

Human Resource Management

Recruiting, Training and Motivating Staff

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Human Resource Management



**Isn't "Human Resources"
just being nice to staff?
Why do we need systems
to do this?**



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**We don't have time for
Human Resource
Management — trying to
reach self-sufficiency is much
more important.**



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Effective HRM is having:

- The right number of people
- With the right attitude and skills
- In the right place
- At the right time



Why is ...

Human Resource Management Important?

- It is one of two major resources: capital and people.
- Finance is essential, but it is only a tool in the hands of our people.
- Staffing is the major share of a MFI's operating budget.



Human Resource Management



Microfinance Institution's top managers are beginning to recognize that success depends upon careful attention to human resources not simply finances!



Human Resource Management: Primary Systems and Tools

- Human Resource Policies
- Recruitment and Selection
- Salary and Incentive Systems
- Staff Performance Management



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Recruitment and Selection



What is Recruitment and Selection?

- The search for qualified applicants
- The evaluation and decision of which candidate is the best match with the job and organization
- The job offer to the final candidate



Recruitment and Selection Process

1. Establish Search Committee
2. Define Needs: Task and Person
3. Source Candidates
4. Review Resumes
5. Interview
6. Test
7. Check References
8. Make A Decision



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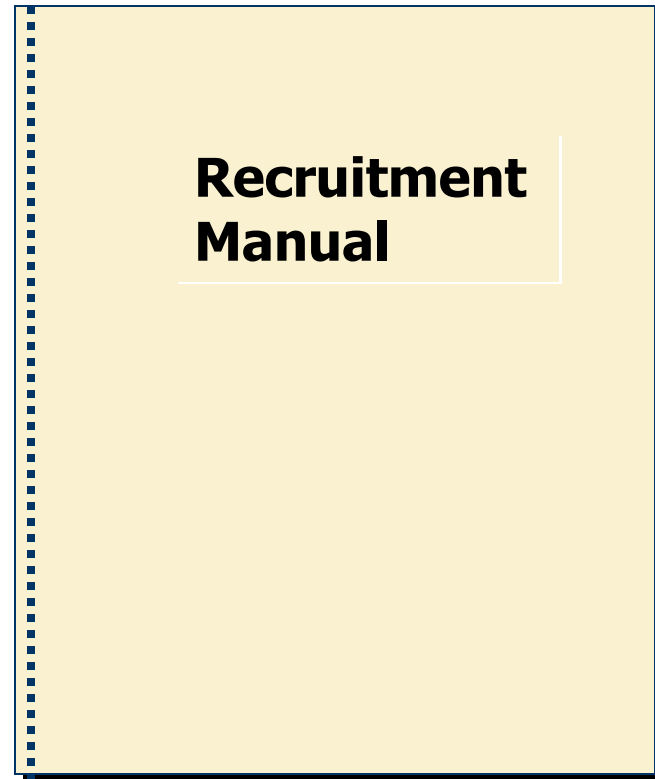
Why is a Recruitment and Selection process important?

- Clearly defines the requirements necessary to fill the job vacancy
- Provides tools to compare candidates effectively
- Reduces subjective judgments
- Ensures compliance with legal requirements
- Avoids the cost of making a bad hiring decision



