



International
Labour
Organization

► Human resource management: A manual for employer and business membership organizations

Tool 1: Human resource management in
an organization – Fundamentals



▶ **Human resource management: A manual for employer and business membership organizations**

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an organization – Fundamentals

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Foreword

This manual – consisting of seven stand-alone tools – aims to assist employer and business membership organizations (EBMOs) to transition towards more structured, formal and strategic governance measures. The manual contains useful information on the business of human resource management and related best practices for EBMOs, based on real-world examples. Although this publication is not intended as a resource for EBMOs to use in providing guidance to member companies, some of its content can be used for this purpose.

Human resource management bridges the gap between an organization's staff and its executive administration. It enables organizations to tackle human resource issues strategically, supporting them to attract and retain talent and assisting their leaders and employees to adapt to organizational change. Human resource management has a critical role in managing staff and helping EBMOs work effectively and creatively, thereby allowing the organization to better support its members and achieve its mission.

A successful EBMO requires human resource management that is committed to the progress and growth of the organization and the services it provides to its members. Best practices in managing human resources, including practices that adopt a culture of diversity and inclusion, are fundamental for EBMOs, particularly because they should set an example to those they serve and represent. Additionally, an EBMO's board of directors (or executive committee) and secretariat should help identify structural barriers or exclusionary criteria and then help find solutions for eliminating them.

Having a manual of human resource management is also considered a best practice. Thus, this manual encourages human resource teams to pull from it applicable and contextualized portions to create or refine their own manual for better managing the staff within their EBMO.

Tool 1 was produced to assist EBMOs by explaining the fundamentals of human resource management and how it enhances human resource processes and practices. This tool outlines the purpose and function of human resource management, the importance of a code of conduct, the benefits of human resource standards and the measurement of human resource management performance. Guidance on effective workforce planning, job design and position description preparation is provided.

The tool also offers guidance on the development and enhancement of human resource policies in an EBMO and on providing technical support to member companies where an EBMO provides this type of service.

The primary audience for this tool is an EBMO's chief executive officer, senior management and human resource officers. But the language used and guidance offered are also designed to make the information relevant to all EBMO staff members.

Each tool includes additional resources (checklists, templates, examples and/or guidance) that can be adapted by an EBMO when customizing it to their individual needs or for inclusion in their own human resource management manual.

Introduction to the manual

The theory behind human resource management is that staff who are provided with effective administration can more efficiently and productively contribute to an organization's direction, thereby ensuring that it achieves its goals and objectives. Human resource management covers a spectrum of components for creating, managing and cultivating the employer–employee relationship and includes both strategic and comprehensive approaches to managing people, the organizational culture and the workplace environment.

In practice, the role of human resource managers (or the executive with that function) in an employer and business membership organization (EBMO) is to ensure that its most important asset – its human capital – is nurtured and supported through the creation and management of programmes, policies and procedures and by fostering a positive work environment through effective employee–employer relations.

The International Labour Organization's (ILO) Bureau for Employers' Activities recommends that this human resource management manual be adapted and maintained by an EBMO's executives and human resource managers. This manual's intent is to educate and guide the chief executive officer, human resource officers and senior management to a high level of strategic success and achievement in accordance with best practices. The manual an EBMO produces (or updates) should contain relevant information, policies and procedures as a tool to facilitate the improved understanding of good governance, legal obligations and better practices as they relate to managing the organization's human resources.

Each of the seven tools that constitute this manual provides definitions, explanations and resources to improve the management of the human capital within an EBMO. The content also may be of value to EBMOs looking to assist member companies towards improving their human resource management. For an overview of EBMO services in the field of industrial relations and human resource management, please refer to [The Effective Employers' Organization](#), a publication from the ILO and its International Training Centre.

The content of this tool is based on relevant best practice at the time of its preparation and was developed with input from the ILO's Employers Specialists working in all regions and from EBMOs of all sizes. The manual takes into account best practices and guidance from human resource industry bodies as well as [the practical guides on building and managing an EBMO more strategically and effectively that the ILO's International Training Centre has created](#).

This publication is not exhaustive. Thus, readers are encouraged to consult the cited resources to improve their knowledge in areas of particular importance or relevance and to adapt the information provided according to the needs and requirements of their particular EBMO and to the legal framework of the country in which the organization operates.



WARNING: When creating strategies, policies and procedures, specific terms and conditions need to be reviewed and updated by an EBMO to reflect actual obligations under national legislation and regulations, contracts of employment or other industrial instruments relevant to each jurisdiction.

How to use the manual

This human resource management manual consists of seven tools, each with its own checklists, examples, templates and other resources. Each tool breaks down a human resource management function, as the table highlights. Collectively, the tools have two purposes: (a) to remind (or inform) human resource officers and upper management of an EBMO of the best practices in managing all staff members of the organization and (b) to offer guidance to EBMOs for developing their own internal guidance in these different areas.

► Tool 1. HRM in the organization – Fundamentals

Tool 2. Staffing and recruitment

Tool 3. Benefits and compensation

Tool 4. Performance management

Tool 5. Development and training

Tool 6. Employee relations

Tool 7. Separation practices

First, refer to the definitions and abbreviations section in each tool (located at the back, before the additional resources) to become familiar with the terms commonly used in human resource management, governance and organizational management processes.

Second, review the main portion of each tool, which will take you through the basic elements of a specific function of human resource management. Where possible, examples are included to bring clarity on how to approach drafting and implementing a process, strategy or policy. Take what you need from this section for your own internal guidance for managing human resource (or even the employee handbook) and adapt it to your EBMO and jurisdiction.

Following the various prompts

	This mechanical signal highlights advice, guidance or direction to a relevant link.
	This magnifier leads to further guidance in the additional resources section.
	This pointer suggests possible content for your own human resource management manual.

Third, review each tool's additional resources section. The first checklist is a prompt for producing organization-specific documentation, policies and other information for your own human resource management manual. Where applicable, the additional resources include templates and guides for EBMOs to use. Make sure your documents are relevant, up to date and complete – this is important for the validity and accuracy of implementing human resource management functions and ensuring legal compliance.

Fourth, consult the ILO for additional online resources relevant to the tool or subsections for further advice and guidance.

Fifth, as with this manual, the human resource management manual that an EBMO produces ultimately should be a living document, updated as policies and procedures change. Thus, it is best to present your EBMO manual in a loose-leaf format, which will allow pages to be separated or added as required. Ideally, if technology and competency permit, the organization should consider producing an electronic version and printing only when necessary.



Tool 1

Human resource management in an organization – Fundamentals

This first tool gives a grounding on why human resource management is important: It explains the fundamentals of human resource management and how good management enhances human resource processes and practices and, thus, the job satisfaction of staff members and, ultimately, the success of the EBMO. The tool outlines the purpose and function of human resource management, the importance of a code of conduct, the benefits of human resource standards and the measurement of human resource management performance. Guidance on effective workforce planning, job design and position description preparation is provided.

The tool also offers guidance on the development and enhancement of the human resource strategy and parallel policies considered best practice. And where applicable, it suggests what could be included in an EBMO's own human resource management manual or the employee handbook.



Key points

- Human resource management is the essential link to ensuring that the outputs and performance of employees align with the goals of the EBMO.
- All executives and managers must fulfil a role to achieve successful human resource management.
- Human resource policies provide the guidance for your employees and management to maximize performance and provide a good workplace culture.
- Clear job design and written job descriptions are necessary for all staff members because they provide direction and benchmarks for evaluating performance.
- Human resource policies are important tools for EBMOs to clarify and operationalize what would otherwise be complex and technical legal and compliance obligations. It is how an EBMO articulates: "This is how we do things around here."
- When writing a code of conduct, an EBMO should consult with the secretariat staff and the board of directors (or executive committee) for their inputs. This will encourage their buy-in and support. Senior management input is a critical aspect of developing the code of conduct as well as the human resource management manual in general.

The business of representing businesses

Professional EBMOs have a critical role to support good public policy outcomes that enable enterprises to generate decent work and drive economic prosperity. Their presence and recognition in the statutory bodies for national bipartite and tripartite social dialogue reflect and reinforce their important policy role. To fulfil this role and remain strong, independent and effective representatives of their members, EBMOs should strive to be role models and reflect their members' best business practices. This includes how they recruit, manage and offboard their staff members.

Purpose and functions of human resource management

The concept behind human resource management is that employees who are provided with effective administration can more efficiently and productively contribute to an organization's overall direction, thereby ensuring that it achieves its organizational goals and objectives.

Purpose

The term "human resources" is used to describe both the people who work for a company or organization and the department responsible for managing all matters related to those employees, who collectively represent one of the most valuable resources in any business or organization.

Human resource management is the strategic approach to the employment, development and well-being of the people working in an EBMO. It involves all management decisions and actions that affect the relationship between the EBMO and its employees – its human resources.

In practice, human resource management is a tool to make optimum use of employees, to foster their individual development and to comply with government mandates.

Efficient and functional human resource management aids the workforce of an EBMO to contribute effectively towards the overall achievement of the EBMO's goals.



Due to its visibility among the range of functions, a human resource team can more easily ensure that the right voices are in the right room at the right time.

Benefits of human resource management for an EBMO

Effective human resource management helps EBMOs achieve their strategic goals and, most importantly, serve their members. The benefits of human resource management incorporate:

- **Strategic management to enhance the organization's culture by triggering positive outputs and leading to better EBMO member support.** Leaders with expertise in human resource management participate in corporate decision-making that underlies human resource decisions.
- **Achievement of mission and goals.** When handled strategically, human resource management contributes to an EBMO's mission and goals. This, in turn, enables employees to see where they fit within the organization and assist in defining their roles.
- **A positive organizational brand for employees and internal stakeholders.** A positive brand and organizational culture can increase the number of prospective candidates and employee referrals, thereby helping an EBMO attract the right people with the right skills.
- **Employee awareness.** Human resource management builds workplace awareness by providing complete information to employees about their roles, responsibilities and governance.

- **A progressive work environment.** A favourable work environment is a motivator and an employer attribute that jobseekers value highly.
- **Talent management.** Human resource management embraces recruitment and selection, onboarding, training, management development, performance management, succession planning, career paths and other aspects of talent management.
- **Organizational culture.** Human resource management impacts an EBMO's culture and has an important role for ensuring that the culture continues to be supportive and effective.
- **Conflict management.** Conflicts are part of any healthy and robust organization. However, while opinions may vary among them, employees need to develop effective working relationships for contributions and productivity. Human resource management assists this process, assuming the role of advocate, coach or mediator.
- **Role modelling for member companies.** EBMOs are well placed to demonstrate best practice to their members.

Functions

The human resource manager or human resource team is ultimately responsible for the human resource function in an EBMO. But it is important to understand that all managers have a role in human resource management and must be aware of the broad roles and responsibilities of an EBMO. These include:

- developing and managing the human resource strategy in tandem with other departmental strategies and integrating the human resource strategy into the human resource workplan;
- ensuring that clear and transparent human resource procedures and systems are in place and maintained as necessary;
- coordinating the human resource planning process; recruitment and selection; briefing and debriefing; staff care and well-being; and management practices and issues;
- providing human resource guidance and support to managers or supervisors of each function or unit within the organization and/or field programme;
- liaising closely with other support functions, such as finance, administration, legal and security, to ensure that all human resource systems and procedures are integrated and consistent with other support systems (such as the remuneration system and staff rules and regulations);
- maintaining the human resource database and filing system; and
- managing staff in the human resource team.

Focal points for human resource managers

The human resource management team must add value to the strategic utilization of employees. This ensures that employee programmes are impacting the EBMO in positive and measurable ways.

For EBMOs, it is important that human resource management focuses on wide-ranging impacts to businesses and building sustainable outcomes for its members. Critical human resource management team functions in this context include:

- **Defining and aligning the organizational purpose.** Employees must understand how their efforts connect or align with the organization's vision and goals.
- **Focusing on employees' strengths.** EBMOs must make every effort to understand what job candidates and employees do best and put them into roles where they can deliver on their strengths.
- **Creating organizational alignment.** To build a successful and sustainable EBMO, employee outputs must align with the organization's objectives.
- **Accurately measuring similar metrics.** Internal departments and employees must be measuring the same things to ensure an accurate picture of where the organization is progressing.

An EBMO's human resource team (or senior manager in this role) is the critical agent in upholding core competencies, which set and maintain organizational standards and should be highlighted in all of the human resource functions, particularly recruitment and onboarding. Core competencies cover transparency, sensitivity to diversity and communication.



See the additional resources section for detailed guidance on core competencies.



