



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

ទស្សនវិស័យ: ការអភិវឌ្ឍប្រកបដោយនិរន្តរភាពសម្រាប់ប្រទេសកម្ពុជា  
Vision: Sustainable development for Cambodia

## Minute of 33<sup>rd</sup> HRM Learning Forum



23<sup>rd</sup> September, 2016  
DIAKONIA Center (ICF/KSSA Building), Phnom Penh

## **I. INTRODUCTION:**

The HRM Learning Forum is one of CCC forums, which 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 host two HRM learning fora for member and non-member organizations; in which the first forum (32<sup>nd</sup> HRM Learning Forum) have done on 31<sup>st</sup> May 2016 and the second forum (33<sup>rd</sup> HRM Learning forum) having done on 23<sup>rd</sup> September 2016.

This is the minute of the 33<sup>rd</sup> HRM learning forum which was held on 23<sup>rd</sup> September 2016 (see agenda in annex) at DIAKONIA Center (ICF/KSSA Building) in Phnom Penh. The forum was attended by 80 participants (46 are Females) from 58 NGOs (1 is non-member NGO) who are HR practitioners of CCC member and non-member organizations. The objectives, expected outcome, and agenda for the 33<sup>rd</sup> HRM learning forum are as below:

### **OBJECTIVES OF THE FORUM**

- To enhance participants understanding on how performance management systems can be effectively utilized to raise the performance of individuals and teams.
- To refresh knowledge and share experience on performance management strategies and techniques so that they will be ready for the annual staff performance appraisal by end of the year.
- 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 on using performance management systems.
- Participants will gain more knowledge and experience related to strategies and techniques of performance management.
- Participants have enhanced network of HR practitioners and professionals.

## **II. SUMMARY OUTPUTS OF THE FORUM:**

The 33<sup>rd</sup> HRM Learning Forum was presided by Mr. Soeung Saroeun, Executive Director of CCC. He began by addressing that HRM learning forum is the forum leads to create another three forums such as M&E, ICT and Finance learning forum.

Performance management is for career development because it's very important system to monitor or guide staff and organization. He reminded that one organization should not expect too high from the new staff during probation period. Today event is the right time to help staff setting new performance for the upcoming year.

Before ending his speech, he mentioned that he wishes to create an association for CSO employees and asked if anybody wish to have this group too. We should have good cooperation to work for our CSO.

### **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 as below:

1. Workforce planning is a continual process used to align the need of organization
2. Risk in the workforce planning
3. Job analysis is the process where judgment and made about data collected on job.
4. Job description content
5. Principle of Recruitment Panel

### **SESSION 2: “Performance Management”**

This session was facilitated by **Dr. Pen Sharak Pheap**, HR, Admin & Consultancy Manager, Cord Cambodia & **Ms. Rotana Heng**, HR Working Group of CCC & HR Unit Manager of WVC.

This session was covered on some points such as performance management, induction, probationary/performance objective setting, performance appraisal, performance improvement plan, managing poor/unsatisfactory performance, performance development, career development and 360 degree feedbacks.

Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization.

Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product or service, as well as many other areas. Moreover, it covers on setting performance goals, delegating responsibilities, coaching for commitment, motivating and recognizing, evaluating performance and planning career development.

Induction is a process used within organizations and businesses to welcome new employees and prepare them for their new role. It normally includes development of theoretical and practical skills, but also meets interaction needs that exist among the new employees.



There are six steps in induction as following:

1. Tour of facilities.
2. Introduction to the other employees, superiors and subordinates.
3. Description of organizational functions.
4. Departmental visit
5. Orientation to philosophy goals and objectives.
6. Administration policies and procedures.

The probationary period is the initial period of employment, a kind of “trial period”, during which the supervisor carefully considers whether the employee is able to meet the standards and expectations of the job and if the employee should be retained by the organization as a “regular” employee. Employers may require probationary periods for:

1. New employees (in this situation, it might be called an “introductory” period).
2. Current employees who are promoted to a new position (particularly if it’s the employee’s first time serving in a supervisory or managerial position), or
3. Current employees with significant performance problems.

