

Is Failure a Good Thing?

"If it ain't broke, don't fix it" – True or False?

"Is it possible to build success without failure" – True or False?



System Failures –

Perceptions of the ABC team
By Project Sponsor
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Human Resources

Failures

- Supervision of Snr. Managers and Directors
- Performance appraisals are not objective –based; not always completed on schedule/annually
- Inadequate training for conducting appraisals
- Performance objectives not defined for rating officers to observe/assess employees at the start of assessment period
- Lack of sanctions and formal reprimands; bureaucracy process inhibits quick action



Human Resources

Solutions

- Clearly identify performance objectives , in keeping with government policy
- Training in Performance Evaluation
- Develop a system that links performance appraisals to professional development, counseling and coaching as well as sanctions where appropriate
- Pay-for performance criteria to link with certain allowances and increments
- Append PERs to HRMIS



Human Resource Cont'd

Failure

- Existing cadre establishment does not take into account regionalization operations, the creation of new posts.
- Negative implications – low staff morale, difficulty in officers being appointed, inability to access staff benefits : vacation leave, study leave.

Solutions

- Conduct Manpower study
- Strong advocacy for posts, to appoint staff by RHAs to M. D. Unit
- Aim is not to expand govt. but reduce the number of inactive posts to create posts in keeping with HR needs

Human Resources – Training

Failure

- True training needs not known.
- Lack of evaluation of training programmes for effectiveness and increased competencies

Solutions

- Assessment of training needs and development of training plan
- Recruitment of Training Officer
- Implement monitoring and evaluation system
- Determine the impact of training, skills and assessment of competencies

Human Resources – Succession Planning

Failure

- No structured succession planning for all groups

Solutions

- Develop Manpower Plan
- Utilize HRMIS to create Skills Bank
- Design training programmes to meet succession needs
- Budgetary support for training

Human Resources - Communication

Failure

- **Communication dissonance**
Transmission of different messages for the same issue at the decision making level leading to, misinformation, mistrust and disgruntlement,
- **Gaps in communication flow** e.g. information on staff movements slow or lacking
- **Not enough dialogue and inclusiveness** in decision making

Human Resources -Communication



Solutions

- Ensure that the point of reference is reliable
- Personnel must be informed and knowledgeable about references and policies
- Region must develop more SOPs and policy guidelines; endorsed by the Board
- Greater dialogue with Parish Managers before making decisions and taking action
- Implement mechanisms to inform staff and obtain feedback

Solutions continued



- Ensure that a system is put in place to inform departments, staff members of staff movements viz. transfers, new members, job openings etc.

Human Resources - Recruitment



Failure

- Tardiness in decision making in key areas such as staff welfare & employment in relationship to recruitment
 - Lengthy delays between interviews, employment and job commencement

Solution

- Streamline HR functions & assign staff to fast track the employment process using objective indicators

Human Resources – Leave Management



Failure

- Inability to properly record vacation and other leave.

Solution

- Modify HRM 2000 to properly record leave when imputed.

Human Resources – Compensation & Benefits



Failure

- Access to Employee Benefits through information dissemination
 - Usually done word of mouth
 - Lack of guidance to specialized groups in a formal manner such as maternity leave, pension, study leave, acting benefits

Solutions

- Establish protocol policy to advise staff as situation arises at departure/ re-entry of employment change
- Keep employees informed on pension benefits through quarterly newsletter

Human Resources – Compensation & Benefits



Failures

- Non-financial systems of rewards grossly inadequate

Solutions

- Implement monthly staff meetings, regular fun day, motivational sessions, formal medium for staff to voice concerns.
- Develop and implement incentive scheme

General Management



Failures

- Organizational Culture
 - Inefficient use of time
 - "Business as usual" approach
 - The culture of 'special privileges' for some categories
 - Lack of instruments to measure output
 - Lack of accountability and sense of security that sanctions will not be applied

Solutions

- Review positions and the equitable distribution of responsibilities
- Develop measures of cost effectiveness of traveling. A log of accomplishments for a particular field trip should accompany travel claims
- Develop training programmes and interventions to counter negative organizational culture
- Implement Change Management Process : Top-down & Bottom-Up approach

General Management



Failures

- Lack of SOP and protocols in most areas

Solutions

- Although process is entrenched – Establish standard body responsible for occupational safety & standard protocols, areas: Pharmacy, Human Resources Management, Radiotherapy, Medical, Clinical, Nursing, Engineering.
- Body to enforce regional directive.
- Auditing should be scheduled/randomized

General Administration

Failures

- Failure of effective leadership at all levels. Decision making skills weak.
- Mentoring, Coaching, Counseling not done enough
- Team work could be better.
- Poor time management in producing deliverables.
- System of accountability and responsibility weak.
- Communication skills need improvement

Solutions

- Leadership training
- Staff rotation
- Job description and performance objectives that bear indications of responsibility and accountability
- Implement management auditing

General Administration

- Failure
- Unwillingness/inability of some senior staff in the RHA to perform at a high level and show the level of interest in the sector that will engender employee confidence
- This has created a strong perception of inequity throughout the region


- Solution
- Critical review of each member of the management team at the institutional/regional level looking at issues such as:
 - Major achievements since appointment
 - Major failures since appointment
 - Ability to motivate/inspire staff
 - Congruence of employee with ABC vision.

What to do about failures?

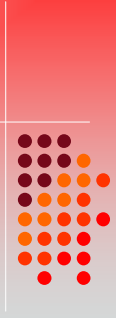
- “Every highly successful person has a history riddled with failure. The only way to achieve success is to *continue learning from mistakes*. Otherwise, you are depending on sheer luck, and that’s a long shot.”
Vicere
- “By creating an **open environment**, we discover some amazing things – including how we sometimes *don’t listen or communicate effectively*. Overtime, we have been able to *put the information to work and improve processes and relationships*.”De Santis

What to do about failures?

- It is always useful to examine failures if we are to move forward.
- Strategic thought and direction as well as respecting the inputs of stakeholder is essential for success.
- It is my belief that by examining these failures, and implementing plans to address them along with continuous process reviews will build confidence and product branding within the region.



**We expect to win and
celebrate the failures!**



Thank You!