

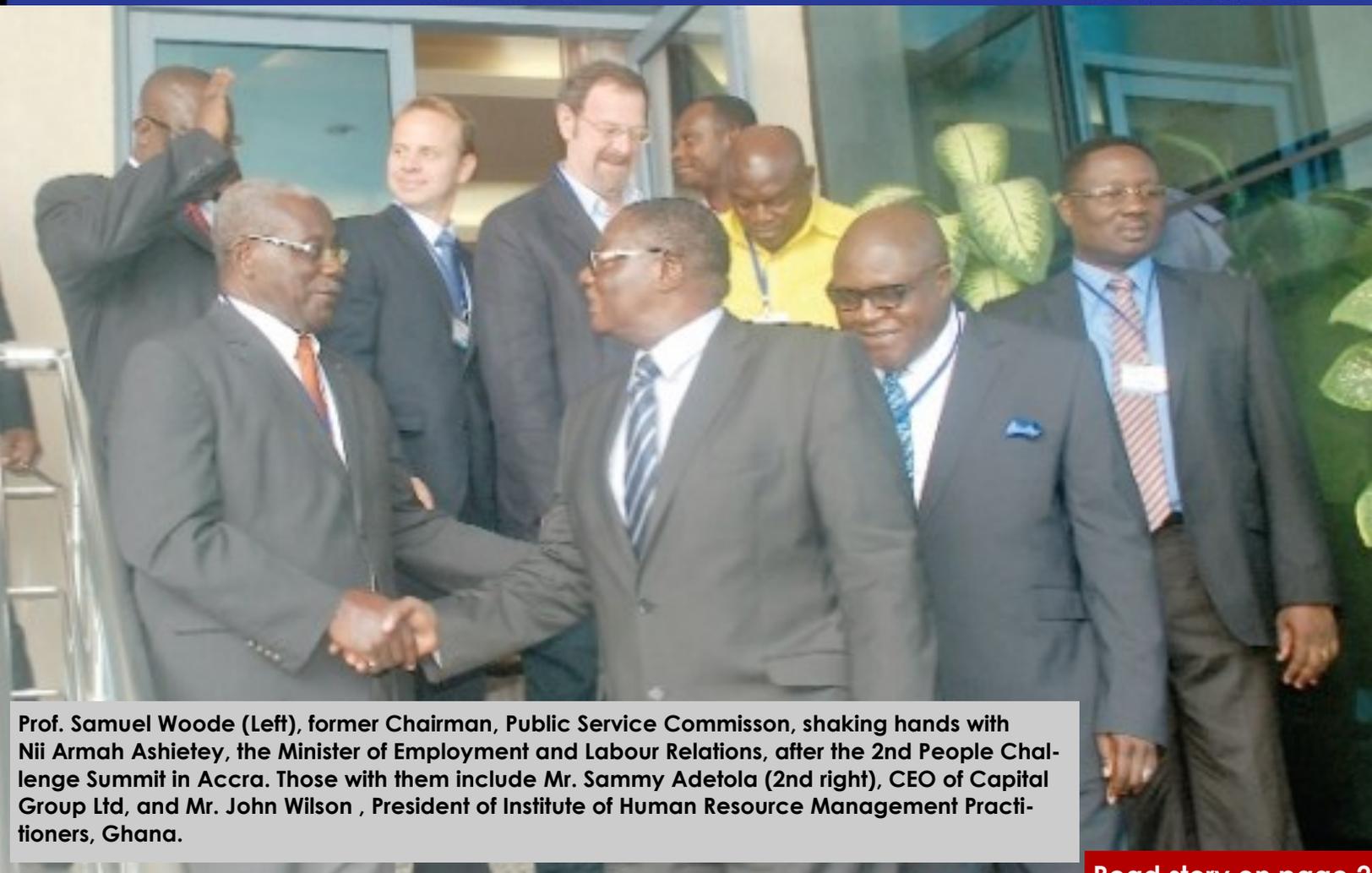


the **HR PRACTITIONER**

INSTITUTE OF HUMAN RESOURCE MANAGEMENT PRACTITIONERS, GHANA

MARCH 2014

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Prof. Samuel Woode (Left), former Chairman, Public Service Commission, shaking hands with Nii Armah Ashietey, the Minister of Employment and Labour Relations, after the 2nd People Challenge Summit in Accra. Those with them include Mr. Sammy Adetola (2nd right), CEO of Capital Group Ltd, and Mr. John Wilson, President of Institute of Human Resource Management Practitioners, Ghana.

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Create Conducive Atmosphere - HR Practitioners

UPCOMING EVENT

Change Management

A Key To Competitive And Sustainable Business

Date: April 10 & 11, 2014

Time: 9.00 am- 4.00 pm

Venue: The HR Centre, Nyaniba Estates

Members: GH¢ 450 **Student Member:** GH¢350 **Others:** GH¢550 **Office line:** 0302 767413

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⇒ EMPLOYEE MOTIVATION: A POWERFUL NEW MODEL (CONTINUED FROM FEBRUARY 2014 EDITION) pg 3

Institute of Human Resource Management Practitioners (IHRMP), Ghana.

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The Institute of Human Resource Practitioners has urged members of the association to adopt more innovative ways to help create a congenial environment for workers.

The association said times had changed, and there was the need for its members to move away from the old ways of doing things.

Old system

The President of the institute, Mr John Wilson, who made these remarks, said the public always saw HR practitioners as those who recruited employees.

He was speaking at the 2nd Annual People Challenge Summit for HR and Industrial Relations (IR) practitioners in Accra on Wednesday.

The two-day forum brought together HR and IR practitioners to learn innovative ways of meeting the growing demands of the public.

According to him, HR practitioners have been perceived by employees as those who usually serve the interest of management, noting that the notion is inimical to the growth of the profession.

"Globally there is a changing trend in HR. As a practitioner, you must strike a balance and ensure that you serve the interest of management and employees," he stressed.

Current trends in HR practice

Mr Wilson indicated that the current trend in the profession was such that practitioners had to manage their internal and outsourced workforce, to ensure that both parties' interests were met.