A probationary period can be a useful coaching tool: It gives an employee some extra time and supervision while learning a new job, and it gives a struggling employee more detailed guidance and a sense of urgency about improvement.

Tips for successful use of probationary policies:

1. Be clear about your expectations.
2. Give feedback regularly.
3. Get help for the employee
4. Get feedback from your human resources department
5. Document everything

The purpose of setting objectives is to convert managerial statements of strategic vision and business mission into specific performance targets – results and outcomes the organization wants to achieve. The objective should be **SMART**.

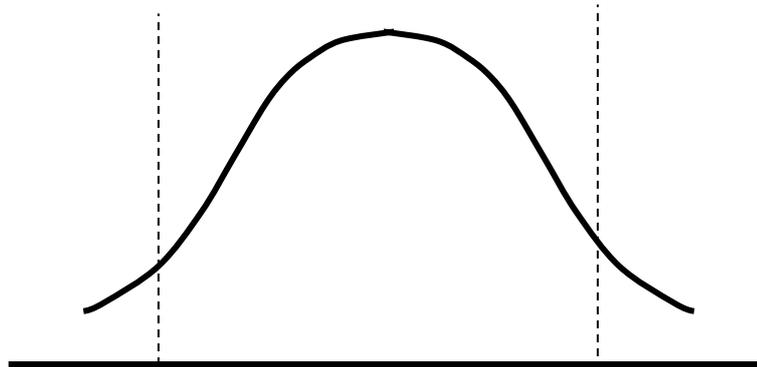
- **Specific:** State exactly what you want to accomplish (Who, What, Where, Why)
- **Measurable:** How will you demonstrate and evaluate the extent to which the goal has been met?
- **Achievable:** Stretch and challenging goals within ability to achieve outcome. What is the action-oriented verb?
- **Relevant:** How does the goal tie into your key responsibilities? How is it aligned to objectives?
- **Time-bound:** Set 1 or more target dates, the “by when” to guide your goal to successful and timely completion (include deadlines, dates and frequency).

*Performance Agreement sample is available in slide presentation.*

There are some processes for performance appraisal such as:

1. Start employee will self evaluate
2. Supervisor will review employee self-evaluation
3. Supervisor will gather employee performance data and complete evaluation
4. Performance evaluation meeting between employee and supervisor
5. Final comments or revisions by employee and supervisor
6. Supervisor and employee each get a copy and file original with human resources
7. Begin planning for next year’s performance evaluation

The speaker advised that performance management should be evaluated in all quarters. We use Bell Distribution to rate the performance appraisal. We do performance evaluation to make sure that one staff is working not just to please the manager.



The speaker further compared the performance evaluation with the 360 degree review such as:



A performance improvement plan (PIP), also known as a performance action plan, is a great way to give struggling employees the opportunity to succeed while still holding them accountable for past performance. It is not always clear why an employee has poor performance.

*Please see performance improvement plan template in slide presentation.*

Poor/Unsatisfactory Performance is an issue that worries managers and employees alike. It is of concern to senior managers because it is a measure of how effectively the organization is led. Moreover, there are seven major causes of poor performance as following:

