



គណៈកម្មាធិការ  
សហប្រតិបត្តិការដើម្បីកម្ពុជា  
Cooperation Committee  
for Cambodia  
Comité de Coopération  
Pour le Cambodge

ទស្សនវិស័យ: ការអភិវឌ្ឍប្រកបដោយនិរន្តរភាពសម្រាប់ប្រទេសកម្ពុជា

Vision: Sustainable development for Cambodia

## Minute of 32<sup>nd</sup> HRM Learning Forum



31<sup>st</sup> May, 2016

DIAKONIA Center (ICF/KSSA Building), Phnom Penh

## I. INTRODUCTION:

As the longest established membership organization in Cambodia, the Cooperation Committee for Cambodia (CCC) has played a unique role since 1990 in strengthening the cooperation, professionalism, accountability, governance, and development effectiveness of the Civil Society Organizations (CSOs) that are working across diverse sectors in Cambodia.

Responding to its Governance Hub Program (GHP) for 2014 – 2018 and to achieve clear goal which is for a strong and capable civil society, cooperative and responsive to Cambodia's development challenges, CCC offers a range of capacity development and learning opportunities for NGO staff to influence their thinking and practices and to deliver high quality services appropriately respond to the true needs of those CSO. Learning Forum has been organized by CCC focusing on Monitoring and Evaluation (M & E), Information and Communications Technology (ICT), Finance learning forum and Human Resource Management (HRM).

The HRM Learning Forum has been conducted since 2002 and facilitated by CCC with technical support from HRM Working Group members who are HRM professionals and practitioners of CCC member organizations. The overall objectives of HRM learning forum is to *1) stimulate action learning to transform knowledge; skills and experiences of individual people and organizations into a community of practices for a betterment of NGO community in Cambodia in the field of HR and 2) build a strong network among HR practitioners and professionals for ongoing learning on HR matters and issues related.*

To continuously respond to the needs of the NGO community for good practice, in 2016 CCC will host two full day HRM learning fora for member and non-member organizations; in which the first forum (32<sup>nd</sup> HRM Learning Forum) having done on 31<sup>st</sup> May 2016 and the second forum (33<sup>rd</sup> HRM Learning forum) will be on 23<sup>rd</sup> September 2016.

This is the minute of the 32<sup>nd</sup> HRM learning forum which was held on **31<sup>st</sup> May 2016** (see agenda in annex) at DIAKONIA Center (ICF/KSSA Building) in Phnom Penh. The forum was attended by 94 participants (50 are Females) from 65 NGOs (2 are non-member NGO) who are HR practitioners of CCC member and non-member organizations. The objectives, expected outcome, and agenda for the 32<sup>nd</sup> HRM learning forum are as below:

### OBJECTIVES OF THE FORUM

- To give a broad understanding of various techniques in selecting the right people to best fit with the job and the organization.
- To discuss and share practical experiences and best practices of those who lead staff recruitment.
- To build up more network and relationship among HR practitioners and professionals for ongoing learning on HRM matters and related issues.

### EXPECTED OUTPUTS:

- Participants have better understood about the techniques of selecting the right people.
- Participants have actively involved in class activity and shared knowledge and experiences related to the processes of examine and check the potential candidate.
- Participants have enhanced network of HR practitioners and professionals.

## II. SUMMARY OUTPUTS OF THE FORUM:

The 32<sup>nd</sup> HRM Learning Forum was presided by Ms. Srey Sotheavy, Vice-Chair EXCOM of CCC and Executive Director of ACT. She began by addressing CCC as an old membership organization and works to strengthen CSO in Cambodia. To build the CSO capacity CCC organizes four kinds of learning forum such ICT, M&E, Finance and HRM. Today the 1st HRM learning forum of the year 2016 and the 2nd one will be on 23<sup>rd</sup> September 2016. She mentioned that, it is a good time to learn and share the best practice of HRM and recruiting the right candidate, hiring a good and potential staff is not easy.

Before ending her speech, she shared her key message that we are CSO, a main actor in developing society, have to contribute to ensure for faith and fair society.

### ***SESSION 1: Review learning points from previous HR learning forum***

This session was facilitated by Ms. SAM Vaddthanak, Learning Officer, CCC. She reviewed the key points that the participants have learnt in the previous HR learning forum.

1. General awareness of Conflict/Conflict Management
2. Types of Conflict
3. Causes of Conflict
4. Effect of Conflict
5. Conflict Management System Options
6. Symptom of Conflict
7. Conflict Management Styles
8. Method of Conflict Resolution

### ***SESSION 2: "Selecting the Right Candidate"***

This session was facilitated by Mr. Chan Kanika, HRM working group member and Human Resource Manager of OXFAM. His session was covered on three main stages, pre-selection stage, selection process stage and job offer stage.

