify vacancies created by employee promotions.
  - (d) Identify gap (vacancies) to be sourced from outside the company.

STEP V — Anticipate attrition.

**ACTION REQUIRED:** Identify the employees that you feel may be considering leaving the company, indicating the value of their contribution and anticipated attrition date.

STEP VI— Determine hiring specifications.

**ACTION REQUIRED:** Prioritize the vacancies you would like to be filled. STEP VII— Develop candidate sourcing strategy.

**ACTION REQUIRED:** (a) Bring forward culture description from, and identify your value proposition.

(b) Identify any other constraints that will affect your ability to Source.

(c) Based on your culture, value proposition, and other constraints, what will be your strategy for sourcing candidates.

## **USE OF TRAINING/LEARNING AND DEVELOPMENT TO ENHANCE WORKFORCE PERFORMANCES**

Whatever reasons an organization has for conducting an employee training; there is an immediate need to develop the employee training comprehensively, on the ongoing and new concepts that will benefit the organization.



Essential component of workforce training programme includes, a formal new hire training programme with an overview of the job needed to perform the job function. This will provides a fundamental understanding of the organization.

The second is on the job training which is another aspect of a comprehensive workforce continuing education programme. This is an important function that will keep policies, procedures and the technology used in the department.

New Hire Training - Much of this workforce training and reference material belong online these days in an organizations' intranet.

On the Job-(OJT): This is another form of new hire training which includes having the new associate train next to an existing associate. It gives the new hire opportunity to develop a working relationship with an existing associate continued education in workforce training. This is as important as new hire training. Available evidence have proved that after training only about 40% of the information is retained.

### **TRAININ/LEARNING NEED**

1. The best type of employee training programme for a work group is the one tailored to their need.
2. Another approach to conduct a training and assessment is to ask the workforce members themselves what skill they needed.

### **TIPS FOR TRAINING/LEARNING TRANSFER**

- = The trainers must make difference
- = He must present training as part of a consistent message from the organization.
- = All individual manager, and the manager's manager must endeavour to attend.
- = All training should be scheduled over a period of time.
- = Workforce should be trained in skills and information that are immediately applicable on the job.
- = The trainer can set a positive, productive tone for the session and the later application of learning opening that stress behaviourally oriented objectives. Another procedure to ensure that training/learning transfers effective is to create a training sickness before the actual training sections: This can be done through.
- = Making sure that the training has development opportunity.
- = Creating a context for the workforce training and development.
- = Provide training and development that is really relevant to the skill you want the workforce to acquire.
- = Favour workforce training and development that has measurable objectives and specifies outcome.

With these information, the workforce knows exactly what they can expect from the training session and also have ways to apply the training to the accomplishment of real workforce objectives.

Effective training and development will immensely enhance an organizations workforce to



transfer skills back to work if:

1. Information is provided for the workforce about exactly what the training session will involve prior to the training session.
2. It is made clear to the workforce that the training is her responsibility and she needs to apply herself for the training development.
3. The organization must make sure that the internal and external training providers supply pre-training assignments.
4. That supervisors and managers are trained either first or simultaneously so they know and understand the training session.
5. That supervisors are asked to meet with workforce prior to the training session.

The final case study on this is to pay adequate attention to workforce training/learning activities before, during and after the training session. This process will assist the organization management to track the feedback or to access whether the training programme was a success or not.

## **EFFECTS OF GOOD WORKFORCE ENHANCEMENT PLANNING**

Good workforce planning has multiple impacts on a business. Some of most significant includes:

1. Eliminating surplus. HR should limit the stressful “trauma” related to being surprised. HR should have the time to prepare processes and answers.

Rapid talent replacement: Having the capability to rapidly figure out positions that are vacant due to sudden (or unavoidable) turnover so that production or services don't miss a beat.

2. Smoothing out business cycles. You can smooth out the cycles by developing processes that ramp up and down your talent inventory and work effectively during both good times and lean times.

No delays: Ensuring that the company can meet production goals by employing the right number of people.

The right skills: Ultimately increasing product-development speed because the company has the brightest people with the right skills to take products through to their launch-on time.

Employee development: The ability to ramp up rapidly on new projects because the company has prepared and trained internal talent to meet the project needs.

3. Identifying problems early. If you have a smoke-detector system in place to notify managers before a talent fire gets out of hand, it will be much easier to minimize the potential damage. HR should develop a system of “alerts” to warn managers of minor problems (that they can rectify with little effort) before they turn into major problems.





= integrate with Develop sourcing and = Develop forecast =Select knowledge learning programme. alliance strategies. capability to manager capture vehicles and talent development, technologies Develop continuous =Build a collaboration Create the changing —Create employee improvement linkage. system. workforce value communication and proposition engagement plans. =Report on progress and business results.