He indicated that practitioners were expected to manage temporary workers, contract workers, contingents as well as permanent workers.

He called on members of the fraternity to embrace and exploit technology, as a major driving force in an organisation.

That, he said, would help practitioners equip themselves with much knowledge about the current trend in the profession.

He argued that it was imperative for the HR practitioner to equip himself with much knowledge, and sell the company to the outside world, adding, "you are the ambassador of the organisation."

"You must equip yourself with enormous knowledge in technology such that you can win the confidence of the chief executive officer of the organisation. By this, they can trust whatever you say without imposing decisions on you," he emphasised.

Theme of forum

Speaking on the theme, "Changing trends, challenges and maintaining relevance in the dynamics of business," Mr Wilson called on practitioners to build the capacity of their employees and utilise their talents to move the organisation forward.

Mr Wilson charged members to plan strategically to meet the growing challenges on the job market.

Minister of Employment

For his part, the Minister of Employment and Labour Relations, Nii Armah Ashitey, commended the organisers of the programme for their efforts towards building the capacity of HR practitioners in the country.

Commenting on the Single Spine Pay Policy (SSPP) structure, he said through the Fair Wages and Salaries Commission, government had migrated about 100 per cent of public sector workers onto the pay policy. However, Mr Ashitey said the level of productivity was low, and called on workers to put in much effort to raise it in order to help the country to achieve the required development.

In spite of the challenges the SSPP had brought, he noted that government was determined to reduce it in order to ensure sustainability of the pay policy. He acknowledged the relevance of HR in organisations, and the major role it played to ensure the success of organisations in the country.

In an interview, the CEO of Capital Group, Mr Samuel Adetola, added his voice to the call on HR practitioners to adapt to changes in their organisations, saying that change was an aspect of life that could not be relegated to the background.