Strategic human resource management

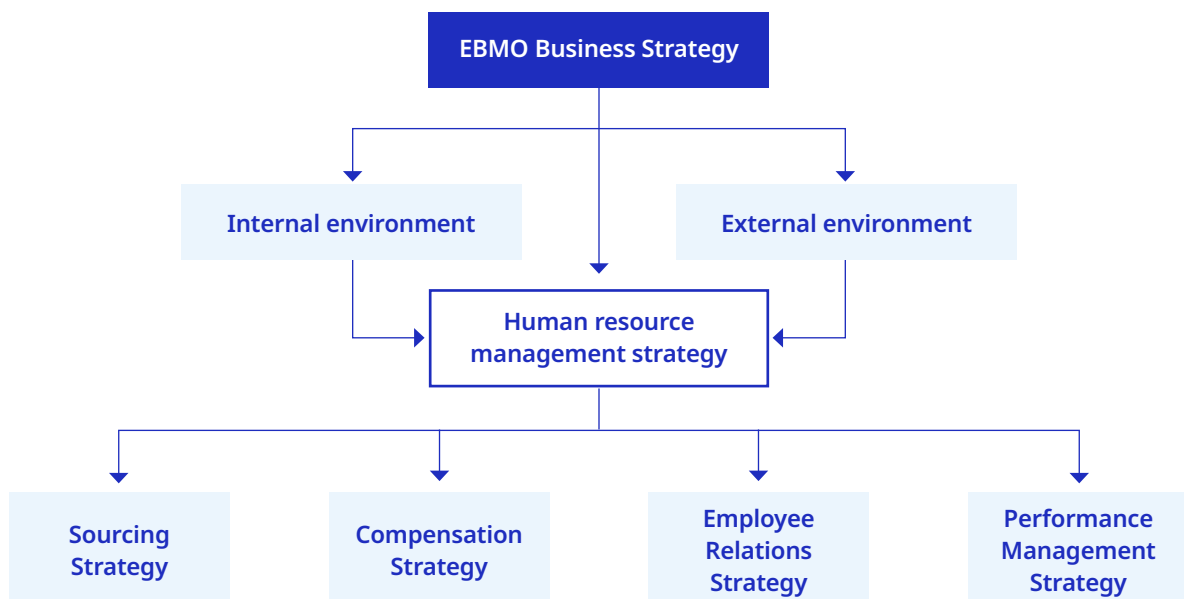
A human resource management strategy is a critical component of managing an EBMO's staff members. It outlines how an EBMO will achieve its business goals through its core asset – its employees.

The human resource management strategy document enables all executives and staff members to understand the basic goals of the human resource management function and its role in achieving the strategy's goals.

The document also describes how human resource leaders plan for business risks and opportunities by prioritizing and allocating resources to human resource initiatives. This involves:

- ▶ aligning the business strategy with human resource management strategy;
- ▶ defining human resource priorities relative to critical business initiatives; and
- ▶ adjusting the execution of initiatives as business conditions change.

The following framework illustrates the alignment of the human resource management strategy with the EBMO's business strategy. The overall human resource management strategy typically includes supplementing strategies, as the framework depicts.



Benefits and implementation

Strategic human resource management supports long-term business goals and outcomes with a strategic framework. This approach focuses on long-term resourcing issues within the context of an EBMO's goals and the evolving nature of its work and services for its members.

Strategic human resource management links with other human resource strategies, such as compensation and performance, and determines how they are integrated into the overall organizational strategy. It is now more common to find business strategies that are inextricably linked with and incorporated into strategic human resource management, thus defining the management of all resources within the EBMO.

The way in which people are managed, motivated and deployed and the availability of skills and knowledge should all shape the business strategy – one must inform the other.

Before designing a human resource management strategy, human resource officers in the EBMO may find it practical to compare how areas of human resource practice impact performance (individual and organizational) and gauge their current knowledge.



See the additional resources section for a checklist of human resource practice areas.

The next step is to translate the strategy into clearly defined objectives, initiatives and human resource programmes that achieve the strategic goals.

Delegation of authority

It is extremely important to have a clear policy on the scope of authority the human resource function is delegated. This should be articulated in the human resource management strategy. It must be clear who has the final decision to terminate employment and that the official responsible for human resource management must be consulted as a precondition of termination. Who has the formal authority to approve human resource policies? And which policies are “owned” by the EBMO board of directors (or executive committee)? The delegation of authority policy thus specifies which human resource policies are the domain of the chief executive officer and management team (including the human resource team) and which are the dominion of the EBMO board of directors (or executive committee).



For example...

An organization that has experienced sexual harassment problems in the past may elevate its sexual harassment policy to board (executive committee) oversight and perhaps even create a committee structure to closely monitor implementation of the policy rather than leaving it to the chief executive officer and the human resource team.



Human resource policies

Human resource policies are important tools for EBMOs to clarify and operationalize what would otherwise be complex and technical legal and compliance obligations. Each human resource policy is an important format for an EBMO to say: “This is how we do things around here.”

Each policy provides written guidance for employees and managers on how to handle a specific employment issue. Each policy has an important role in practically and effectively implementing the organization’s human resource management strategy. The human resource policies also provide consistency and transparency for employees and managers, thus helping to enhance the psychological contract and create a positive organizational culture.

Each human resource policy should provide general and practical advice and guidance for managers and staff on each specific employment issue, outlining the responsibilities of both the EBMO and employee in the employment relationship. If done effectively, each policy impacts employee motivation, the organizational reputation and the ability to attract and retain talent.

Some human resource policies are a legal requirement (for example, some jurisdictions require that employers have a whistleblower protection policy), and some policies will be a requirement for EBMOs to receive grants and other financial assistance from development partners. This is particularly true for large financial support for project implementation provided by overseas development agencies, which often requires that the receiving organization has certain workplace policies and procedures in place).



The number of policies included in a human resource management manual will vary according to the size of the EBMO and its jurisdiction.

Legal relevance

Importantly for many EBMOs, the human resource policies can help avoid involvement with employment tribunal claims by providing guidance for managers that accurately reflects current regulations.

Employers often find it helpful to have a policy in place to provide clear guidance that reflects the legal framework for handling an issue in question. Each policy also helps employees to be informed about the organization’s stance on a particular subject.

Fit for purpose

The human resource policies vary widely between EBMOs. There is no blanket approach to designing effective policies, and the content should be based on the unique needs and characteristics of the EBMO and its workforce. The focus should lie in deciding what will work for the EBMO to create sustainable and successful relationships between people and the organization.

In some cases, a human resource policy may need to extend beyond the EBMO. For example, it may need to cover partnering arrangements, such as joint ventures, outsourcing, strategic alliances or public–private sector commissioning models. It is advisable to consider where common policies may need to be applied or reviewed in light of new organizational arrangements.

Policy writing

Each human resource policy should be written in plain language, avoid jargon and indicate who is responsible for the content and for updating and reviewing that content. Investing the time to write thorough policies can save an EBMO the disruption that can arise from their absence or weakness, particularly workplace accidents or harassment.

An effective human resource policy should be written in a way that:

- **uses clear language** – ensuring that key issues cannot be missed or misinterpreted;
- **keeps the document brief** – an overly long document will likely result in staff missing important information;
- **avoids information that may become outdated quickly** – such as staff names or other variables that are likely to change;
- **clarifies eligibility for employees** – such as entitlements for full-time versus casual employees; and
- **allows for necessary exceptions** – most policies will not be relevant to every possible circumstance.

Commonly adopted human resource policies in EBMOs target:

- bullying and harassment
- child labour
- code of conduct
- conflicts of interest
- discipline and misconduct
- domestic and family violence
- drug and alcohol use
- equal employment opportunity
- flexible work arrangements
- leave
- privacy
- whistleblowing
- workplace health and safety
- teleworking
- data protection
- outside employment, advisory roles, board seats and starting a business.



Vagueness VS clarity

Examples of poorly written and well-written policies

Poorly written policy		Well-written policy	
	Employment contract	Employee handbook	
Vacation days policy	Pending review of contract terms in May 2023 and in compliance with the National Employment Standards (NES) as set out in the Fair Work Act of 2009 Section 61, each employee is entitled to an annual paid vacation equal to 20 days in each calendar year of employment prorated for any partial year of employment, to be taken in accordance with the Organization's vacation policy in effect and as amended from time to time in the Organization's Employee Handbook.	Every year, employees receive 20 days time off. Any request for time off is to first be put in writing using the MRF form to Ms Cristina dela Cruz, HR Manager no less than 3 weeks before. The form must be signed by CEO. Unused time-off is not paid and can be carried over to the next year only in exceptional circumstances.	
Sick leave policy	According to the NES, as set out in the Fair Work Act of 2009 Section 61, you may take sick days.	You are entitled to 10 sick days per calendar year. You must be ill to take a sick day and you are expected back in the office when you are no longer ill.	

Introducing a human resource policy into the EBMO

Introducing a new human resource policy can support the attitudes and behaviours needed for sustainable performance and creating mutual benefit for employees and the EBMO.

The following outlines [guidelines](#) for the introduction of a human resource policy into, regardless of size or organizational maturity of the EBMO:

- Assess or audit current practices and what already exists, whether formal or informal.
- Research and benchmark against other EBMOs' practices, particularly in the same sector or location.
- Consult with staff representatives and/or unions, particularly where changes are made to policies.
- Establish steering groups or working parties to develop policies.
- Set realistic timelines.
- Pilot the draft policies.
- Give specific guidance to managers.
- Include all policies as part of the induction process.
- Have a continuous review process.
- Ensure that all policies are complementary, flexible, practical and enforceable.
- Ensure that all policies are fair and objective in their content and messaging.

Human resource management best practice

ISO standards

To remain a strong, independent and effective representative of its members, an EBMO should strive to be a role model for their members and thus demonstrate the best business practices. Standards are a defining feature of reputable businesses and a vital part of organizational life, providing a "quality assured" basis for ethical and effective practice. EBMOs that adopt these standards can improve their performance through people management practices that contribute to their success.

In 2011, the International Organization for Standardization (ISO) formed a Technical Committee (TC 260) to develop human resource management standards to offer broad, coordinating guidance to organizations for aligning and streamlining their human resource practices for their own benefit as well as that of their stakeholders.

These standards codify organizational guidelines, processes, practices and systems in people management and development.

Standards are not the same as regulations or legislation, but the technical detail of standards often informs the drafting of policy guidance, regulations and legislation by governments. (Because legislation can change, standards rarely cite the law within their technical content.)

An EBMO may consider adopting the ISO standards because:

- They provide clear, constructive approaches that challenge leadership and management to develop an organizational culture that supports good work and recognizes the value of the organization's human resources.
- Organizations need to fulfil their legal obligations. Their compliance with national or international standards also shows they take their responsibilities seriously and demonstrates their commitment to doing things well.

- Demands for better management, accountability and transparency with regards to human capital will only continue to grow in the coming years. Within that context, the standardization of human capital measurement and reporting is a natural development.
- ISO standards can particularly help organizations that lack the resources to recruit consultants or are not large enough to employ a human resource manager full time.
- Such standards include low-cost, effective practices that any type and size of organization can use as a reliable road map to improve its processes and outcomes.



[View details on the ISO's range of international standards for human resource here.](#)

Measuring human resource management performance



Audit

Conducting a [human resource audit](#) provides a formal way to understand the effectiveness of the human resource management system, policies and procedures in the EBMO at a given time and to track progress and improvement.

An audit is a useful tool – adaptable to all operational contexts – for EBMOs committed to best practice in the management and support of their staff and volunteers. The audit process can be used by an individual, a team, a department or the chief executive officer to:

- provide a quick overview of the EBMO's organizational health;
- facilitate internal diagnosis, discussion and action planning;
- assess how the human resource policies and practices are impacting individual and organizational performance;
- assist organizational development work and the organizational change process; and
- assist a new EBMO in its start-up phase.



[See the additional resources section for an audit tool that can help you find gaps in your human resource management system and thus prioritize actions for improvement.](#)

Metrics and analytics

Human resource data can be used to help chief executive officers and human resource teams to assess the links between leadership, management and business performance. Analytics utilizes data to advance how organizations make decisions about human resources, enabling leaders to base such decisions on evidence rather than intuition.

Employee data collected in the EBMO (whether obtained via engagement surveys, employee net promoter scores or other technology) makes personalization possible.

This data can help the human resource team spot trends, identify risks and improve productivity and the overall employee experience. For example, an EBMO might use data analytics to calculate the cost per employee hire – also an indicator of the efficiency of the recruitment process. Another example is data collection on absenteeism, which has both cost and productivity impacts on the organization.

Measurable data are vital to monitor an EBMO's financial performance. But qualitative metrics will identify the underlying causes of human resource issues that are likely to impact on an EBMO's performance. The following lists **examples** of the types of metrics that can be used by EBMOs.

Financial metrics

- i. Recruitment and selection
 - a. Job advertising (for example, in newspapers and online)
 - b. Time (reviewing CV, interviewing candidates)
 - c. External recruitment consultant fees
 - d. Testing (for example, psychometric or computer skills)
- ii. Remuneration and reward
 - a. Salaries and/or wages
 - b. Payroll taxes
 - c. Superannuation
 - d. Leave entitlements (for example, sick, annual, parental)
- iii. Learning and development
 - a. Tertiary assistance
 - b. External training consultant fees
 - c. Internal training and career development programmes (time)
 - d. Training materials
- iv. Workplace health and safety
 - a. Cost of accidents
 - b. Lost time due to accidents
 - c. Workers' compensation insurance
- v. Other
 - a. Staff turnover
 - b. Absenteeism
- vi. Workforce demographics
 - a. Gender
 - b. Age (generational splits, for example, Generation X)
 - c. Nationality and cultural background
 - d. Education levels
 - e. Years of service.

There are a range of technology-based solutions available to assist EBMOs in obtaining practical data and monitoring it over time. Many of these provide simple and intuitive data visualizations.



See the additional resources section for guidance on drafting and implementing a data protection policy.



Code of conduct

The code of conduct policy affirms the EBMO's belief in responsible social and ethical behaviour from all employees. This policy clarifies the standards of professional conduct that an EBMO expects of its staff and contractors when conducting their business and dealing with other employees, member companies, clients and other stakeholders.

The code of conduct should become a primary reference for employees to support their day-to-day decision-making and whenever a real or perceived dilemma arises. For this reason, it should be easy to understand, avoid the use of technical or legal terminologies and be regularly reviewed and revised. It is also recommended that this document be publicly available (definitely, it should be in the employee handbook). In many cases, EBMOs have developed a code of conduct or code of practice that members are asked to sign.

