

Form for Qualification Agreement Talk (QAT)

1. Background

1.1 What is a Qualification agreement talk?

The QAT is an instrument to find out the training needs for employees in LGA and the possibility for proper training.

1.2 What are the difference and linkages of QAT to OPRAS

OPRAS is a staff appraisal system to measure past performance of the last year. It is mentioned in the Public Service Act No. 8 of 2002.

QAT specifically is designed to identify training needs. QAT is a leadership tool for staff development. Every supervisor in LGA and LLGA has to use QAT because in his/her job description is mentioned that a supervisor is responsible to develop his/her staff. With the training identified by QAT a better performance in the future is expected. Therefore the performance of the staffs will improve. This improvement will be measured by OPRAS.

If a supervisor fails to use QAT, then he/she is not fulfilling his leadership role and therefore will get a negative feedback in his/her own OPRAS.

1.3 WHY THE QUALIFICATION AGREEMENT TALKES TAKES PLACE

- TO GET INFORMATION AND EXCHANGE VIEWS
- TO BUILD GOOD RELATIONSHIP BETWEEN THE EMPLOYEE AND SUPERVISOR
- TO SEND EMPLOYEE TO THE RIGHT COURSE AT THE RIGHT TIME AND THE RIGHT PLACE.
- SUPERVISOR LEARNS MORE FROM THE EMPLOYEES AND V/V.S.
- TO BALANCE THE EMPLOYEES TRAINING NEEDS AND ORGANISATION NEEDS.
- TO HAVE AN AGREED ACTION PLAN ON TRAINING BASED ON THE EMPLOYEE'S REQUIREMENTS

1.4 Which data are needed for proper training plan?

The QAT is based on a communication between supervisor and employee. The following Information has to come from the supervisors to HR Department to plan proper training:

- Statistical digital data: age of employee, sex of employee, willingness to learn of employee, employees trainability
- Communication process supervisor with employee QAT: level of training needs, observe employees need vs organization needs, observe weaknesses (gap or future development) through existing instruments like OPRAS, internal reviews, report on specific performance needs, employees specific performance, staff inventory together with basic information of employee, basic qualification, employee demand to upgrade qualification
- identify needs with
 - Performance reports,
 - Observe results
 - Speaking to employees QAT,
 - OPRAS

1.5 How to prepare the QAT?

1.5.1 General

- Prepare the environment that is to create a friendly environment at place of work. (i.e. cup of tea separated place , no disturbance)
- Explain the aim of the discussion – i.e. improve work performance and self development.
- Only if realistic
 - Explain to the employee about possibilities of promotion and salary increase with good OPRAS results and high qualified work.
- Be open and show the employee that you are prepared and ready to listen and assist him / her.

- Allow the employee to speak about his / her job and experience.

1.5.2 SUPERVISOR'S PREPARATION for QAT

- She should know the job description of the employee. Expectation of performance
- Understand employee behavior
- Should consider Organisation training Plan and Budget
- Type of course(info through internet, HR)
- Conducive Environment.
- Psychological preparation.(especially questions)

1.5.3 Employees Preparation for QAT

- Performance Reports:
 - -OPRAS -Duties
 - -ACTION PLAN -Objectives
 - -IMPLEMENTATION REPORTS -Weakness/difficulties
- Possible solutions on performance deficits:
 - Training
 - -Motivation
 - -Good working Enviroment
- Way forward:-
 - -Willingness to go for training.
 - -Identified training / required training

1.6 Results of the communication process QAT

After the communication process with QAT, needs for better performance are identified. Those needs can be i.e.

- Retooling
- Demand of equipments

- Training needs for short term courses
- Training needs for long term courses.

All the needs are documented. The HRO will be informed about the training needs to design related courses.

For the training needs it is advised to give priority to short term courses which aimed improving practical performance. Long term courses are expensive and targeted to career development only.

Of course the HRO can not guarantee to cover all training needs identified with QAT in the same financial year.

Nevertheless the information about real training needs will guide to send the right staff to the right courses in LGA. In order to avoid inefficient use of resources. It also gives PMO-RALG an information to offer more and other trainings.

1.7 Procedure

1.7.1 Guidelines for the HR Department

Quarter 1(July-September)

- TOT (HR) conduct the briefing at the end of the 1ST Quoter of the current financial year
- End of Quarter 1
- Head of HR Department should inform all the heads of departments/supervisors do QAT
- Head of HR Department provides the QAT to supervisor
- HR Department provides Soft copy of QAT forms to HODs/Supervisors

Quarter 2

- The HR Department collects QAT forms and enter the data to the IT system which has been installed by the RS
- HR Department uses the data to prepare training plan.
- The Head of the HR Department present training plan to management team for discussion
- The agreed training plan is presented to the Finance and Planning Committee for consideration and approval

Quarter 3

- The HRO guarantees that the approved capacity building budget is incorporated into the LGA budget.

1.7.2 Guidelines for Supervisor (HODs)

End of Quarter 1 (September)

- HODs/Supervisors expect briefing for QAT from the HR Department
- Supervisors receives the soft copy for QAT including Format for qualification needs
- HODs/supervisors produce enough copies of QAT for staffs

Beginning of Quarter 2 (October)

- HODs/Supervisors inform their staffs
- HODs/Supervisors fill the QAT forms with their staffs (the whole process should not exceed 30 minutes)
- The filled format for Qualification Need is given back to the HR Department for compilation
- The supervisor receives a feedback from the HRO about possible trainings.

2. The QAT forms

Name employee

Name supervisor:

Date and place of QAT

Introduction: The reason of our conversation is to support you with your work. This might be possible with some short term training.

2.1 . Guiding the communication process

Phase 1: Opening

How do you see your work?

Phase 2: Discussing challenges

Which difficulties you see in performing your duties? What are the competences and skills which helps you to do even a better work?

Phase 3: Solving

What kind of solution do you suggest related to training?

Phase 4: Identify concrete Training needs

What training will help to improve and support your work (topic, objectives)? (and interested in?) Please be specific.

2.2 FORMAT FOR QUALIFICATION NEED (filled by the supervisor and posted to HR)

Name..... Age: _____

Sex : Male / Female

Position:.....

Educational level (e.g. form VI ...),.....

Professional Qualification (e.g. Diploma in Public Administration):

Last training attended (year).....

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What are the needed competences and skills?

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Suggestions for specific training?.....

Additional comments (i.e. priority)

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