



# The HR Practitioner

THE INSTITUTE OF HUMAN RESOURCE MANAGEMENT  
PRACTITIONERS, GHANA

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## SEMINAR ON “IMPLEMENTATION OF THE NEW THREE-TIER PENSION SCHEME: THE ROLE OF HR PRACTITIONERS.”

The HR Centre organized a one-day seminar on “Implementation of the New Three-Tier Pension Scheme: The role of HR Practitioners” on Friday March 01, 2013 at the HR Centre. In all seventy-one participants attended the seminar.

The seminar gave practitioners information about the new pension reforms and the benefits thereof for employees.

It was facilitated by two well seasoned Consultants: Mr. Daniel Aidoo Mensah, Actuary & Pensions Consultant, and Pastor Stephen Quarm, Pensions Consultant.

Presenting the seminar, the resource persons spoke of the need to ensure Retirement Income Security for Ghanaian workers in both the formal and informal sectors. They iterated that, this was the main objective for introducing and implementing the Three-Tier SSNIT Pension Scheme. The seminar focused on the background and the rationale behind the scheme, highlights of the scheme and zoned in on the implementation of the scheme as well as the role of HR practitioners/employers in the administration of the scheme.

Mr. Aidoo Mensah advised that since the National Pensions Regulatory Commissions requires a



A cross section of participants at the seminar held at the HR Centre on Friday March 01,

minimum number of a 1000 employees for each scheme, the IHRMP could establish a Master Trust Scheme and act as an umbrella body for its members. HR practitioners should ensure that their companies have their own schemes, or join with other companies to set up their own schemes. This allows for economies of scale i.e. the fact that members can control their own schemes.

HR Practitioners were also advised to ensure that Pensions records were kept properly. They should also have good working relationships with Trustees as there would be the need to liaise with them in a number of areas.

For further information on the subject, practitioners could contact **Aidoo Mensah and Associates on 0302 938595.**



## ATTAINING COMPETITIVE ADVANTAGE THROUGH HUMAN CAPITAL MANAGEMENT (CONT'D FROM LAST MONTH)

***The ability to create a unique team is one of the most cost-effective ways of creating real sustainable advantage in the marketplace.***

You can try to use technology, marketing or other approaches but unless you develop those approaches internally they will not provide sustainable advantage because your competitors can use the same approaches to match your every move.

Using the people within your organization to create advantage is one of the most overlooked methods in business today in Ghana. In most organizations that we are all familiar with, they try to mold people to fit the organization rather than create an organizational model that fits the strengths and weaknesses of its people.

Various governments have embarked on numerous initiatives in their bid to prove how critical they view the nation's human capital/asset. Some of these are:

- Legislation allowing private participation in providing education, hence the emergence of private educational institutions such as the universities, colleges, training centres, primary and secondary schools;

- Providing free/subsidized education for primary & JSS education; Others are mulling the idea of extending free education to SHS;
- Expanding educational institutions infrastructure –buildings;
- Provision of interventions like school feeding program, capitation grant, providing laptops/computers to teachers and students, vocational training/skills for the youth – catering, sewing, computer hardware & software, etc.;
- Instituting Best Teachers Award;
- Setting up and supporting watchdog bodies like the National Labour Commission, the Ghana Employers' Association, Fair Wages and Salaries Commission, TUC, etc.

At the Corporate level, the mix messages that are sent out on how they place value on human resource can be described as very unfortunate. One would have thought that we have come so far that appreciating the value of employees will no longer be a contentious subject. Some companies provide continuous training for their staff. Such up skilling enhances creativity, innovation and adoption of new best practices, thereby getting the best out of employees. On the other hand, you have those who use the provision of training as a tool of reward & punishment. If you fall out of favour, you will never be sent on any training program or you get transferred to the training department. Further to this is where reduction in expenditure in some organizations always starts from training budget!

Such a situation does not augur well for corporate growth and survival. It is people—Leaders, the managers and staff—who are responsible for initiating & implementing the system changes that will result in utilizing and getting the best out of human asset, thereby ensuring sustainable competitive advantage.

A comprehensive Human Resource Development system is essential for ensuring an efficient and motivated people/workforce capable of contributing to the ultimate success of every organization or nation.