Keep in mind that an individual code of conduct differs from an industry code. An industry code of conduct contains fundamentally enforceable rules and measures that, above all, aim to regulate industry conduct and applies to all workers and their relationship with consumers. The role of an industry code of conduct is to improve industry standards and support legislative requirements. It may be mandatory or voluntary and apply to a single business or an entire industry.

The code of conduct sets a high level of expectation of individual behaviour. A code of conduct does not replace other policies, such as sexual harassment or anti-bullying. It can refer to the other policies if more detail is needed. Essentially, the code of conduct summarizes expected behaviours and then the other policies build on this summary and set out procedures and consequences associated with such behaviours.

Developing a code of conduct

A code of conduct should begin with a statement of the EBMO's core values. Typically, this will reflect the:

- EBMO's vision statement
- EBMO's mission statement
- EBMO's values statement.

Many EBMOs already have vision and mission statements, but a values statement tends to be less common. It is considered best practice to have such a statement, however.

Writing a values statement

A values statement lists the core principles that guide and direct the organization and its culture. In a values-led organization, the values create a moral compass for the EBMO and its employees. The code of conduct describes the way in which a values statement is put into practice.



The following offers examples of vision, mission and values statements.

	Australian Chamber of Commerce and Industry	International Organisation of Employers
Vision	To make Australia the best place in the world to do business – so that Australians have the jobs, living standards and opportunities to which they aspire. `	To create a sustainable economic environment around the world, in collaboration with our members and partners, that promotes free enterprise and is fair and beneficial to both business and society.
Mission	To mobilize the ideas, influence and passion of people in business to achieve policy outcomes in the national interest.	To serve our members, by fighting and advocating for the interests of employers and business in international policy debates.
Values	Unity of purpose, commitment to excellence, independence in advocacy, respect for our stakeholders and integrity in all that we do for our members.	Our passion at IOE is to listen and to argue for our members' views to be taken into account globally. IOE values include open dialogue, action-oriented outcomes and concerted commitment.

Sources: <https://www.australianchamber.com.au/about-us/our-vision/> and <https://www.ioe-emp.org/about-us/>

Establishing principles

The next step in drafting a code of conduct is to delineate how the EBMO's values are upheld – in the way that the organization functions and conducts itself. This commonly is presented as specific principles.

Principles that an EBMO may want to consider when articulate expected individual employee behaviour:

- Acting with and maintaining a high standard of integrity and professionalism.
- Being responsible and scrupulous in the proper use of the organization's information, funds, equipment and facilities.
- Being considerate and respectful of the environment and others.
- Exercising fairness, equality, courtesy, consideration and sensitivity in dealing with other employees and member companies.
- Avoiding apparent conflicts of interest and promptly disclosing to an executive, any interest that may constitute a conflict of interest.
- Promoting the interests of the EBMO.
- Performing duties with skill, honesty, care and diligence.
- Abiding by policies, procedures and lawful directions that relate to employment within the EBMO and relationships with its clients and member companies.
- Avoiding the perception that any business transaction may be influenced by offering or accepting gifts.
- Ensuring that any employee, who, in good faith, raises a complaint or discloses an alleged breach of the code of conduct, while following correct reporting procedures, will not be disadvantaged or prejudiced and that all reports will be dealt with in a timely and confidential manner.
- Expecting cooperation from all employees to conduct themselves in a professional, ethical and socially acceptable manner of the highest standards.

Employees in breach of the code of conduct may be subject to disciplinary action, including termination. Employees who have doubts about any aspect of the code of conduct should always be encouraged to seek clarification from the human resource manager (or executive with these duties).

When writing their code of conduct, human resource officers should consult with secretariat staff and the board of directors (or executive committee) for their inputs. This will encourage their buy-in and support. The approach to this will vary from EBMO to EBMO, but useful questions that might prompt inputs before a document is drafted include:

- How clear are you about the EBMO's core values?
- How effectively does the EBMO put these values into practice?
- How clear are you about the standards of professional conduct expected of staff and contractors? What are the standards?
- How would a written code of conduct be helpful and what should be included to ensure this?
- Should a code of conduct be extended to member companies and associations?



- Senior management input is a critical aspect of developing the code of conduct as well as the human resource management manual in general.
- It is also important to stress that a code of conduct does not replace legislation. If any part of it is in conflict, then legislation takes precedence.

Some sections of the code of conduct (and other human resource policies) will be dictated by local or national legislation and, for this reason, it is important that EBMOs keep up to date with legal changes.



See additional tools for best practice developing human resource policies, such as codes of conduct.

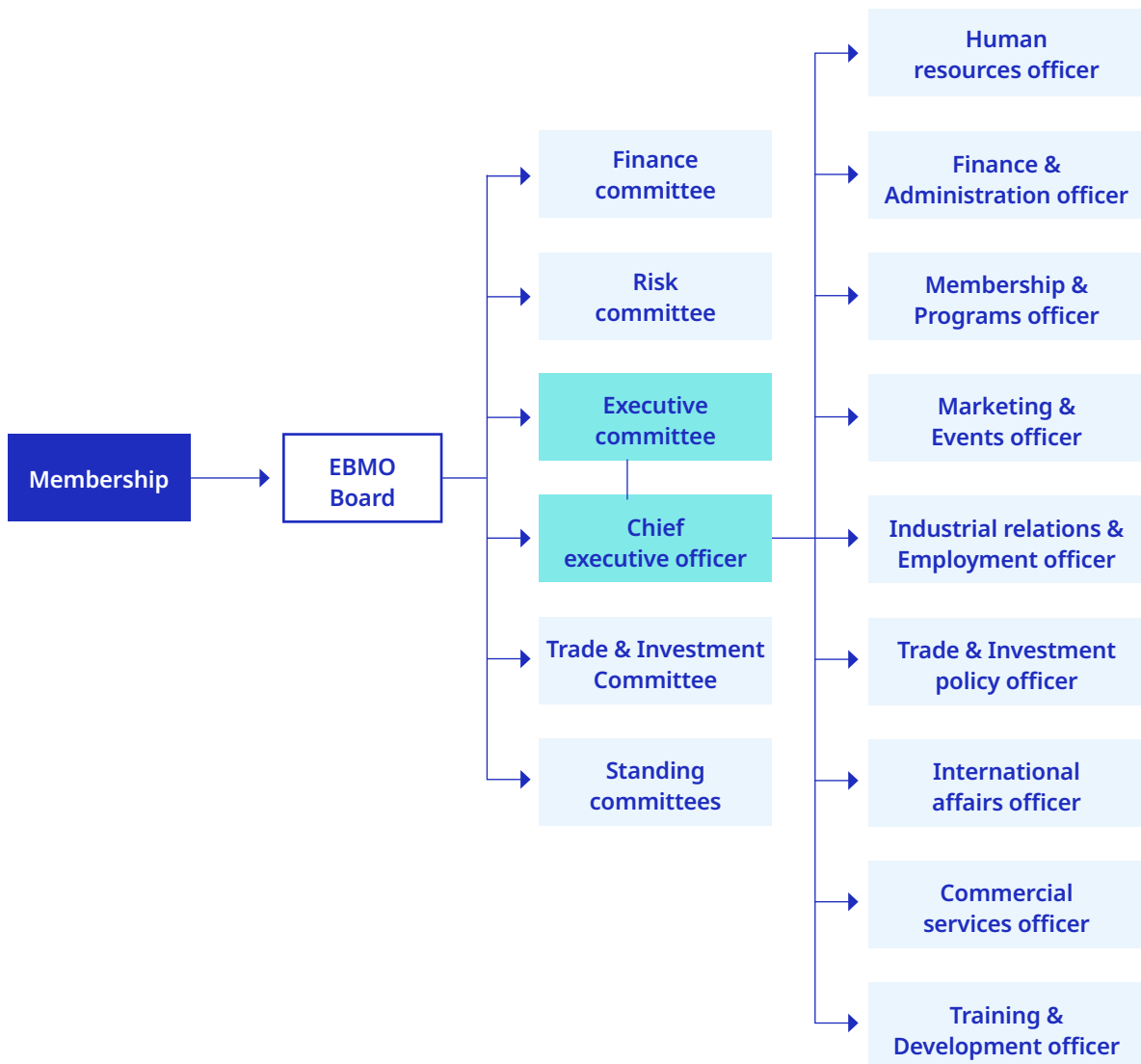


Organizational structure and roles in an EBMO secretariat

Organizational structure refers to the way in which an EBMO is constituted and is used to define the hierarchy and human resource relationships in place. The organizational structure identifies each job, what its function is and where it reports to within the organization. It is typically illustrated by a chart.

The organizational chart should be publicly available and easily accessible to all employees and member companies for reference as required. The chart should be accurate, up to date and reflect clear lines of management and communication within the EBMO. Equally, the structure should be an accurate representation of what human resource are required for the implementation of the EBMO's business strategy and for the organization to achieve its goals. The chart should be reflective of the EBMO's size, maturity and development phase.

The following page entails an example of an organizational chart, with some common types of employee roles and position titles in an EBMO. In practice, these roles may differ or be combined or separated, depending on the size of the organization, the organizational culture and the locally defined parameters.



See the additional resources section for more EBMO organizational chart examples.

Workforce planning and job design

Workforce planning

At a basic level, workforce planning is about predicting future workforce needs and providing senior management with a framework for making informed staffing decisions that are in line with the EBMO's strategic and operational goals. The key is to recruit the right number of people with the right skills at the right time at the right cost and on the right contract to deliver the EBMO's short- and long-term objectives stated in the human resource management strategy.

The main principles of workforce planning focus on:

- identifying future organizational directions and workforce requirements;
- analysing and understanding the makeup of the current workforce (for example, through staff demographics and SWOT analysis);
- determining the necessary skills, capabilities and competencies required to achieve strategic and operational goals in the future; and
- developing policies and strategies that will assist in achieving these goals.

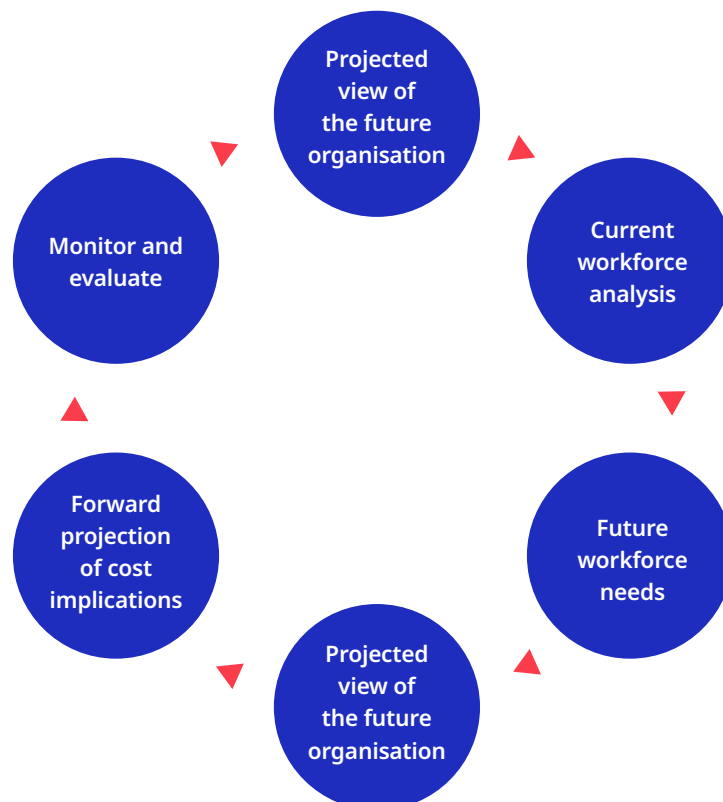
Workforce planning is an integral part of people management and provides the context for most other activities concerned with acquiring, developing and positioning employees.

The benefits of managing human resource strategically in an EBMO using workforce planning include:

- the ability to identify effective and efficient use of employees;
- enabling proactive management as opposed to management by crises;
- the development of a range of alternative actions to meet changing business environments;
- assisting the chief executive officer by providing sufficient information to enable effective business cost management;
- assisting in the management and planning of leave days (annual and personal);
- targeting training expenditure to achieve value for money and benefit; and
- understanding issues associated with retention and employee turnover so that staff are managed appropriately and cost-effectively, with minimal disruption.

The workforce planning process must be organization-wide and requires effective communication between the human resource manager, senior management and staff members.

Example of the process of workplace planning





“Our operational workforce planning” An example of workforce planning from Australia

The following is a statement issued by the Government of Australia and is included here as an example of a workforce planning approach.

“The Australian Government’s Department of Industry, Science, Energy and Resources has developed People Strategy 2020–2022 and, through this mechanism, is promoting future ways of working with systematic workforce planning.

“We have introduced operational workforce planning to provide a systemic way to:

- ▶ make sure the workforce is able to deliver against business requirements over 12 months
- ▶ evolve to keep pace with changing delivery requirements
- ▶ respond quickly and positively to unexpected events

“Our People Branch held workshops with each division to discuss capacity, capability and what crucial job roles are required to meet demands over the coming months. These discussions informed divisional operational workforce plans. These plans form the basis of workforce strategies for each division and the department.

“In these plans, divisions identify workforce risks and develop specific strategies to address these, depending on their objectives and priorities. At the departmental level, key risks and trends identified by analysing all divisional workforce plans will inform workforce strategies to benefit staff and the department as a whole. These will include strategies for recruitment, training and capability development and mobility.

“Operational workforce planning will happen annually, with future processes integrated within our annual business, budget and risk planning cycle.”

Source: Australia’s Department of Industry, Science, Energy and Resources, People Strategy 2020–2022, Case study, 2020.