**Human
Resource
Management**

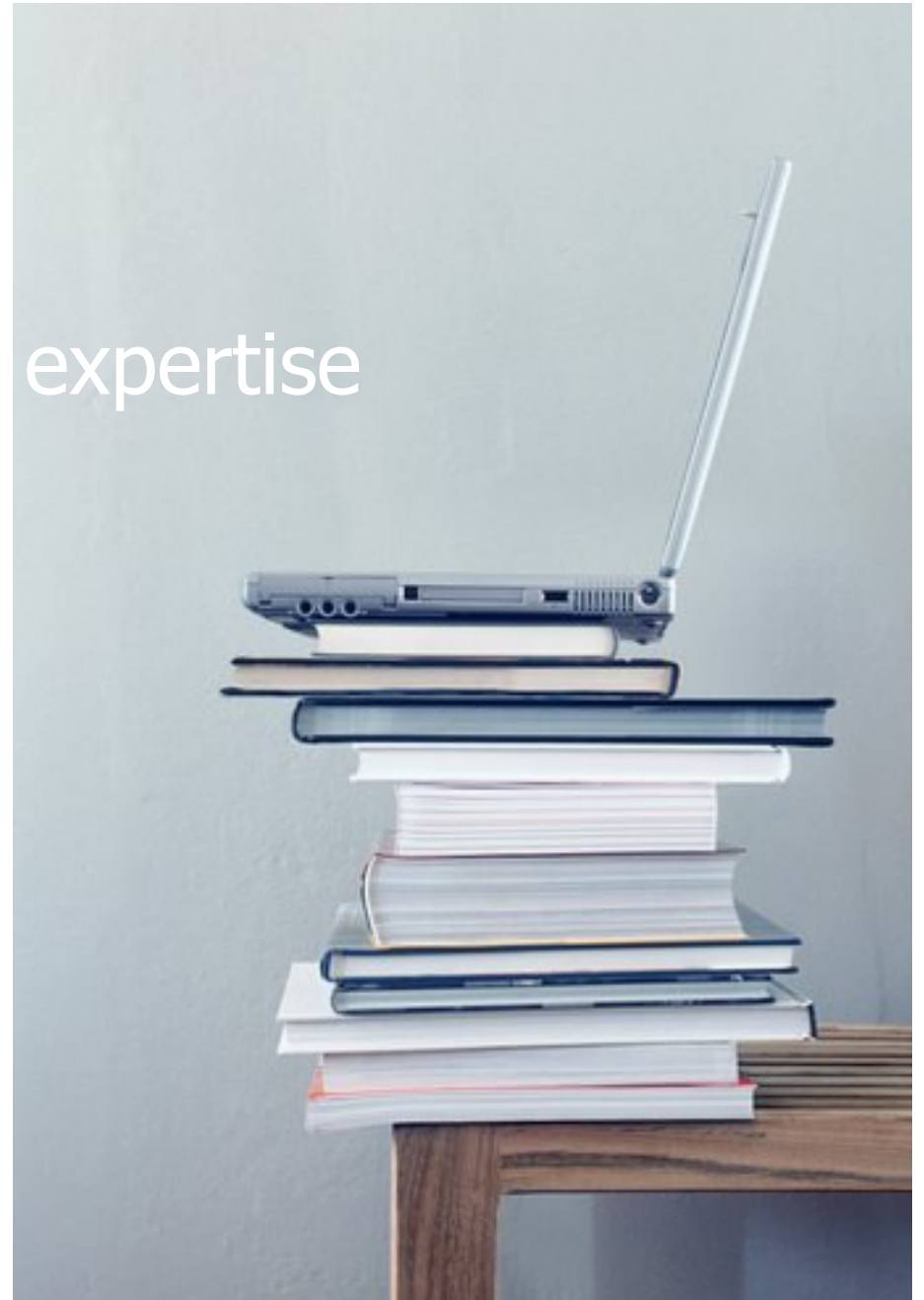
Sample Recruitment Manual



Human Resource Management



Technical expertise



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Remember..

Time and money is better spent on hiring and training the right person than firing the wrong person.

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Orientation



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**Will I be able to
do the job?**

Sound familiar?

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**Will I fit in with my
co-workers?**

Sound familiar?

What To Include in Orientation

- Introduction to staff and facilities
- Organizational issues
- Employee benefits
- Job duties
- Introduction to outside contacts





Benefits of Orientation

- Reduces turnover
- Reduces errors and saves time
- Ensures clear job and organizational expectations
- Results in fewer incidents of discipline
- Increases organizational stability
- Reduces employee anxiety



Institutional Culture

- Every institution has a distinct culture
- Institutional culture reflects the core values of the institution and forms the basis of how people work together
- Culture reflects the informal procedures that emerge in the organization's operations
- Culture is determined by the institution's vision and core values
- The CEO and Senior Management heavily influence culture.
- **Human Resource Systems and Tools can influence culture.**



A final final word...

Perhaps the best
Return On Investment
an organization will realize
is the investment in their staff.