The first step is to have an understanding of the true circumstances and the development of an organization - vide talent focused on your critical workforces.

Adopting a development model that will help in the attraction and retention of new skills and talents.

Adopting a modify retirement and compensation schemes to create more options to retain potential retirees.

Next, Organization of people in the critical workforces into knowledge sharing communities and build a knowledge management/continuous improvement capability around this.

There are a number of knowledge solutions that can be used to ensure that experienced employees don't walk out the door with years of experiences locked away in their heads.

- = Structured Knowledge Interview: Using a structured interview at exit for a system handover, typically done between leaving employee and successor or superior.
- = Storytelling: Conduct an unstructured, often best used with groups, to capture fact knowledge and interpretations to enhance “organisation memory”
- = Mentoring: Leaver takes on the role of mentor to the individual taking over the job responsibilities.
- = Succession Planning: Identify critical jobs along with specialized training programme.
- = Electronic Knowledge Capture: Use a customized portal or device to do current job processes and tasks, this includes mobile retention tools, like video cameras, to capture a trouble shooting event and used with training for others later.

People Factors/Change Management, Critical area of success of knowledge management-related solutions.

Create and implement a communication plan — to make users aware, then supportive of, then committed to the shift.

Develop and Deliver a Training Programme-to provide users the needed ability to work appropriately in the new environment.

Coordinate Knowledge Management with Related Learning/Performance Solution: as knowledge, insights, and experience are the basis of leaving and are



needed as part of performance support.

Address incentive Issues — to build the motivation in workers to be committed to the shift.

Develop Proper User Support to assist users with system process and change aspects of working in the new environment.

Finally, Organisations need to consider how they can insulate themselves from disruptions in workforce/lahour supplies, which may mean the need for more strategic alliances.

The primary service delivery solutions involve developing capabilities and practices to do more with less people.

= Automation of certain function can free up workforce in certain functions that can be used elsewhere such as

- E- learning
- E-presence
- E- financing
- Internet
- Telephone
- Telex
- Tele fax

The establishment of effective team management. As part of stimulating the workforce performance, the whole of range of notably human resource management strategies should be institutionalized. These includes

Effective manpower planning

Effective procurement

Preparation and maintenance with emphasis on leadership and team building.

## **HUMAN CAPITAL DEVELOPMENT FRAMEWORK**

The Human Capital Development Framework provides an integrated view of how an organizations human capital development processes and capabilities can be combine to achieve improved workforce performance. Let US isolate the guiding principles.

= Employees who value their work and work setting make the kind of effort and contributions that enable an organization to create the highest level of performance.

= An organization that invests in human capital development processes like learning and training usually records a positive effect on employees sense of engagement.



- = An organization whose human resources and human capital development practices are both valued by the workforce and aligned with the corporate strategy will achieve superior results in key organizations performance drivers such as productively and innovation.
- = An organization with improved human capital development usually enhances its capabilities of their employees' ability to react to change.

Armed with these guiding principles, an organization can effectively assess and evaluate. Its workforce performance for proper guidance on areas of need for improvement.

### **WORKFORCE PLANNING CHALLENGES**

While workforce enhancement planning is largely an internal process, there are external forces operating within the organizations that impact on the workforce and the organizations objectives. These influences are very frequently, both uncontrollable and high-impact, affecting the mission direction, programme and learning objectives and the overall funding. Some of the challenges includes:

- = Customer/Public expectations
- = Worldwide availability of labour
- = Competition for labour
- = Economic and environmental factors
- = Quality of workforce
- = Demographics diversity.
- = Technology.

### **FINALLY, TEN SILENT POINTS A MANAGER SHOULD DO TO BE A BETTER MANAGER**

- = Select the best people
- = Be a motivator
- = Build your team
- = Be a leader not only a manager
- = Improve as a communicator.
- = Get better at managing money
- = Get better at managing time
- = Improve yourself
- = Practice ethical management
- = Take a break

### **CONCLUSION**

This paper has presented and discussed various evidence-based strategies which when skillfully and conscientiously applied can successfully enhance the workforce performance



challenges of most public and private organisations. The strategies vary in ease of implementation relative cost and potential effect on planning and performance. Our polity may not experience a significant improvement on area of workforce performance without proper application of some of these strategies.

It is important that these approaches be adopted and applied in our public and private organizations to ensure a viable changes in our workforce performance. Though the strategies as enumerated and discussed, can reinvigorate the system, the primary cardinal point for its applicability remain proper funding. Specific and well managed allocation of fund to be used for the purpose must be made.

Further, the changes will not be sustainable without the government and other Stakeholders involvement and participation.

These are absolutely vital to the sustainability of enhancing the performance of Nigerian Workforce.

Thank you

## **END NOTE**

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