Job design

Job design (or redesign) is the process of determining the role of a job, what the job involves, how it should be carried out and how it relates to other relevant jobs in the EBMO’s structure. Job design also covers decisions about the duties and responsibilities of the job holder and what support and resources they need.

The main purpose of job design is to optimize work processes and improve productivity by clarifying roles, systems and procedures; reducing repetitive elements within and between jobs; and optimizing workers’ responsibility.

Job design is thus a central component of job quality or “good work” that benefits the persons doing the job as well as the EBMO’s long-term growth and sustainability. This means that a well-designed job leads to higher productivity and quality of work while aiming to provide greater job satisfaction and reducing absenteeism and employee turnover.

Job design should rely on careful job analysis – gathering information about the required outputs, the work needed to achieve the outputs and the skills, resources and autonomy that will enable the achievements of the output. Job design should be informed by external and organizational factors as well as human, motivational and growth factors.

Job analysis should form the basis of a job description and person specification or job profile. Because the nature of work and jobs evolve over time, there should be a process of review and revision of these elements to ensure accuracy and that they are fit for purpose.



See the additional resources section for a job analysis template.



Position descriptions

A position description is the cornerstone of the recruitment process. It enables an EBMO to communicate the competencies required for a specific role, attract suitably qualified candidates and conduct effective interviews. Each position description sets forth the detailed job requirements, listing the responsibilities, expectations and objectives of the role while assisting the recruitment process by providing a clear overview of the position.

Additionally, for not-for-profit organizations, which is what an EBMO is, the position description provides a platform to inform potential candidates about the benefits of working for such an organization.

The following checklist may be useful in the process of job design and drafting each position description.

Does the position:¹

- carry out tasks using a range of knowledge and skills?
- convey clear objectives?
- combine a variety of tasks that together form a coherent whole?
- constitute a significant contribution to the overall function of the organization, which can be readily communicated to the employee?
- provide problem-solving opportunities, appropriate developmental growth potential and a reasonable degree of challenge?
- require expert technical knowledge (relevant laws, regulations and practices)?
- allow for an appropriate level of discretion and decision-making by the employee in the role?
- optimize the utilization of hard and soft skills?
- optimize the potential for the acquisition of new skills that improve opportunities for career development?
- incorporate working arrangements that provide tasks covering a variety of subjects, with varied pacing and methods of work, experience and training?
- ensure that it is directly responsive to the needs of the organization?
- assure occupational health and safety protection and protect the well-being of the employee?
- achieve physical and social integration with other positions and staff in the workplace?
- achieve neutrality in relation to assumptions about sex, race or other possible discriminatory factors?

Hard skills are often task-based competencies that employees develop through education or vocational training. Although there may be some space for developing hard skills in the workplace, hard skills are most often requisites for meeting position requirements.

¹ Drawn from [Human Resources: Principles of Job Design](#), University of Cambridge, 2021.

Soft skills are personal attributes that have more to do with how employees communicate and relate to each other. Examples of soft skills include leadership skills, collaboration styles, conflict resolution skills and personal integrity.

It is beneficial to select each hard and soft skill for positions in the organization to ensure that job postings align with the EBMO's mission, values and culture.

Considerations for writing position descriptions

When writing position descriptions, consideration should be given to:

- providing a succinct introduction that describe the EBMO's mission and how the position works within it, allowing jobseekers to think about the impact they will have in the organization;
- outlining the responsibilities of current employees in the position (if applicable);
- providing analysis of the work duties, tasks and responsibilities to be accomplished, highlighting the most important outcomes or contributions needed from the position;
- stating the selection criteria, required skills and qualifications clearly, including the must-have skills as well as proficiencies that would be well regarded;
- listing daily and weekly tasks, which provides an idea of how a jobseeker might spend a typical week at work and the skills needed to be successful in the position (the list should be brief – the aim is to create a succinct overview);
- stating the salary and benefits; (If the organization is unable to offer a competitive salary, which is sometimes the case, be sure to include a description of the benefits employees can expect. If salary is negotiable with the successful candidate, make that clear.)
- using a clear, clean format with bullet points to make the position description reader-friendly; and
- establishing a standard template for all roles across the whole organization.

A well-written position description should reflect the EBMO's priorities and goals. It should aim to ensure that the organization attracts the right candidates and then to assist in evaluating new employees as they adjust and grow into their role.



Guidance for measuring individual performance

How will an EBMO measure success against the various elements of the position description throughout the life of a person's time in the role? A Pacific EBMO has a process that includes only generic but high-level measures in published position descriptions. They develop specific measures as part of the ongoing performance review process (using the SMART formula). Alternatively, some roles (such as administrative or processing) may be more amenable to having measures included in the position description.



See the additional resources section for commonly used EBMO position description templates.

Definitions and abbreviations

ACTEMP	Bureau for Employers' Activities, which is a specialized unit within the ILO.
Advocacy	Any action that speaks in favour of, recommends or argues for a cause, supports or defends a cause or pleads on behalf of others.
Board of directors	The people responsible for governing and controlling an organization (executive committee) through strategic policy direction and financial oversight.
Board charter	A policy document that clearly defines the respective roles, responsibilities and authorities of the board of directors (both individually and collectively) and management in setting the direction, management and control of the organization (similar or equal content to Articles of Association).
Capacity-building	The process of developing and strengthening the skills, competencies, abilities, processes and resources that organizations and communities need to survive, adapt and thrive.
Code of conduct	A document produced by an employer that establishes the broad expectations of employee behaviour, usually reflecting the values and goals of the business. It can broadly cover the whole workforce of a business or be specific to certain roles or positions. <i>NOTE: The code can form part of the employment contract and be legally enforceable by the employer. But this must be a decision that an EBMO makes due to their specific situation. Thus, policies, such as a code of conduct, are more in the character of "lawful and reasonable direction", which can be amended from time to time. Otherwise, not using this structure creates the risk that policy matters must be dealt with as a breach of contract rather than a disciplinary issue. And any amendment to a policy is also an amendment to the contract of employment, which may require the expressed agreement of all parties to the contract.</i>
Compensation	The total remuneration, in cash or in kind, payable by an enterprise to an employee in return for work done by the latter during the accounting period. The compensation of employees has two main components: (i) wages and salaries payable in cash or in kind and (ii) social insurance contributions payable by employers.
Competency-based pay	When an employee's salary is determined by their skills or competencies rather than by a universal rate. This may persuade more skilled applicants to apply and incentivize upskilling within the workforce.
Conflict of interest	When a person's personal or commercial interests conflict with their professional duties.

Committee	A primary way in which members contribute to the work and views of the EBMO. Ad hoc committees are commonly formed to deal with specific policy issues that arise or become a concern.
Discrimination	A bias and/or unfair treatment that occurs when a person or a group of people is regarded less favourable than another person or group because of their background or certain personal characteristics. In some jurisdictions, discrimination will have a technical legal definition.
Diversity	Characteristics that make us humans unique, such as our cognitive skills, personality traits, values and workstyles, along with those that shape our identity (such as race, colour, age, gender, religion, political opinion, disability, sexual orientation, cultural background, national extraction and social origin).
Employment relations	The management and analysis of the relationship between employers, employees and representative groups, such as trade unions.
EBMO	Employer and business membership organization, which is the target audience of this manual.
Exit interview	The final meeting between management and an employee leaving the organization. Information is gathered to gain insights into work conditions and possible changes or solutions, and the employee has an opportunity to explain why they are leaving.
Fringe benefits	Employment compensation other than wages or salary. For example, annual and sick leave, medical insurance, life insurance, retirement benefits and profit-sharing. <i>NOTE: Fringe benefit is not used here in its taxation sense. EBMO staff should seek specialist taxation or accounting advice on what entitlements may or may not be reportable fringe benefits in their jurisdiction.</i>
Gender pay gap	The average difference in earnings between men and women. Data show that women consistently earn less than men even after controlling for differences in age, occupation and location.
Generation X	The term used to refer to people born between 1965 and 1980.
Generation Y	The term used to refer to people born between 1980 and the mid-1990s.
Generation Z	The term used to refer to people born in the second half of the 1990s who grew up in the internet age.
Governance	Framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in corporations and organizations.
Human resource audit	A formal check system of human resource processes conducted by a business or organization at regular intervals (for example, quarterly or annually).

HRM	Human resource management, which is the practice of administering policies and programmes that optimizes employee performance and advance an organization's business goals. The programmes include employee recruitment, training, compensation, benefits and professional development.
HR manager	Human resource manager, which is the person who leads and directs the routine functions of recruiting and interviewing staff, administering pay, benefits and leave and enforcing company policies and practices.
Human capital	The "asset" that employees bring to a business, including their expertise, qualifications and skills, that add value to the organization.
Inclusion	The process of valuing people's differences to enable everyone to thrive at work.
Inclusive leadership	An authentic leadership style that treats everyone equitably, creates a strong sense of belonging for all staff and supports staff to reach their full potential. It also rules out discrimination, bias and favour based on colour, race and other protected characteristics and allows employees to feel valued for their inputs.
ILO	International Labour Organization, which is part of the United Nations system.
Position description	A document providing an overview of the tasks, duties, responsibilities, qualifications, skills, competencies and experience required for a particular role.
KPIs	Key performance indicators, which are measurable values that demonstrate how effectively an organization is achieving organizational objectives and upon which the performance of employees is evaluated (for example, sales per month, customers served and units manufactured).
KSAs	Knowledge, skills and abilities, which are the proficiencies and competencies required for a particular position or role.
Mentoring	A process used to link junior employees with a mentor in a more senior position to provide coaching, training and development. It can be informal or formalized through meetings and measured outcomes.
Mission statement	A statement that expresses what an organization does to achieve its purpose.
Nepotism	Preferential hiring of relatives and friends, even though others might be more qualified for those positions. The favouritism is generally showed by individuals in a position of authority, such as chief executive officers, managers or supervisors.

NFP	Not-for-profit organization, which is an organization that does not operate for the profit or gain of its individual members.
OSH	Occupational safety and health, which is the protection of workers' lives and physical well-being through the elimination or control of risks in the working environment or the system of work within which workers operate.
Offboarding	A process that leads to the formal separation between an employee or board member and the organization through resignation, termination or retirement.
Onboarding	A process through which new members move from being organizational outsiders to becoming organizational insiders.
Organizational culture	The beliefs, ethics, mission and attitudes shared by an organization and its employees.
Outsourcing	The business practice of hiring a party outside the organization to perform services that traditionally are performed in-house by the organization's own employees and staff. It is a practice usually undertaken by organizations to drive cost optimization and efficiencies.
Performance management	The process or system by which an organization measures and improves performance within its workforce and incorporates performance, remuneration, promotions, disciplinary procedures, terminations, transfers and development needs.
Performance review	A formal assessment of an employee's work performance that identifies their strengths and weaknesses, provides feedback and sets goals for future performance. Performance reviews are also called performance appraisals or performance evaluations.
Platform economy	A platform may be defined as "a digital infrastructure that enables interaction between two or more groups [and] positions itself as an intermediary". A similar definition considers the platform to be "a digital service that facilitates interactions between two or more distinct but interdependent sets of users (whether firms or individuals) who interact through the service via the internet". The platform economy is the ecosystem in which diverse forms of platforms operate.
Protocol	A system of rules that explain the correct conduct and procedures to be followed in formal situations.
Retrenchment (redundancy)	A special form of dismissal that occurs when an employer needs to reduce the size of the workforce.
Separation	Severance of an employment relationship. The action to separate from employment may be taken by an employee, the employer or both.

Sourcing	An activity under the umbrella of talent acquisition that involves proactively identifying, contacting and engaging qualified candidates for an organization rather than waiting for candidates to apply on their own.
Staff	Persons contracted to work for an organization (or business) in return for compensation. Staff are differentiated from other workers, such as contractors, in that they are an integral part of the organization, which has the legal right to dictate the conditions, hours and manner of work performed.
Staff retention	Organizational policies and practices that are designed to encourage employees to remain employed by the organization.
Strategic plan	How an organization defines its purpose and goals beyond the immediate future and the actions set forth to achieve those goals.
Succession plan	A plan that focuses on identifying staff with competencies who could advance to particular positions within an organization.
SWOT	Strengths, weaknesses, opportunities and threats, which is an analytical framework used to evaluate an organization's or a business' competitive position and to develop strategic planning.
Transparency	The process that enables others to see and understand that an organization or business is operating in an honest way. To achieve transparency, an organization (or business) must provide accurate and complete information about its activities and governance to stakeholders in a timely manner.
Turnover	When referring to employees, a turnover rate is the measurement of the number of employees who leave an organization during a specified time period, typically one year.
Unfair dismissal	When an enterprise ceases the employment of an employee on grounds that are unfair or without legitimate reason.
Violence and harassment	In the context of work, both terms refer to a range of unacceptable behaviours and practices, or threats thereof, whether a single occurrence or repeated, that aim at, result in or are likely to result in physical, psychological, sexual or economic harm. It includes gender-based violence and harassment.
Workers' compensation	A type of insurance that provides benefits to employees who have been injured on the job.
Workplace environment	Encompasses the physical conditions as well as the mental demands, social aspects and support levels between colleagues and management in the workplace.

Additional resources for tool 1

This section offers checklists, generic templates, guidance and other resources to further assist the human resource team in recruiting and managing their organization's employees and in either compiling or updating a human resource management manual.

Where you see "[EBMO]", "[purpose]" or "[xxx]", the idea is for you to insert the name of your EBMO or the appropriate phrasing if you decide to adapt this resource to your own human resource management manual.

Human resource management manual checklist

As the next step to producing a human resource management manual for your EBMO, this checklist can be used to compile the basic documents that should be included.