Within these stages he detailed on the workforce planning, job analysis, writing an effective job description, advertising strategies (Pre selection stage), selection panel and selection criteria, long listing and short listing, capacity assessment techniques, reference taking (Selection process) and negotiating a contract (job offer).

#### **Expectation of participants**

Speaker asked the participants to address some expectation toward this forum and most of them said they hope:

- To improve reference checking quality.
- To gain more practical experience to select the right candidate.
- To know more about methodology of selecting.
- To understand about effective selection process.
- To know how to identify the best candidate.
- To know how to maintain employee and do orientation.
- To learn more from other NGO of techniques to recruit the right candidate.
- To know about technique for pre-selection, selection and post selection.

#### ***Workforce planning***

He began by asking participant if they have any challenge in planning workforce. Workforce planning is a continual process used to align the needs and priorities of the organization with those of its workforce to ensure it can meet its legislative, regulatory, service and production requirements and organizational objectives. Once we think about workforce planning, we have to think of our regulation, budget and the demand of operation/production of organization too. HR department is the one who lead program department and other department to make workforce planning, not HR alone.

The process of developing workforce planning, first, we have to scan the environment. It's focus on general both inside and outside organization. We have to look at the law, culture and competitor .etc. Second, we have to look at our current workforce or current staff. Third, we have to estimate how many staff we need in

the future. Fourth, we need to analyze and then start filling the gaps. HR have to inform to make sure that the right staff is working at the right position/place.

He recommended that HR should know how to look at organizational plan, productivity status of organization and workforce data.

Some participants shared their understanding of strategic plan that it is a big plan that help organization to achieve goal and it's a long plan (from 3 years to 5 years).

In this point, he highlighted about the succession planning plays very important role and it helps to save lot of money. Succession planning is the work of HR at strategic level. It can replace any staffs who urgently resign and we don't need to recruit new staff. Knowledge transfer is very important in one organization to be ready once there any resign. Being a good manager, you should know how to maximize the potential of one staff. Although the project is closed, we can maintain a potential staff. He advised that workforce planning have to be aligned with organizational objective and plan.

He suggested participants to draw up a workforce plan to include all elements of workforce plan that show the current workforce and future workforce. The participants raised some elements of workforce planning as below:

- Name
- Position
- Title
- Section
- Job grade
- Salary (Grade and Amount)
- Remarks
- Contract duration (start and end date)
- Notification
- Appraisal
- Family / place of residence
- Project period
- Increment plan
- Potential to new project (Donor)
- Separation plan
- Work base
- Skill set
- Budget
- Type of staff

He showed a video of selecting right candidate must focus on:

- Passion (does s/he loves that job?)
- Chemistry in the team (that new staff will be a molecule to achieve a team goal)
- Long term
- Read people (about their integrity)
- Motivation

He finished this point by sharing the example of template of current workforce plan and future workforce plan.

#### *Job analysis (JA)*

He mentioned that we have to do job analysis before developing JD. Job analysis will help us know whether a staff for one position is needed to recruit more or not. JA is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. Doing JA leads to define recruitment strategy, example, whether we should hire a consultant or a full time staff.

He shared some strategies to do JA such as interview job holder, interview job supervisor, observation job scope and responsiveness, expert analysis and inputs, review job data and do task inventory/task analysis.

Another video showed that hiring is done effectively base on three essential elements such as:

1. Hire for skill fit – right skill, knowledge, experience for the job. Look at the background through resume, reference check and interview.
2. Hire for company fit – fit with the team and company
3. Hire for job fit – can be done through assessment.

### *Writing a Job Description (JD)*

JD is a human resource management tool to regulate and manage the performance of the staff. It clarifies work functions, dimension of work, role and responsibility, reporting relationships, and the requirement of the job. It helps staff to understand the complexity, security, duty and the need of the organization. Some organization requires staff to sign on their JD.

He further showed the contents of job description with the explanation more about budget responsibility that should clearly state the amount of responsible budget. The dimension of the job focuses on who he will work with. Sometime tools for use also required to state there too. In general, there are two types of JD, summary job description and exhaustive job description.

Q: Who write JD? Hiring manager or HR Manager.

A: Both have to be involved.

### *Advertising Strategy*

Advertising is very much like a marketing communication strategy which needs to be developed in a way to sell out our vacancy to the specific or general targets.