China is now leading the pack, with India, America, Japan, South Korea, Singapore, etc. all leveraging on managing human capital to achieve different levels of sustainable competitive advantage at one point in time. Yes, Ghana is on course but we still have some way to go hence we ought to re-double our efforts as we shout and sing double, double blessings.

I cannot bring this write-up to an end without equally stressing again that ***“The ability to create a unique team is one of the most cost-effective ways to create real sustainable advantage in the marketplace (and in my opinion, it is the only way). And that we should not try to mold people to fit the organizations but rather create an organizational model that fits the strengths and weaknesses of its people.*”**

### Chapter Meetings: Dates/Other

The Accra Chapter usually holds its monthly meetings at the Osu Ebenezer Presby Hall on the **SECOND THURSDAY OF EVERY MONTH**. Normal meeting time is 1730 hours prompt. Endeavour to attend the March 2013 meeting on March 14, 2013 at the same time and venue.

Contact Numbers: **Interim Chairperson Ms. Susan Manu: 020 536 3775; Interim Secretary Nana Yaa Twum: 024 437 7192; Interim Organizing Secretary Edmund Nii Dodoo Ankraah: 0244289348**

**The Tema Chapter** holds its monthly meetings on the last Thursday of every month. The venue is the VALCO Club House, Tema Community 4, near the TDC Park. Normal meeting time is 1600 hours prompt.

Contact Numbers: **Chairman Mr. Kofi Bayitse: 020 201 2213; Secretary Mr. Samuel Ofori Asiedu: 020 811 2234**



# THE DIALOGUE: NEW EMPLOYEE ORIENTATION (NEO)

**By: Dora Siaw-Lartey**

**D**uring an old school reunion some old class mates were engaged in discussions relating to their organizations. Most of them had completed their national service and had just secured jobs. Among them were Kwaku and Kwasi. Kwaku was working in an organization where NEO had been instituted and working very well; however Kwasi's case was different. Let's read what transpired between the two friends:-

**Kwaku:** Kwasi how are you settling in your new job?

**Kwasi:** Which job? I've left that company long ago. I did not even spend a month there.

**Kwaku:** What could have pushed you out of that multi-national company within a few weeks!!

**Kwasi:** You know what, the very day I entered the workplace I knew I would not stay there. On my arrival at the reception, it took about two hours for me to be called to the Human Resource Manager's office. Immediately I entered, he asked me to excuse him for a few minutes and he was out for an hour. On his return, he informed me that my immediate supervisor was in a meeting and would see me soon after he was done. Can you believe that I sat in that office until 2:00pm when he came back to ask if I wanted to go for lunch. I replied in the affirmative and went out to a nearby bush canteen to have something to eat. I stayed there until 3:00pm and returned to the office to find out if my supervisor was ready to meet with me. This never happened even though I



*The Writer*

waited until 5:00pm, the official closing time. The HR Manager then apologized to me and asked me to report the next day. In fact I began to have a negative feeling for the organization on day one.

I was expecting that I would be given a copy of orientation programme to start my orientation in order to be introduced to the organization, the work group and to my job. There was no sign of anything like that on the second day either. My Supervisor just came for me and put me behind my desk and gave me an assignment, without taking me through my Job Description or explaining anything to me. During the lunch break, I went to sit at the staff canteen and everyone was staring at me as if I had intruded in their privacy. The reason? I was not introduced to the staff. I was stressed out, felt lonely and isolated. I immediately drew a conclusion - I

would not stay.

**Kwaku:** Kwasi sorry for this unfortunate situation. I'm lucky to be working in an organization where New Employee Orientation is taken very seriously. In my organization orientation programmes are drawn for all new employees and managers and supervisors communicate the organization's Mission, Vision, and Values to them in order to integrate them into the organization's culture. They are also briefed on the operations of the organization and taken on a tour of the whole facility. Additionally they are introduced to the entire members of staff, including the Chief Executive Officer. They are given copies of the Employee Handbook and also their supervisors' take them through their Job Descriptions to enable them know exactly what is expected of them. This makes them feel welcome and a part of the organization. The HR Manager coordinates these activities to ensure that the new employee benefits fully from the programme. As a result of this, there is low employee turnover. There is bonding right from the onset and there is an understanding of one's duties so no 'wahala' with supervisors.