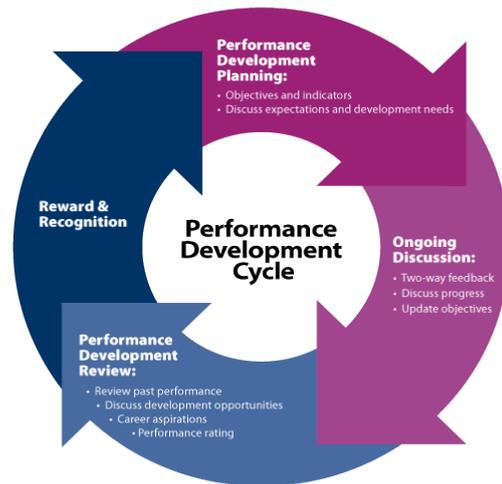
1. Don't know what is expected – Set standards, expectations, objectives.
2. Don't know how to do what is expected – Provide training, reference materials, other aids.
3. Knows how to do a task but is out of practice – Provide practice.
4. Lack of feedback on actual performance – Feedback – discussions, self monitoring.
5. Expected performance is difficult, therefore less desirable for the employee – Remove inhibitions – make good performance matter.
6. Interference from work environment – Find the source – priorities, time demands, duty mix, physical environment, resources, etc.

7. It is easier, “rewarding”, or more desirable to work below expectations – Let them know you expectations, and the consequence of non-performance.

Sometimes this poor performance has been solved by addressing concerns immediately, don’t procrastinate. Concerns don’t go away, focusing on improving performance, identifying and removing barriers (take away excuses), establishing realistic goals and expectations, avoiding making assumptions, listening to concerns and showing empathy and being firm but fair.

One organization can run smoothly because of 6 Ms; this is considered as enabling environment:

1. Management
2. Manpower`
3. Money
4. Machineries
5. Motivation
6. Moral



The speaker also further explained about the cycle of performance development as graphic below:

360-Degree Feedback is a process utilized by organizations to solicit information from a variety of workplace sources on an employee's work-related behavior and/or performance. Most often, information solicited in a 360-degree feedback process will include feedback from an employee's subordinates, peers (colleagues), and supervisor(s), as well as a self-evaluation by the employee him or herself. Such feedback can also include, when relevant, feedback from external sources who interact with the employee, such as customers and suppliers or other interested stakeholders.

*Please see 360-degree feedback template in attachment.*

*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 33rd HRM learning forum in year 2016.

- Conflict prevention
- Salary & benefits survey (Pay review) and job grading
- Clear performance appraisal (360 degree evaluation, Fair appraisal & Performance rating).
- Staff retention strategy (motivation, coaching & mentoring 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.

- **Closing remarks**

The conclusion and closing remarks was made by Ms. Sin Putheary, Head of Communications, and Member Development of CCC. On behalf of CCC's management team, she expressed her sincere thanks to working group members who always support learning forum of CCC so far as well as being a speaker for today event. This is a very important contribution from them to strengthen human resource for NGO sector. To reach the goal of the NGO, we need both program system and human resource system. She strongly hoped the participant will bring knowledge and other new tools introduced by speakers to apply for better-change in own organization.

### **III. CONCLUSION:**

The 33<sup>rd</sup> HRM Learning Forum was conducted successfully on 23<sup>rd</sup> September 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 performance management 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 rated as high on the process, logistics providing, contents, understanding the content, duration and the venue.

35% of participants captured well about performance management like induction process, evaluation, rating and improvement plan while 22% of them caught the factors of poor performance of staff & objective setting based on SMART principle follows by 11% that apprehended all points related to the factors to improve one organization performance. To improve their own skill as well as the organization's performance, they also committed to put performance development & management system (performance evaluation & 360 degree and managing and dealing with poor or unsatisfactory performance into practice by provide training and share with all staff to improve self performance, Update my performance appraisal by adding some more point such as succession planning, update policy of head hunting, provide specific result when they performed not well and discuss with MT about performance objective setting.

96% of participants also committed to share performance management and development (appraisal, bell distribution and rating and M6), human resource planning, process recruitment, development, Induction and motivation and SMART objective setting and factor /challenge that make staff have poor performance with others.

Furthermore, 41% of them suggested having longer time especially for Q&A and detail each point step by step, moreover, to share best practice of HR work and providing more case study and class activity rather than group discussion and sharing other form, like performance evaluation form, with participant.

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.

*Other related documents are attached next page.*