If a good advertising strategy hasn't been selected, we cannot recruit a good staff and to reach a potential candidate, we have to do segmentation strategy and choose the correct advertising channels. Job advertising should be designed carefully to get skill fit, company fit and job fit.

### *Recruitment panel and selection criteria*

Recruitment panel normally consists of 3 or 5 members. Some senior international managerial position, the panel has up to 19 members. The more important position recruit, the more panel members will have been formed up. Not all recruitment panels have to involve HR people all the time. They can just ensure for the proper recruitment process and the recruitment/hiring manager or line manager will make final decision. However, the recruitment panel can form up base on respective organizational policy.

He further explained some principles of recruitment panel like the integrity, refers to no bribery, no nepotism and no conflict of interest. Ensure for impartiality in asking question and fairness in judging candidate. Be consistent with raising question and numbering the panel. For more efficient, some key selection criteria (KSC) have to be considered such as context, scope, requirements, organizational values and experience related of the job.

### *Long list and Short list*

The purpose is to list down all names of applicants with their qualification, experience, fitness to job, and to decide to shortlist the most qualified candidates for the capacity assessment. There are some risks at this point, he mentioned that, screening CV and evaluating CV.

### *Capacity assessment*

Capacity Assessment is a very important part in recruitment process. Capacity assessment technique varied and can be used for different purposes and aim at different positions. We can do assessment through oral interview (use open / close question), writing test, behavior test, and dialogue and group discussion.

### *Group discussion:*

To practice of developing some strategic questions for testing talent and skill of candidate, speaker divided participant into 6 small groups to discuss on the below questions (Each group responsible for each question and a representative will be invited to present the result to big group. Moreover, the others/groups can add more if they have different question):

1. How do you test leadership skill?
2. How do you test program management capacity?
3. How do you test management skill?
4. How do you test gender sensitivity?
5. How do you test work commitment?
6. How do you test ability to work in a conflict zone?

#### **Group 1 – Response to question number 1: How do you test leadership skill?**

This group raised some questions to test the leadership skill of candidate of the position of Head of Program of education sector as below:

1. What is your leadership style?
2. What is your challenge and how you overcome?
3. How do you identify conflict and solve it?
4. How do you contribute your leadership to organization (time management....etc.)
5. What leadership model do you have?
6. What are the difference between leader and manager?

#### **Group 2 – Response to question number 2: How do you test program management capacity?**

This group raised some questions to test program management capacity of candidate.

1. Could you tell us about your skill, experience, and education?
2. How to manage the program efficiently and effectively?
3. What is your challenge resolution?
4. Please walk through your work on program management.
5. Please tell us about number of people and budget involved in those programs.

#### **Group 3 - Response to question number 3: How do you test management skill?**

This group raised some questions to test management skill of candidate.

1. What are the best practices for management style?
2. Can you tell us about budget management?
3. When your staff had a problem, what did you address?
4. What are the main factors that convince you to hire you?
5. How to control your emotion?

6. How do you manage your staff effectively?
7. Please tell us about your project management?

#### **Group 4 - Response to question number 4: How do you test gender sensitivity?**

This group raised some questions to test gender sensitivity of candidate.

1. Base on your perspective, what are some of gender issues in Cambodia?
2. How do you define gender?
3. How would you describe your coordination style with government agencies?
4. Could you tell us how would you mainstream gender perspective throughout your project implementation?
5. If you are successful selected, how would you contribute to the position?

#### **Group 5 – Response to question number 5: How do you test work commitment?**

This group raised some questions to test work commitment of candidate.

1. If you are hired, how long will you work for the institution?
2. If you are required to work overtime for urgent tasks, will you agree?
3. Do you agree to work on some additional tasks besides what stated in JD?
4. Base on general observation (time, dress, and communication).
5. Career aspiration.

#### **Group 6 – Response to question number 6: How do you test ability to work in a conflict zone?**

This group raised some questions to test ability to work in a conflict zone of candidate.

1. Can you work in conflict zone with mines?
2. Have you experienced working in far and unsafe area?
3. What do you prepare yourself if there an explosion?
4. Did you learn any first aid?
5. How do you think about conflict zone?
6. In case you were taken hostage, what would you do? And how would you rescue others?
7. What is your qualification to work in unsafe area?
8. Do you have any problem with your health such as heart diseases or emotion?
9. How do you feel when you work away from your family and in unsafe area?