- ☐ Prepare the EBMO's brief history
- ☐ Prepare the EBMO's glossary of abbreviations and terms commonly used
- ☐ Prepare the EBMO's organizational chart – board, committees and secretariat
- ☐ Prepare the EBMO's human resource management strategy
- ☐ Prepare the EBMO's human resource audit results
- ☐ Prepare the EBMO's human resource policies
- ☐ Prepare the EBMO's code of conduct
- ☐ Prepare the EBMO's position descriptions

Core competency and values framework

Competency refers to: *A combination of skills, attributes and behaviours that are directly related to successful performance in a given job, role or situation.*

This framework elaborates on the competencies that should be exhibited by the human resource management team and senior management and also be encouraged and nurtured in all EBMO staff. They form the foundation for an effective and productive organizational culture.

1. Integrity and transparency
2. Sensitivity to diversity
3. Orientation to learning and knowledge-sharing
4. Client or member orientation
5. Communication
6. Orientation to change
7. Takes responsibility for performance
8. Quality orientation
9. Collaboration
10. Technical ability (knowledge of laws, regulations and practices)

1. Integrity and transparency

Definition: Upholds social, ethical and an EBMO's norms and values; firmly adheres to the code of conduct and ethical principles; behaves consistently and is open, honest and trustworthy; acts without consideration of personal gain.

Basic

- **Ensures behaviour is consistent with values** – Ensures that words and actions are consistent and in line with values; behaves consistently across situations; reacts in a considered manner.
- **Respects confidences** – Is trustworthy; does not share confidential information.
- **Demonstrates honesty and openness** – Deals with people in an honest and straightforward manner; does not use information as power; presents information accurately and completely; demonstrates accurate self-awareness.
- **Is loyal to the EBMO** – Shows commitment to the EBMO's mandate; places the EBMO's interests above their own; acts without consideration of personal gain.

Managerial

- **Role models integrity** – Role models honesty and integrity; upholds ethical standards and the EBMO's values in everyday behaviour.
- **Promotes high ethical standards** – Discusses ethical issues and dilemmas regularly; stresses the importance of maintaining high ethical standards.
- **Acts to address poor ethical standards** – Acts swiftly to address unprofessional or unethical behaviour.
- **Fosters a climate of impartiality** – Deals with people in a fair, objective manner; resists undue political pressure in decision-making; does not abuse power or authority.

2. Sensitivity to diversity

Definition: Is sensitive to and adapts own behaviour to accommodate the differences found in diverse work environments; treats all individuals and groups fairly and with respect, irrespective of cultural background, gender, religious belief, age, sexual orientation, marital status, physical disability or political conviction.

Basic

- **Adapts behaviour** – Adjusts own behaviour to be appropriate and effective when working with people from all backgrounds (without distinction as to culture, gender, age, religion, age, sexual orientation, marital status, physical disability or political conviction) without sacrificing personal and EBMO values.
- **Exhibits sensitivity** – Shows sensitivity to and respect for the perspectives and interests of people from diverse backgrounds; attends to and tries to understand different perspectives and approaches.
- **Demonstrates inclusive behaviour** – Establishes good relationships with people from all backgrounds; shows genuine acceptance of people from backgrounds different to one's own; treats all people with dignity and respect; does not discriminate against any individual or group.
- **Values diverse viewpoints** – Fully considers all views and opinions, including those that differ from their own.

Managerial

- **Shapes a culture that values diversity** – Creates an environment that values diversity and benefits from it; promotes the benefits of diversity; ensures that all voices are heard and respected.
- **Promotes mutual respect and understanding** – Promotes and practices tolerance, understanding and respect for all, without distinction as to culture, gender, age, religion, age, sexual orientation, marital status, physical disability or political conviction.
- **Creates an inclusive environment** – Creates an environment that enables inclusive and respectful working relationships to be built; challenges inappropriate language and behaviours driven by stereotypes, assumptions or bias.

3. Orientation to learning and knowledge-sharing

Definition: Continuously develops and updates professional skills and masters new tools; diagnoses development needs and targets learning opportunities; assimilates, applies and shares job-related knowledge in a timely manner.

Basic

- **Actively participates in learning activities** – Takes part in relevant learning activities; makes the most of the learning experience (for example, takes notes, asks questions, engages actively in all tasks); undertakes other development activities to fulfil learning needs (such as reading, self-study, coaching or experiential learning).
- **Quickly gains and applies knowledge and skills** – Readily absorbs and comprehends new information and builds new skills, following participation in formal and informal learning experiences; practically applies new knowledge and skills on the job; furthers learning through practical experience.
- **Targets learning needs** – Seeks and uses feedback and other sources of information to identify appropriate areas for learning; objectively identifies own learning and development needs.
- **Builds expertise** – Seeks opportunities to deepen their own expertise and knowledge; puts themselves in unfamiliar or uncomfortable situations in order to learn; takes on challenging or unfamiliar assignments.
- **Shares knowledge** – Shares important or relevant knowledge and information formally (for example, through workshops and seminars) or informally (for example, through conversations with colleagues); promotes knowledge transfer.

Managerial

- **Creates a learning environment** – Secures the resources required to support staff development; ensures that both on-the-job (for example, project work, observation or coaching) and off-the-job (for example, formal training and education or secondment) development opportunities are available; makes time for staff development; positively encourages all individuals to engage in learning and development; personally coaches staff members.
- **Establishes development goals** – Works with individuals to identify areas for development; sets specific development goals; clarifies expected behaviour, knowledge and skill levels.
- **Identifies relevant development activities** – Works with individuals to determine appropriate developmental activities; anticipates and plans to overcome barriers to development.
- **Provides feedback and reinforcement** – Gives timely, detailed and constructive feedback to individuals; reinforces efforts and progress made to address development goals.
- **Proactively disseminates knowledge** – Disseminates and shares knowledge openly; puts others into contact with various sources of knowledge.

4. Client or member orientation

Definition: Effectively identifies and meets (internal or external) clients' or members' needs; builds productive client or member relationships; delivers member-centric solutions; takes responsibility for ensuring clients' or members' satisfaction and loyalty.

Basic

- **Establishes productive client relationships** – Gives clients or members full attention, engaging them in all relevant discussions; listens carefully to members and responds with empathy; ensures that members feel valued and gains their trust and respect; takes personal responsibility for resolving a member's or constituent's problems or issues.
- **Identifies member needs** – Asks questions to determine needs; summarizes to check understanding of needs; explores underlying and hidden needs as well as those explicitly raised.
- **Builds member-focused solutions** – Builds member-focused solutions to address diagnosed needs; seeks clients' or members' ideas and suggestions for solutions or alternatives; ensures members' commitment to proposed solutions.
- **Ensures members' satisfaction** – Makes realistic commitments and delivers on them; checks for members' satisfaction; is motivated to exceed expectations; identifies and commits to taking follow-up action where necessary.

Managerial

- **Ensures that programme or project activities are client- or member-focused** – Ensures that all activities are oriented towards meeting members' needs; encourages team members to proactively consider, discuss and explore members' needs.
- **Manages client's or member's expectations** – Is open about limitations and constraints; builds members' solutions within the constraints rather than making unreasonable commitments; addresses unrealistic members' expectations constructively; aligns members' expectations alongside EBMO capabilities and principles; manages conflicting or unreasonable members' demands.
- **Builds a member-centric culture** – Role models effective member-oriented behaviour, positively promoting the need to respect members and work in a member-centric manner; supports the team in addressing members' difficult issues and dilemmas; addresses all behaviour that is disrespectful towards members.
- **Monitors the delivery of member outcomes** – Implements mechanisms to monitor the delivery of members' outcomes; ensures that members' commitments are fulfilled; actively seeks client or member feedback and monitors satisfaction; takes prompt action to address member dissatisfaction.

5. Communication

Definition: Communicates in a clear and effective manner, adapting language, tone and style to match the audience; ensures messages are understood; is attentive to others and encourages open, two-way communication.

Basic

- **Communicates clearly** – Speaks and writes clearly and effectively; is fluent.
- **Structures communications** – Communicates purposefully and stresses key points; follows a logical sequence; summarizes information; adheres to the EBMO's and office communication standards, formats, procedures and style.
- **Actively fosters communication** – Shares relevant information openly; keeps communication channels open; encourages two-way communication; seeks input from others.
- **Listens to others** – Actively listens to others; attends to messages from others; correctly interprets messages and responds appropriately.
- **Tailors communications** – Uses language, tone, style and format that matches the audience; uses vocabulary, examples and analogies that are meaningful to the audience.
- **Ensures understanding** – Checks for comprehension; presents messages in different ways when required to ensure understanding.

Managerial

- **Advocates the EBMO's mandate** – Clearly and simply communicates the EBMO's mandate and vision; is an advocate for the organization; seeks and undertakes opportunities to represent the EBMO externally to promote its mandate.
- **Communicates with impact** – Communicates confidently; commands attention and respect when speaking and projects credibility; inspires others; creates a good first impression.
- **Gains agreement** – Seeks agreement; influences others; negotiates effectively; presents convincingly.

6. Orientation to change

Definition: Remains positive and effective in response to change; adapts to new work methods and structures; thinks outside the box and is not bound by current thinking; handles ambiguity.

Basic

- **Approaches change positively** – Treats change as an opportunity; focuses on the beneficial aspects of change; speaks positively about change to others; accepts new ideas and change initiatives.
- **Adapts to changing circumstances** – Modifies behaviour in response to changes in the work environment; readily tries new approaches; lets go of ineffective behaviour patterns even if they served a purpose in the past.
- **Thinks creatively** – Strives for continual improvement; seeks alternatives and new or unusual ideas; thinks "outside the box"; is not bound by current thinking.
- **Deals with ambiguity** – Is comfortable with a degree of ambiguity and uncertainty; remains open to ideas despite any lack of clarity; handles ambiguity by seeking to understand proposed changes and the rationale for them.

Managerial

- **Recognizes opportunities for change** – Sees ways for improvement; identifies where change is needed; takes calculated risks.
- **Encourages others to instigate change** – Creates an environment in which change is encouraged; is open and receptive to ideas; recognizes and rewards creativity in others; encourages continual improvement.

- **Drives change positively** – Acts as a role model for positive change; promotes change positively; helps others understand the benefits of, and rationale for, change; drives changes through.
- **Addresses change resistance** – Directly addresses resistance to change; challenges individuals to overcome inertia; counteracts arguments against change.
- **Manages ambiguity** – Accepts uncertainty and manages accordingly; seeks to minimize ambiguity for others; clarifies direction and smooths the process of change; works to align systems, processes and people during change.

7. Takes responsibility for performance

Definition: Takes prompt action to accomplish objectives; goes beyond what is required; is proactive; accepts responsibility and accountability; drives own and others' performance.

Basic

- **Accepts responsibility** – Takes ownership of all responsibilities; accepts accountability for outcomes; admits mistakes and takes action to address them.
- **Takes independent action** – Initiates and generates activity; operates independently without overreference to their supervisor; takes action without prompting; does not wait for others to instigate, action; is proactive.
- **Responds quickly** – Takes immediate action; reacts quickly; acts promptly and with confidence.
- **Goes above and beyond** – Takes action that goes beyond their job requirements; seeks ways around barriers to action.
- **Is motivated to perform** – Works hard; accepts and tackles demanding goals with enthusiasm.

Managerial

- **Builds a performance culture** – Encourages others to take responsibility for their own performance; recognizes and rewards achievement; addresses underperformance promptly; identifies and nurtures talent.
- **Sets performance goals and standards** – Establishes clear performance goals, standards and expectations; sets stretching goals.
- **Evaluates performance** – Monitors performance against milestones and goals; evaluates performance fairly; holds regular performance discussions with staff members.
- **Delegates appropriately** – Delegates appropriate levels of responsibility, accountability and authority; retains overall accountability for the delivery of delegated work.

8. Quality orientation

Definition: Sets high quality standards; is structured, methodical, systematic and thorough; monitors and maintains quality; addresses quality issues and does not compromise quality standards.

Basic

- **Sets high quality standards** – Establishes high quality standards for own delivery; does not compromise quality standards.
- **Is organized and structured** – Sets detailed plans; is personally well organized and structured; anticipates and prepares for problems.
- **Monitors and maintains quality** – Monitors the quality of delivery; spots errors; uses rigorous quality checks to maintain standards.
- **Addresses quality issues** – Takes action to correct quality issues; readily accepts when quality standards have been compromised.

Works in a systematic and methodical manner – Adheres to quality procedures and processes; is thorough and conscientious; gets the details right.

Managerial

- **Stresses the importance of quality** – Consistently reinforces the importance of quality to others; promotes pride in delivering a quality service; recognizes and reinforces quality.
- **Establishes quality processes** – Establishes processes and procedures to maintain quality; ensures compliance with quality systems; develops processes to address the root cause of quality problems.
- **Ensures that resources support quality delivery** – Ensures that appropriate time and resources are allocated to enable quality delivery.
- **Builds mechanisms to monitor quality** – Ensures that mechanisms to monitor quality are integrated into all project plans; takes personal responsibility for monitoring quality delivery within their area.

9. Collaboration

Definition: Establishes strong interpersonal relationships and builds internal and external networks; promotes cooperation, supporting others and sharing the credit for achievements; accepts consensus views.

Basic

- **Establishes good interpersonal relationships** – Establishes strong relationships with colleagues and partners; relates well to people at all levels; fits in with others; and builds team spirit.
- **Promotes cooperation** – Works collaboratively with colleagues and partners to achieve shared goals; encourages cooperation; manages and resolves conflict; places team agenda before personal agenda; defines mutual goals.
- **Supports others** – Supports and cares for others; demonstrates empathy; shows an interest in and understanding of others.
- **Shares credit** – Shares credit for team accomplishments and accepts joint responsibility for team shortcomings.
- **Accepts consensus views** – Accepts, supports and acts in accordance with consensus views; solicits and values others' input even when it conflicts with personal views.
- **Builds networks** – Builds wide and effective networks of contacts inside and outside the EBMO.