**Kwasi:** You are right; I have learnt a great lesson and this has taught me to conduct background checks of organizations before I apply for a job. I cannot continue to be job-hopping.

**Kwaku:** I wish you good luck in your job search.

**Kwasi:** Thanks and see you.



## QUICK TIPS CORNER

*By: Dora Siaw-Lartey*

**N**ext-of-Kin: A worker's Next-of-Kin should be someone who would stand in and take important decisions on behalf of the worker when the worker is involved in an emergency e.g.. Medical emergency, or is deceased. A worker's Next-of-Kin therefore should not be a minor who cannot take important and tough decisions. It could be a relative or a close person.

HR Practitioners should ensure that they call a new worker's next-of-kin stated in their Personal History Forms for confirmation as to whether they would be ready to stand in on behalf of the worker in case of any emergency.

Sick leave not part of annual leave - Labour Act, 2003 (Act 651) Section 24:

"A period of absence from work allowed owing to sickness, which is certified by a medical practitioner, and which occurs after the commencement of and during annual leave shall not be computed as part of the leave."

Paraphrased

When a worker starts his/her annual leave, and whilst on annual leave he/she is taken ill and attends hospital and is given excused duty certified by a medical practitioner, those days should not be counted as part of the annual leave.

What the worker should do is to call his/her supervisor and inform him/her of the excused duty days. On resumption of work, the worker is required to submit the excused duty form as proof of his/her claim.

The idea behind this provision in my view is that, annual leave is meant for rest and leisure when one is well and kicking; thus if one is on annual leave and falls ill he/she would have been denied the state of rest and leisure when in good health.

## UP-COMING EVENTS

A workshop on 'Designing and Implementing a Performance Management System' will be held at the HR Centre on **March 14 and 15, 2013**. All practitioners are encouraged to participate in order to equip themselves with the required competencies to enhance their HR practice. The fees are:

**Members: GHS350.00**

**Non-members: GHS 450.00**

**Students: GHS250.00**

## PERSONALITY PROFILE: MR. JOHN ELUERKEH

**J**ohn Eluerkeh holds a Masters Degree in Human Resource Development from the University of Manchester, U.K., a Post Graduate Diploma in Public Administrative Management, University of Regina, Canada and Diploma in Development and Management of Small Business and Industries, Galilee College Israel. He has over 15 years working experience in senior and top management positions in private, public and non-profit organizations.

John is the Chief Executive Officer of Bastion Resource Limited (BRL) and associate consultant to a number of firms. Prior to establishing BRL, John was the Chief Executive Officer of GRATIS Foundation. He has also worked as independent consultant for international funding organizations including the Canadian International Development Agency (CIDA) support projects, the European Union Microprojects Programme, the World Bank Land Administration Project and Millennium Development Agency (MIDA).

John has extensive working experience in human resource management/development and Institutional/organizational development with specialty in institutional/organisational restructuring and development involving organisational redesign, strategic business planning, development of organisational structures, job analysis and evaluation and performance management system. He has also expertise in development and implementation of Change Management programmes, and development and delivery training and development systems including designing framework for training needs identification/assessment, design, implementation and evaluation of training courses and design and implementation of capacity building programmes for public sector organisations.

John has been involved in several human resource management/development and organisational/institutional restructuring assignments including the restructuring of the GRATIS Foundation, institutional strengthening of the European Union Microprojects Management Programme and development and delivery of Capacity Building programme for District Assemblies. He was also involved in providing technical assistance for the development of Strategic Business Plan that would transform the Town and Country Planning Department into a Town and Country Planning Authority; and the Office of Administrator of Stool Lands.

Currently, John is providing consultancy services to the Land Administration Project for the integration and restructuring of four former land sector agencies (Survey and Mapping Department, Land Title Department, Land Valuation Department and Lands Commission Secretariat) into one corporate Lands Commission.

John has strong project management skills and has managed, implemented and/or coordinated a number of multi-sectoral projects and programmes, especially in development cooperation projects including European Union (EU) funded projects and Canadian International Development (CIDA) support projects.



**MR. JOHN ELUERKEH**