"The corporate world has witnessed significant changes over the past decade and as such professionals must keep abreast of the latest developments in their area of practice," he said.

Submitted by: Dora Siaw-Lartey

Harvard Business Review

Employee Motivation: A Powerful New Model By Nitin Nohria, Boris Groysberg, and Linda-Eling Lee

Continued from February 2014 Edition

The Organizational Levers of Motivation

Although fulfilling all four of employees' basic emotional drives is essential for any company, our research suggests that each drive is best met by a distinct organizational lever.

How to Fulfill the Drives That Motivate Employees

For each of the four emotional drives that employees need to fulfill, companies have a primary organizational lever to use. This table matches each drive with its corresponding lever and lists specific actions your company can take to make the most of the tools at its disposal.

The Reward System

The drive to acquire is most easily satisfied by an organization's reward system—how effectively it discriminates between good and poor performers, ties rewards to performance, and gives the best people opportunities for advancement. When the Royal Bank of Scotland acquired NatWest, it inherited a company in which the reward system was dominated by politics, status, and employee tenure. RBS introduced a new system that held managers responsible for specific goals and rewarded good performance over average performance. Former NatWest employees embraced their new company—to an unusual extent in the aftermath of an acquisition—in part because the reward system was tough but recognized individual achievement.

Sonoco, a manufacturer of packaging for industrial and consumer goods, transformed itself in part by making a concerted effort to better meet the drive to acquire—that is, by establishing very clear links between performance and rewards. Historically, the company had set high business-performance targets, but incentives had done little to reward the achievement of them. In 1995, under Cynthia Hartley, then the new vice president of human resources, Sonoco instituted a pay-for-performance system, based on individual and group metrics. Employee satisfaction and engagement improved, according to results from a regularly administered internal survey. In 2005, Hewitt Associates named Sonoco one of the top 20 talent-management organizations in the United States. It was one of the few midcap companies on the list, which also included big players like 3M, GE, Johnson & Johnson, Dell, and IBM.

JOKES CORNER

Sick Leave:

I urgently needed a few days off work, but I knew the Boss would not allow me to take a leave. I thought that maybe if I acted "CRAZY" then he would tell me to take a few days off. So, I hung upside down on the ceiling and made funny noises. My co-worker asked me what I was doing.

I told her that I was pretending to be a light bulb so that the Boss would think I was "CRAZY" and give me a few days off. A few minutes later the Boss came into the office and asked, "What are you doing?" I told him I was a light bulb. He said, "You are clearly stressed out. Go home and recuperate for a couple of days."

I jumped down and walked out of the office.

When my co-worker followed me, the Boss asked her, "And where do you think you're going?" (You're going to love this.....) She said, "I'm going home too, I can't work in the dark."

HR QUOTABLE QUOTES – Submitted by

Nana Yaa Twum

There is always a better way!
– Thomas Edison

The **Accra Chapter** usually holds its monthly meetings on the **SECOND THURSDAY OF EVERY MONTH**. Normal meeting time is 17:30 hours prompt. Venue is the HR Centre.

Endeavour to attend the April 2014 meeting on Thursday 10th April, 2014 at the stipulated time.

Contact Numbers: Interim Chairperson Ms. Susan Manu: 020 536 3775; Interim Vice Chairman Mr. Ofori Amanfo: 0244628716; Interim Secretary Nana Yaa Twum: 024 437 7192; Interim Organizing Secretary Edmund Nii Dodoo Ankrak: 0244289348; Interim Treasurer Janet Acolatse: 0244662447.

The **Tema Chapter** holds its monthly meetings at the VALCO Club House, Tema Community 4, near the TDC Park on the **LAST THURSDAY OF EVERY MONTH**. Normal meeting time is 16:00 hours prompt.

Endeavour to attend the April 2014 meeting on Thursday 24th April, 2014 at the stipulated time and venue.

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

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