Managerial

- **Builds a collaborative culture** – Stresses the importance of collaborative working; encourages others to build networks and partnerships; recognizes and rewards collaborative behaviour; quickly addresses uncooperative behaviour.
- **Monitors partnerships** – Monitors and evaluates the effectiveness of partnerships; takes action to enhance the effectiveness of established collaborative relationships.
- **Removes barriers to cooperation** – Identifies and breaks down barriers to cooperation within teams and between teams, units, sections, divisions and organizations.
- **Forges new external collaborations** – Proactively identifies potential new partners within and outside the EBMO; forges relationships with potential new partners; establishes effective inter-team cooperation and communities of practice.

10. Technical ability

Definition: Knowledge of laws, regulations and practices. Compliance with ethical practices and core values fosters accountability and establishes a sense of integrity that encourages professionalism among workers.

Basic

- **Helps the EBMO remain compliant** – A core duty for human resource professionals is to ensure that the organization complies with the country's legal framework. This requires a thorough and updated understanding of any federal and local laws that govern the business. Additionally, a thorough understanding of corporate law can help human resource professionals make vital decisions, prepare for audits, document workplace events correctly and promote a safe work environment.
- **Safeguards against potential legal troubles** – This requires knowing the labour laws in different cities. Knowledge of corporate laws helps in making important business decisions and preparing a safe work environment.

Managerial

- **Stays updated on employment trends and labour laws** – The human resource function may have to manage complex paperwork that can influence how employees are paid and access benefits. Knowledge about human resource best practices helps in managing employee contracts and other complex paperwork related to benefits and salaries that employees receive. It's also important to stay current on emerging technology and strategies in the field to help the EBMO remain competitive.

Human resource practice areas checklist

Human resource professionals who have a good understanding of the different human resource practice areas can utilize this knowledge to create an appropriate human resource management strategy in the EBMO.

Use this checklist to measure your level of knowledge of each human resource practice area and assess the areas where you need to improve your knowledge before designing a human resource management strategy.

Human resource practice areas that impact performance

HR practice area	Its impact on performance	What knowledge is required?	Do I have this knowledge? If not, where can I obtain it?
Attracting, developing and retaining quality employees	► Matches people to the strategic and operational needs of the organization. ► Provides for the acquisition, development and retention of talented employees who can deliver superior performance, productivity, flexibility, innovation and high levels of personal service and who fit the culture and the strategic requirements of the organization.		
Talent management	► Ensures that the talented and well-motivated people required by the organization are retained to meet present and future needs.		
Working environment: core values, leadership, work-life balance, managing diversity, secure employment	► Develops a clear vision and a set of integrated values. ► Makes the organization a desired place to work.		

HR practice area	Its impact on performance	What knowledge is required?	Do I have this knowledge? If not, where can I obtain it?
Job and work design	► Provides individuals with stimulating and interesting work and gives them the autonomy and flexibility to perform their jobs well. ► Enhances job satisfaction and flexibility, which encourages high performance and productivity.		
Learning and development	► Enlarges the skill base and develops the levels of competence required in the workforce. ► Encourages discretionary learning, which happens when individuals actively seek to acquire the knowledge and skills that promote the organization's objectives. ► Develops a climate of learning – a growth medium in which self-managed learning as well as coaching, mentoring and training flourish.		
Managing knowledge and intellectual capital	► Focuses on both organizational and individual learning and on providing learning opportunities and opportunities to share knowledge in a systematic way. ► Ensures that vital stocks of knowledge are retained and deals with improving the flow of knowledge, information and learning within the organization.		

HR practice area	Its impact on performance	What knowledge is required?	Do I have this knowledge? If not, where can I obtain it?
Increasing motivation, commitment and role engagement	► Encourages people to identify themselves with and act upon the core values of the organization and willingly contribute to the achievement of organizational goals. ► Develops a climate of cooperation and trust, clarifying the psychological contract.		
High-performance management	► Develops a performance culture that encourages high performance in such areas as productivity, quality, levels of customer service, growth, profits and, ultimately, the delivery of increased shareholder value. ► Empowers employees to exhibit the discretionary behaviours most closely associated with higher business performance, such as risk-taking, innovation, knowledge-sharing and establishing trust between managers and subordinates.		
Reward management	► Develops motivation, commitment, job engagement and discretionary behaviour by valuing and rewarding people in accordance with their contribution.		



Where to find the knowledge?

Search for mentors: By following the success of others, it becomes easier to improve your human resource knowledge. One way to improve your human resource competency is by searching for mentorship opportunities under the guidance of an experienced human resource officer. Consider asking experienced colleagues to become your mentor. Shadowing a senior human resource team member can assist you with gaining a better understanding of how they work and complete their job duties. Many individuals use job shadowing to learn more about the job responsibilities and work environment. This could be a one- or a multi-day process.

Embrace new learning opportunities: New learning opportunities are often in the form of professional development courses, in-house training and online certifications in human resource and related areas. Before enrolling in an outside session, check for human resource courses that your employer offers. This potentially saves you the cost of additional education while helping you advance in your career. Consider attending human resource seminars and completing collaborative projects to improve your skill set.

Self-evaluate: If you do not know which human resource competency requires improvement, focus on completing a self-evaluation. Self-evaluation helps you track your progress, makes you confident about your abilities and encourages you to learn more human resource skills. Track your professional competency by scheduling regular meetings with your manager.

Higher education: Human resource employees often pursue higher education to improve their abilities and learn about the latest trends and technologies in human resource management. If you already have a bachelor's degree in human resource management, consider pursuing a master of business administration in human resource or related areas. Often, employers prefer candidates with a postgraduate degree because of the complex nature of human resource management. Typically, a master's degree takes two years to complete but will allow you to earn a higher salary.

Source: See <https://in.indeed.com/career-advice/finding-a-job/competencies-in-hr#:~:text=Competencies%20in%20HR%20are%20key,%2D%20and%20lower%2Dlevel%20management>

Guidance for writing clear and professional human resource policies

The following lists what elements you could consider when writing or updating any of your EBMO's human resource policies. It is adapted from the HR Communication Handbook, which is a website rich with useful information at: <https://kpu.pressbooks.pub/hrcommunication/chapter/writing-a-new-policy/>.

Important elements of a standard policy

1. **Header:** It contains the name of the organization and why that particular policy is being created.
2. **Dates:** There should be a date for when the policy was initially made operative. If it is being reviewed, the date of review also should be indicated. For example:

XYZ EBMO's attendance policy went into effect on 1 January 1989. It was revised on 1 January 1999 and again on 1 January 2010.

3. **Title:** It should reflect the total content of the policy.
4. **Authority's approval:** This consists of the name of the individual who approved the development of the policy.
5. **Policy statement:** This is where you state the purpose of creating the policy. Questions such as "who, why, what, when, and where of the policy" are addressed here.
6. **Scope of the policy:** This signals a section or a group of people that the policy would apply to.
7. **Procedure number:** It is used for referencing. Ensure that spaces between the numbers are equal and that they are written in numerical figures.
8. **Procedure:** It lays out the detailed processes that must be followed to ensure that the policies are obeyed in the organization.
9. **Different parties and responsibilities:** The various components that must be included to implement the policy.
10. **Directive:** This section is for important instructions.
11. **Page numbering:** Each page should have an appropriate page number.
12. **Definitions:** There should be clear definitions for the words that are not commonly used.
13. **References:** If the policy is developed from other sources then it must be referenced.

When creating a new policy – write, edit, rewrite.

Writing a policy is a tedious process. Before you begin writing, you need to carry out extensive research and analyse it. This includes consulting colleagues. Then prepare a first draft of your policy. Once done, there will be need to rewrite because typically the first draft is never good to go, even though you may have a good understanding of how to write. You should run the draft by colleagues and consult an expert. Work on your draft until there are no errors. This likely will require revising multiple times before finalizing the policy document.

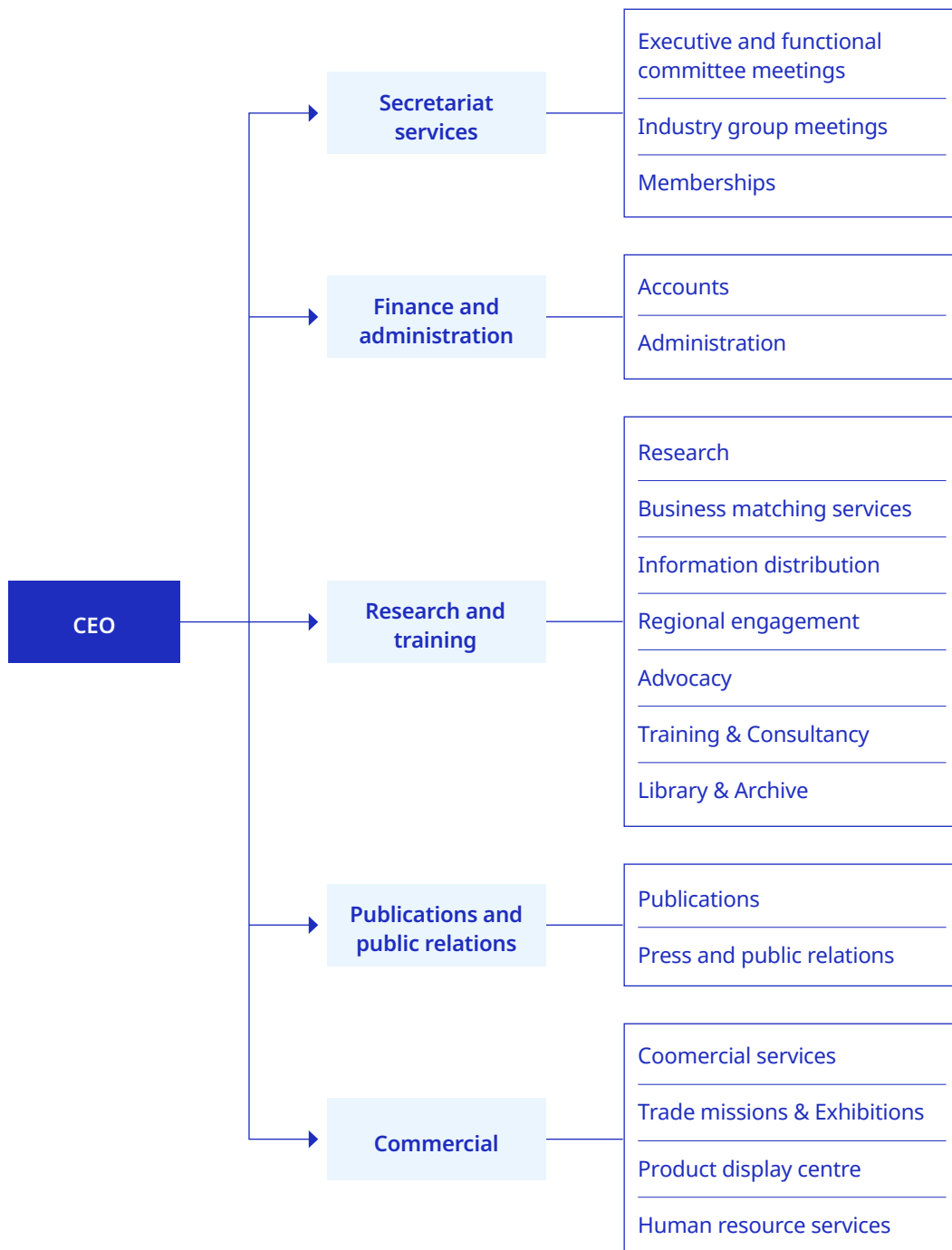
Source: Enaohwo, O.M., *Guidelines for Writing a New Policy*, 2020.