#### *Reference Taking*

He gave advice that HR department is always considered as an impartial referee. We can ask for performance review. However, be careful with law dispute once checking reference. Moreover, he shared some kinds of information that should be sought like quality of performance, performance behavior, management and/or leadership, employment record, honest, trustworthiness, neutrality and strength and weakness.

#### *Contract negotiation*

He told some strategies while contract negotiating such as branding of the organization, environment, and job security ...etc. career development, salary package (based on total reward policy) and

also inform about succession planning. When negotiate a contract with new staff, you should not tell a lie or exaggerate the benefits that they supposed to get once become a full staff member.

*For further details, please see attached slide presentation on CCC web.*

▪ **Table discussion to define topic for the next HRM Learning Forum**

Table discussion was facilitated by Ms. SAM Vaddthanak, Learning Officer of CCC. She asked participants to define from two to three topics that they wish to happen for the next HRM learning forum. Below are the topics raised by participants (by table) in the 32nd HRM learning forum in year 2016.

- Staff performance appraisal,
- Effective problem solving skill,
- HR development (capacity development management) and
- HR policy/employee retention and succession planning.

These proposed topics will be brought to discuss in the next HR working group meeting to refine and/or to design to be the agenda in the next learning forum.

▪ **Conclusion and closing remarks**

The conclusion and closing remarks was made by Mr. Soeung Typo, Research and Learning Manager of CCC. He expressed his sincere thanks to all donors for funding support and working group member for technical support with fully hope they will continually support CCC more in the future. Moreover, he highly appreciated participants for their commitment to learn and share knowledge together. He recalled that recruit the right candidate for the organization is not easy since we focused on soft skill and attitude that hardly seen by eyes. His last message was emphasized on CCC's work on developing new application for HR and Finance. If this application is successfully developed, CCC will publicly announce.

**III. CONCLUSION:**

The 32<sup>nd</sup> HRM Learning Forum was conducted successfully on 31st May 2016 with active participation by all participants and professionally supported by honored guest speaker and fruitfully produced great outputs as expectation. Within this forum the important topic of selecting the right candidate was clearly presented to the participants. To measure their understanding, to understand about their commitment to make change in own organization and to seek for constructive feedback, all of the participants were asked to completed the evaluation form at the end of the forum.

Regarding the consolidated result of evaluation form completed by the participants, most of them valued as good on the process, venue, logistics providing and organizer, and 79% said the duration of the forum is medium.

27% of participants understood clearly about Process of staff recruitment and selection and hiring staff to skill fit, company fit and job fit while 17% of them fast grasped on current and future workforce planning follows by the 16% that emphasized about capacity assessment techniques. The participants also committed to improve staff recruitment and selection process following this lesson, Develop Job analysis and select candidate base on skill fit, company fit and job fit, Improve Selection panel and selection criteria, Improve workforce planning both current and future and succession planning in their organization. Yet they suggested having longer time for the forum as the topic was very important and it was an impressive event.

All in all, this learning forum provided a great opportunity for HR practitioners to build stronger network and share experiences and challenges of their daily operation. We, CCC, as an organizer are very proud of this fruitful result. Moreover, we commit to put more effort to improve and extend such good forum to serve as a pool of building more capacity together.

**Annex: Agenda of the forum**

Time	Key Contents	Resource persons
07:30-08:00	Registration	CCC Team
08:00-08:10	Welcome and Introduction of the forum objectives	
08:10-08:30	Opening remarks	Ms. Srey Sotheavy, Vice-Chair EXCOM of CCC and Executive Director of ACT.
08:30-09:00	Session1: Review learning points from previous HRM learning forum	Ms. Sam Vaddthanak, Learning Officer, CCC
09:00-10:00	Session 2: <i>Selecting the right candidate</i> - Stage 1: Pre-selection	Mr. Chan Kanika, Human Resource Manager, OXFAM and HR Working Group members
10:00-10:15	Coffee Break	
10:15-12:00	<i>Continue</i> (Presentation, Video show, Quiz / Q&A, Sharing practical experience)	
12:00-01:00	Lunch Break	
01:00-03:30	- Stage 2: Selection Process (Presentation, Video show, Sharing practical experience/ Q&A)	Mr. Chan Kanika and HR Working Group members
03:30-03:45	Coffee Break	
03:45-04:30	- Stage 3: Job offer (Presentation, Sharing practical experience/ Q&A)	Mr. Chan Kanika and HR Working Group members
04:30-4:40	Discussion by table on the next topics and forum evaluation.	CCC Team
04:40 - 04:50	Conclusion and closing	Mr. Soeung Typo, Research and Learning Manager, CCC