Examples of an organizational chart

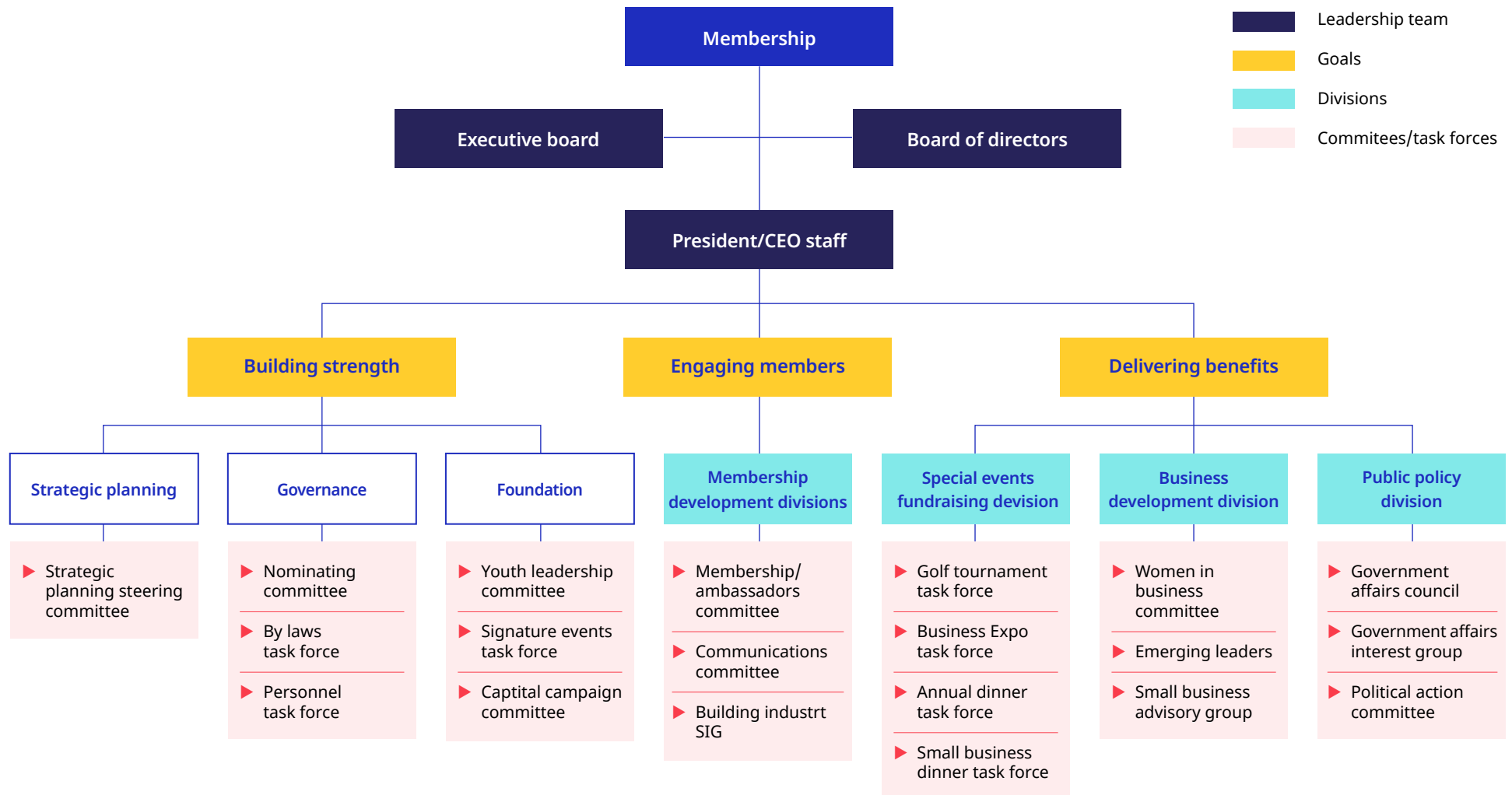
The following examples reflect the organizational structure of various EBMOs operating around the world. They can be used as a benchmark against your structure to consider if your EBMO has any human resource gap.

Example 1. Organizational structure – EBMO secretariat



Example 2. Organisational structure EBMO secretariat

Organizational chart aligned with goals



Job analysis template

The following templates can be used when you are preparing to recruit for a role within your EBMO.

Basic Information
Job title:
Award/agreement details:
Reports to:
Supervision of:
What is the purpose of this job:
Why does it exist:

Responsibilities
What are the major activities and responsibilities of this job in order of importance? 1. 2. 3. 4. 5.

Experience
The required amount of experience needed to perform this job. ☐ None ☐ <1 year ☐ 1 – 5 years ☐ >5 years ☐ Other – please specify:

Education and qualifications

- ☐ Secondary school graduation
- ☐ Certificate or diploma
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ PhD
- ☐ Other – please specify:

Personal Skills

Verbal communication skills (explaining, convincing, negotiating, etc.)

- ☐ None
- ☐ Limited
- ☐ Extensive

Detail:

Written communication skills (internal contacts, external contacts etc.)

- ☐ None
- ☐ Limited
- ☐ Extensive

Detail:

Working conditions, work safety and health considerations

Weather (heat, cold, rain, wind)

- ☐ None
- ☐ Occasional
- ☐ Frequent (daily)

Details:

Working conditions, work safety and health considerations**Dust, dirt, fumes, odours**

- ☐ None
- ☐ Occasional
- ☐ Frequent

Details:

Other

- ☐ None
- ☐ Occasional
- ☐ Frequent

Details:

Miscellaneous**Sign off**

Reviewed by:

Date:

Approved by:

Date:

Position description templates

These templates can be useful as a guide when preparing the recruitment process to fill a vacancy – but they are examples only! EBMOs must consider their own needs when designing role descriptions.

Position Title:	Chief Executive Officer	
Salary:		Term:
Location:		
Reports to:	EBMO Board	

Job purpose

The **Chief Executive Officer, or CEO**, is the senior management executive of the organization and, as such, the position carries significant responsibility, accountability and the expectations of [EBMO's] members and a wide range of their stakeholders.

The CEO manages the day-to-day operations and services of the organization and implementation of the approved strategic plans and annual workplans. In the performance of all duties, the CEO is accountable to the Executive Committee and for upholding the Constitution of the organization.

The CEO is required to possess exceptional skills and business acumen in initiating sound business decisions on a wide range of operational matters. The CEO is expected to perform the functions with due diligence, transparency, efficiency and prudence.

Responsibilities

- Create and manage [EBMO's] budget and staff to ensure sound business management and that the objectives of the annual strategic plan are met.
- Manage the administrative affairs of the organization to ensure compliance with all relevant governance requirements.
- Provide leadership and direction to ensure members are delivered value and service.
- Manage the minutes, records and decisions of the Executive Committee.
- Manage official communications, promotional activity and stakeholder relationships.
- Manage the creation, implementation and review of the annual workplan.
- Manage statutory responsibilities in regards to any law or regulation.
- Act as Finance Administration Officer of [EBMO] in the absence of this role being officially filled by an appointed staff member.

Main duties and outcomes

- Monitor and evaluate the budget and financial matters on a monthly basis.
- Implement and review organization workplans to meet annual targets.
- Ensure staff are accountable in delivering work outcomes through performance management.
- Prepare position statements and communications on behalf of the Executive Committee and members for tabling with government and stakeholders.
- Ensure decisions, minutes and records tabled by the Executive Committee are accurately recorded and distributed.
- Ensure the control, classification and security of [EBMO's] documents.

- Ensure compliance with statutory responsibilities pursuant to any law or regulation.
- Increase revenue generation to ensure the sustainable future of [EBMO] for members.
- Manage and increase the membership and services of [EBMO].

Mandatory requirements

- Minimum five years in private business sector
- Minimum five years in senior management role
- Relevant tertiary qualifications in finance, management, economics or similar
- Previous experience in not-for-profit organization, company or committee boards
- Fluency in both English and [country] languages, written and oral
- High-level computer skills and understanding of social media and e-communication
- Experience in budgeting and financial management

Desirable requirements

- Previous experience in a management role of a not-for-profit organization
- International exposure to the private sector or not-for-profit business
- Public speaking and event coordination
- Dealings with government stakeholders at a management level



NOTE: It is expected that senior management officials recognize the cross-cutting nature of diversity and inclusion issues; the roles and responsibilities in this job description should be performed by taking into account a sector integration of gender perspectives.

Position Title:	Head of Employers Organisation Department	
Salary:		Term:
Location:		
Reports to:	CEO	

The **Head of the Employers Department** is the primary management person at [EBMO] responsible for the day-to-day work on labour and employment-related issues. The Head of Employers Department position is a full-time, professional salaried position, reporting to the Industrial Relations Committee of [EBMO].

This is a high-level position within [EBMO] and comes with significant management and other responsibilities. It is suitable for candidates with significant experience in business and engagement with high-level national and international stakeholders.

Responsibilities

The Head of the Employers Department is primarily responsible for all labour-related communications, advocacy and advisory services for [EBMO] members. Specifically, they will:

- Oversee the overall labour relations work of the Employers Department.
- Supervise the work of a team of at least seven professionals in the area of labour law, including:
 - Establishing a performance management system to assess the performance of the team members
 - Guiding and orienting the team members towards providing service excellence.
- Help [EBMO's] leadership prepare for national level events on labour and employment, including but not limited to:
 - National Tripartite Dialogue Forum
 - Tripartite Working Group.
- Actively participate at national-level events on labour and employment as representative of [EBMO].
- Oversee the labour advisory services to [EBMO's] members, including:
 - Legal advice at in-person meetings
 - Advisory and assistance with workplace dialogue, negotiation and dispute resolution.
- Oversee the training services to [EBMO's] members, including:
 - Curriculum revision and approval
 - In selected cases, delivery of training sessions.
- Engage in labour-related advocacy, which includes:
 - Regular meetings with [EBMO's] members to determine advocacy priorities
 - Developing advocacy strategies and supporting legal and research materials
 - Engaging in advocacy with government and worker representatives.
- Oversee labour-related communications, including:
 - Informing [EBMO's] members about changes in labour laws, rules and regulations
 - Communications covering recent developments at national-level dialogues
 - Communications with other business organizations, including but not limited to [EBMO]

Qualifications

- Minimum seven years of experience in managing a national or a sectoral employers' organization.
- Master's degree in law (possibly with a specialization in labour law) or in human resource management.
- Minimum seven years of experience in managing a team of professional staff.
- Minimum five years of experience in legal advising, human resource management or a related field.
- Previous experience working in or with the private sector.
- Ability to communicate fluently in English, including in dialogue about technical, labour-related issues.
- Ability to draft documents in English about labour and employment issues.
- Ability to build trust and work with government and workers' representatives, business members and other business organizations.
- A track record of working collaboratively, through dialogue, with partners to find mutually acceptable solutions in difficult situations.
- Strong organizational and communication skills.
- A strong understanding of the [country] business community and the challenges faced by employers.
- Command of [national] language an asset.

Salary

[EBMO] offers competitive salaries based on the applicant's education and experience. The starting base salary is [\$XXX] per year.

Position Title:	Marketing and Communications Officer	
Salary:		Term:
Location:		
Reports to:		

The **Marketing and Communications Officer** is responsible for the development and implementation of a marketing and communications strategy for [EBMO]. The Marketing and Communications Officer is a full-time, professional salaried position, reporting to [position].

Responsibilities

The Marketing and Communication Officer is primarily responsible for the development and implementation of a marketing and communication strategy for [EBMO]. Specifically, they will:

- Design promotional materials, including brochures, flyers and short videos to illustrate the services offered by [EBMO].
- Put in place an effective communications strategy to regularly inform members about [EBMO's] advocacy efforts and results in the area of labour and industrial relations.
- Design an IT system to categorize all the services provided to members and report back statistics to the head of department and board members.
- Act as a social media officer by liaising with the Public Relations Department in [EBMO] to make sure that marketing activities have the needed visibility within [EBMO's] work areas.
- Inform members about upcoming events and activities.
- Write a monthly newsletter and weekly news updates to be posted on social media.
- Support the advisory service officer in the delivery of selected services.

Qualifications

- Minimum three years of proven experience in marketing and communication in a private company, law firm or training institute.
- Master's degree in communications or English language or related field.
- Strong experience in social media management.
- Creativity and capacity to innovate.
- Mastery of most common IT packages.
- Ability to communicate fluently in [language] and English, including in dialogue about technical, labour-related issues.
- Ability to write news and documents about labour and employment issues in [language] and English
- Strong organizational and communication skills.
- A strong understanding of the [country's] business community and the challenges faced by employers.

Salary

[EBMO] offers competitive salaries based on the applicant's education and experience.

Position Title:	Training Officer	
Salary:		Term:
Location:		
Reports to:		

The **Training Officer** is responsible for the development of relevant training programmes in labour and industrial relations for [EBMO's] members. The Training Officer is a full-time, professional salaried position, reporting to [position].

Responsibilities

The Training Officer is primarily responsible for development and delivery of a full suite of training services for members. Specifically, they will:

- Analyse needs to develop a biannual training calendar responsive to members' requests.
- Develop relevant curriculum for courses in the area of labour and industrial relations.
- Seek strategic partnerships for the delivery of courses in technical areas that go beyond the expertise available in the team.
- Regularly deliver training sessions to adult learners (mainly human resource managers) in [EBMO] training rooms or at company premises.
- Develop, in collaboration with the marketing officer, relevant promotional materials for [EBMO's] training.
- Make sure that the training service is generating a revenue stream that meets the financial target set by the head of the team.
- Supervise the work of a training assistant.

Qualifications

- Minimum five years of proven experience in training, including curriculum and training material development and training delivery.
- Master's degree in law (possibly with a specialization in labour law) or in human resource management or equivalent work experience in labour, human resource management and social compliance matters.
- Strong experience in adult learning methodologies and at least basic knowledge in training impact assessment.
- Minimum two years of experience in legal advising, human resource management or a related field.
- Previous experience working in or with the private sector.
- Ability to communicate fluently in [language], including in dialogue about technical, labour-related issues.
- Ability to write presentations and documents about labour and employment issues in [language].
- Strong organizational and communication skills.
- A strong understanding of the [country] business community and the challenges faced by employers.
- Knowledge of English an asset.

Salary

[EBMO] offers competitive salaries based on the applicant's education and experience.

Position Title:	Advisory Officer	
Salary:		Term:
Location:		
Reports to:		

The **Advisory Officer** is responsible for the design and delivery of a suite of services to [EBMO's] members, including advisory services, on-site assistance in case of labour disputes and labour audits. The Advisory Officer is a full-time, professional salaried position, reporting to [position].

Responsibilities

The Advisory Officer is primarily responsible for the development and delivery of a suite of advisory services on labour-related matters for member organizations. Specifically, they will:

- Develop and implement labour advisory services for [EBMO's] members (legal advice in person or meetings).
- Manage an information hotline on labour-related matters.
- Develop on-site assistance services in case of grievances, labour disputes or strikes, including mediation with trade unions leaders, liaising with township officers and support during township conciliation or arbitration sessions.
- Develop a system to keep track of all advisory services provided to members and a services quality evaluation mechanism.
- Seek strategic partnerships for the development of other technical services, including labour audit services.
- Supervise the work of [EBMO's] Assistant to the Advisory Officer.

Qualifications

- Master's degree in law (with a specialization in labour law) or human resource management, with practical experience in the application of labour law.
- Minimum five years of experience in legal advising on labour matters.
- A track record of working collaboratively, through dialogue, with partners to find mutually acceptable solutions in difficult situations.
- Experience in dealing with local government authorities an asset.
- Ability to communicate fluently in [language], including in dialogue about technical, labour-related issues
- Ability to write technical documents about labour and employment issues in [language].
- Ability to build trust and work with government and worker's representatives, business members and other business organizations.
- Strong mediation, organizational and communication skills.
- A strong understanding of the [country's] business community and the challenges faced by employers.
- Minimum of working knowledge of English.

Salary

[EBMO] offers competitive salaries based on the applicant's education and experience.

Position Title:	Advocacy and Event Coordinator	
Salary:		Term:
Location:		
Reports to:		

The **Advocacy and Event Coordinator** is responsible for following up the labour law reform process and for the design and implementation of an evidence-based advocacy and lobbying strategy for [EBMO]. The Advocacy and Event Coordinator is a full-time, professional salaried position, reporting to [position].

Responsibilities

The Advocacy and Event Coordinator is primarily responsible for all the advocacy, lobbying and representation activities of [EBMO]. Specifically, they will:

- Help [EBMO] leadership prepare for national-level events on labour and employment, including but not limited to:
 - National Tripartite Dialogue Forum
 - Tripartite Working Group
- Actively participate at national level events on labour and employment as representative of [EBMO].
- Engage in labour-related advocacy, which includes:
 - Regular meetings with [EBMO] members to determine advocacy priorities
 - Design and implementation of surveys to get members' views on labour matters
 - Develop supporting legal and research materials, including detailed reviews of labour laws to provide employers' inputs into the legislative process
 - Develop position papers to illustrate employers' position on selected labour issues
 - Engage in advocacy with government and workers' representatives
 - Develop advocacy strategies
 - Report back on results of advocacy efforts to Board members.
- In consultation with the Head of Department, manage the invitation process and engagement of other sectoral associations in projects, conferences and training on labour-related matters with international stakeholders (ILO and others).
- Supervise the work of [EBMO's] Assistant to the Advocacy and Event Coordinator.

Qualifications

- Master's degree in law (possibly with a specialization in labour law).
- Minimum five years of experience in legal advising.
- A track record of working collaboratively, through dialogue, with partners to find mutually acceptable solutions in difficult situations.
- Experience in advocacy and lobbying and dealing with government authorities an asset.
- Ability to communicate fluently in [language], including in dialogue about technical, labour-related issues.
- Ability to write technical documents about labour and employment issues in [language].
- Ability to build trust and work with government and workers' representatives, business members and other business organizations.

- Strong organizational and communication skills.
- Strong understanding of the [country's] business community and the challenges faced by employers.
- Minimum working knowledge of English.

Salary

[EBMO] offers competitive salaries based on the applicant's education and experience.

The salary ranges (depending on the applicant's experience) from [\$xxx] to [\$xxx].

Audit tool: Prioritizing actions for human resource management systems improvement

This is a simple, basic-level human resource management systems audit tool that aims to provide senior management with a quick assessment of gaps in human resource management practices at a high level and prioritize actions for improvement within the EBMO.

The intended outcomes of conducting this audit include:

- creation of baseline data to monitor progress for continual improvement in human resource management;
- identification of gaps in specific policies and procedures;
- highlighting where improvements in communication and implementation are required;
- identification of priority areas for action;
- insights into specific employee groups, departments or functions requiring stronger focus;
- creation of action plans and a process for monitoring progress; and
- identification of learning needs.

Audit personnel

It is useful to identify the roles needed for carrying out the human resource audit – for example, a project manager to oversee the whole process.

Ensure there are clear levels of responsibility for each team member if more than one and that there is clarity over the timeline for each role and/or task delegated.

Phase 1

The sole audit manager or team completes:

- a. the human resource policies, processes and practices checklist (table 1); and
- b. the basic human resource effectiveness questionnaire (table 2).

This will rate the extent to which they agree with the statement, allocating:

- high level of agreement (H);
- moderate level of agreement (M); or
- low level of agreement (L).

Phase 2

- a. Review the results from the completion of both the checklist and the questionnaire.
- b. Discuss the findings to clarify why different perceptions exist, then review the gaps.
- c. Undertake a risk assessment to determine the implications in terms of impact – namely, **which issues, if not addressed, would have the greatest impact on the organization's ability to recruit, retain and motivate staff and improve programme delivery.**
- d. Risk should be categorized as high (H), medium (M) or low (L). The agreed risk assessment should be recorded on the questionnaire.

Phase 3

Determine the level of priority that should be attached to each audit statement. This can be done by reviewing the perception and risk assessments, and determining a priority rating for each statement, as follows:

▲ high priority (red), ▲ medium priority (yellow), ▲ low priority (green), ▲ very low priority (blue).

The following table is used to allocate priority:

Agreeance	Risk	Priority
High	High	▲ Low
Medium	High	▲ Medium
Low	High	▲ High
High	Medium	▲ Low
Medium	Medium	▲ Low
Low	Medium	▲ High
High	Low	▲ Very low
Medium	Low	▲ Low
Low	Low	▲ Medium

1. Actions should be focused first on those activities that fall into the red category and, second, on those in the amber.
2. Consider any activities that fall into the blue category to explore whether too many resources or too much focus is being allocated to these activities at the expense of others.
3. Identify the key issues (two to three at a time) to focus on and then develop and agree on action plans.

► **Table 1. Human resource policies, processes and practices checklist**

Policy, process or practice Responses: Yes/No/Don't know	Does this exist?	Is it/are they up to date?	Is it/are they clearly communicated?	Is it/are they consistently applied?
1. Human resource management strategy				
1.1 A current organizational strategic plan that recognizes the human resource function as an equal business partner	Y	N	Y	Y
1.2 A human resource management strategy document				
1.3 Workforce planning processes that reflect the need to deliver effective services to our members				
1.4 Organization charts that reflect the current organization				
1.5 Categories of staff identified (international, national, local, volunteer, consultant)				
1.6 Job design and analysis process				
2. Staff policies and practices				
2.1 Policy governing annual and other leave entitlements, including rest and recuperation and time off in lieu when applicable				
2.2 Policy covering working hours, the length of the working week and standards governing the working environment				
2.4 Policy to support the prevention of violence and harassment, fraud, bribery and other abuses of power				
2.5 Code of conduct document				
2.6 Separation policy for handling resignation, dismissal and redundancy				

Policy, process or practice Responses: Yes/No/Don't know	Does this exist?	Is it/are they up to date?	Is it/are they clearly communicated?	Is it/are they consistently applied?
2.7 Offboarding procedure and exit interview checklist				
2.8 Human resource templates for use in partnership agreements, contractor agreements, employment contracts				
3. Managing people				
3.1 Templates for employment contracts and letters of engagement				
3.2 Salary setting and compensation, including cash and non-cash benefits for all categories of staff				
3.3 Understanding of labour laws in the country in which the organization operates and incorporation into human resource policy documents				
3.4 An employee handbook				
3.5 Grievance, disciplinary, whistleblowing and complaints procedures				
3.6 Performance management process, including SMART goal-setting practices				
3.7 Periodic salary reviews and benchmarking against market and relevant organizations				
3.8 Data protection, confidential and secure personal records				
3.9 Policies and practices that reflect gender awareness and diversity and inclusion issues				

Policy, process or practice Responses: Yes/No/Don't know	Does this exist?	Is it/are they up to date?	Is it/are they clearly communicated?	Is it/are they consistently applied?
4. Consultation and communication				
4.1 Approaches and processes for communicating and managing change				
4.2 Procedures to ensure respectful, culturally appropriate communications				
4.3 Employee engagement programme				
5. Recruitment and selection				
5.1 Recruitment policy				
5.2 Job descriptions for all roles				
5.3 Diversity and inclusion policy				
5.4 Protection against violence and harassment policy				
5.5 Selection and short-listing process				
5.6 Interviewing tools and procedures				
5.7 Procedure for reference checks, conducting health checks and carrying out criminal records checks				
5.8 Onboarding programme				
6. Learning, training and development				
6.1 Employee development policy				
6.2 Probationary period and review process				
6.3 Mentoring support for new employees				

Policy, process or practice Responses: Yes/No/Don't know	Does this exist?	Is it/are they up to date?	Is it/are they clearly communicated?	Is it/are they consistently applied?
6.4 Training needs analysis and personal development plans for all staff				
6.5 Capacity-building programmes that ensure all staff competencies are adequate to consistently deliver high-quality member services, including management and leadership skills-development programmes				
6.6 Range of different learning methodologies, including self-help, training courses, access to online platforms, mentoring and coaching				
6.7 Periodic career development discussions				
6.8 Succession plan				
6.9 Employee engagement strategy and employee survey template				
7. Health, safety and security				
7.1 Work, health and safety policy, including reference to personal security, stress management, risk mitigations and individual counselling support				
7.2 Children and vulnerable adults protection guidelines; protection protocols against violence and harassment				
7.3 Well-being programme in place				
7.4 Access to occupational safety and health or employee assistance programme				
7.5 Adequate insurance arrangements and provisions				
7.6 Protocols for best practice in prevention and addressing sexual and gender-based violence				

► Table 2. Human resource effectiveness questionnaire

Category	Agreeance (High/Med/Low)	Risk (High/Med/Low)	Priority level (H, M, L, VL)
Human resource management strategy Human resource is an integral part of our strategic and operational plans.	L	M	H
Staff policies and practices Our human resource policies are compliant with the current legal framework and aim to be effective, fair, equitable and transparent.			
Managing people Good support, management and leadership of our staff is key to our effectiveness.			
Consultation and communication Effective dialogue with employees on matters likely to affect their employment enhances the quality and efficiency of our policies and practices.			
Consultation and communication Human resource management is a responsibility shared by all managers for the well-being of our employees, not just the human resource manager.			
Recruitment and selection Policies and practices aim to attract and select a diverse and inclusive workforce with the skills and capabilities to fulfil our mission and goals.			
Learning, training and development Capacity-building, learning, training and staff development are promoted and implemented throughout the organization.			
Health, safety and security The security, well-being and safety of our staff are a prime responsibility for our organization.			

Source: This audit tool is modelled on components of *A Handbook for Measuring Human resource Effectiveness*, produced by the [CHS Alliance](#).

Phase 4

Implement changes and monitor progress against an agreed action plan. (If required, a table showing metrics for measuring progress can be found in the *A Handbook for Measuring Human resource Effectiveness* by the CHS Alliance).

Data protection policy guidance



NOTE: Although this manual provides guidance referring to the handling of employee data, EBMOs are to take note that privacy and information protection are highly technical and jurisdiction-specific. EBMO officers should seek advice about their specific obligations when developing their own internal policy and guidance.

Data confidentiality and protection

Any information that an EBMO stores needs to be properly protected, whether it be digital data or traditional hard copies. In an increasing number of jurisdictions, data usage is protected by law that covers everything from financial information and payment details to contact information of staff and members. This is to prevent data being misused by third parties. But there are also compelling reasons for an EBMO to ensure high standards of data confidentiality and protection aside from legal liabilities and compliance. Individual negligence, intentional misconduct or security breaches resulting from poor data security could damage trust or confidence in the EBMO or result in negative repercussions for individual staff or members. Given that data is a strategic asset, integral to the core value proposition of any EBMO, its protection is also vital to innovation and competitive advantage.

Which data should be protected?

Common data that EBMOs might store include names of staff and members; address and contact information of staff and members; bank account details of staff and members; health information of staff; minutes of meetings; records on member participation in activities and services; and survey or research findings collected to support policy advocacy.

Putting appropriate safeguards in place: Some general considerations for EBMOs

- Ensure that clear and appropriate direction is provided in the constitution and bylaws on the stewardship of data.
- Confidential data should be marked “Confidential”; have a limited, need-to-know distribution; be protected with advanced security features (like password-protected files); and be encrypted when shared.
- Sensitive data should be marked “Sensitive”; have a limited, need-to-know distribution; and be protected when being stored (for example, with password-protected folders or devices).
- For any member’s data to be made available to third parties, EBMOs should obtain specific consent from each member first.
- Members should be allowed to opt in, in terms of what data are made available to third parties (not opt out) and should be given the option of not having their data circulated.
- EBMOs should seek to reconfirm consent for data-sharing on a regular basis, ideally once a year upon renewal of membership subscriptions.
- Although consent is given at one point in time, there should be a right for members to withdraw this consent at any future time, including the day after it has been shared with a third party.
- EBMOs need clear authority and a mechanism to action the withdrawal of data from third parties if a member withdraws their consent.
- EBMOs have a responsibility to ensure that data are accurate. If a member changes their contact details after the data have been shared with a third party, an EBMO will need provisions to ensure that the information is updated and that inaccurate data is not available to other parties or in circulation.

- ▶ EBMOs need to ensure there is clear agreement with third parties on what they can or cannot do with any data shared, for example, ensuring they do not pass on or sell the data to other parties. A best practice is to insist on a non-disclosure agreement that sets out the terms and conditions under which data are shared.
- ▶ EBMOs need to ensure that data are not held for longer than what is needed and are deleted or destroyed – hard copies of confidential or sensitive information should be shredded or incinerated and data on desktop computers, laptops, smart phones or removable media (such as USBs or SIM cards) should be physically destroyed or wiped before disposal.

For more information on the Bureau of Employers' Activities' work on data as a strategic asset for EBMOs, visit: www.ilo.org/asia/projects/WCMS_757375/lang--en/index.htm

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