



Service Staff Training, Development and Certification Programme at the UWI Mona Campus.

Good and Promising Practices: Staff Administration

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2015-06-25

BACKGROUND TO PROJECT

Strategic decision of the UWI Mona Campus to acculturate service staff efficiency, effectiveness, excellence and accountability through the use of available technology.

- Recognition that globalization brought a number of changes and challenges such as rapid technological advances which emphasized the need for a highly skilled and qualified workforce, **assessed** and **certified** meet the required international standards.

OBJECTIVES

- To develop a cadre of service staff with the competence to provide excellent and cutting support to the UWI transformation process.
- Utilise partnership approach to:
 - **Administer** diagnostic tests to identify gaps with respect to literacy, numeracy, data operations and artisanal skills to determine the appropriate interventions
 - **Provide** remediation programmes in numeracy and literacy to those employees who require this assistance to successfully complete the programme
 - **Train, evaluate and certify** staff who have demonstrated the required competencies in the various occupational areas with the National Vocational Qualifications of Jamaica (NVQ-J) at Level 1.
- To **fulfill** an outstanding item of claim from the 2008/2010 negotiations with the University and Allied Workers' Union.

HISTORY

- Initial programme based on discussions with Union- Volunteer Staff Members as Tutors combination of Literacy and Introduction to Computers
- Skills training added programme. Training initially done with assistance of JDF personnel.
- Training in Housekeeping for service staff had been tried successfully in partnership with the then College of Arts, Science and Technology, now (UTECH). Initiative not sustained.
- UWI initiated discussions with HEART Trust NTA in 2006
- The project was implemented in partnership with the union, UWI-HRMD and HEART Trust NTA (Human Employment and Resource Training Trust/National Training Agency)
- Academic year 2008/2009 Prof. Shirley, Campus Principal, set up a committee, chaired by the late Prof. Barry Chevannes, spearhead a

Partnership



Why HEART TRUST/NTA?

- Certifying Competencies through National Vocational Qualification Jamaica (NVQ)
- Available funding from HEART Trust for basic programme
- Development of life long learning relationships with enterprises to ensure that they remain on the cutting edge of training
- Institutional accreditation that enables an institution to become an trainers themselves

Partnership



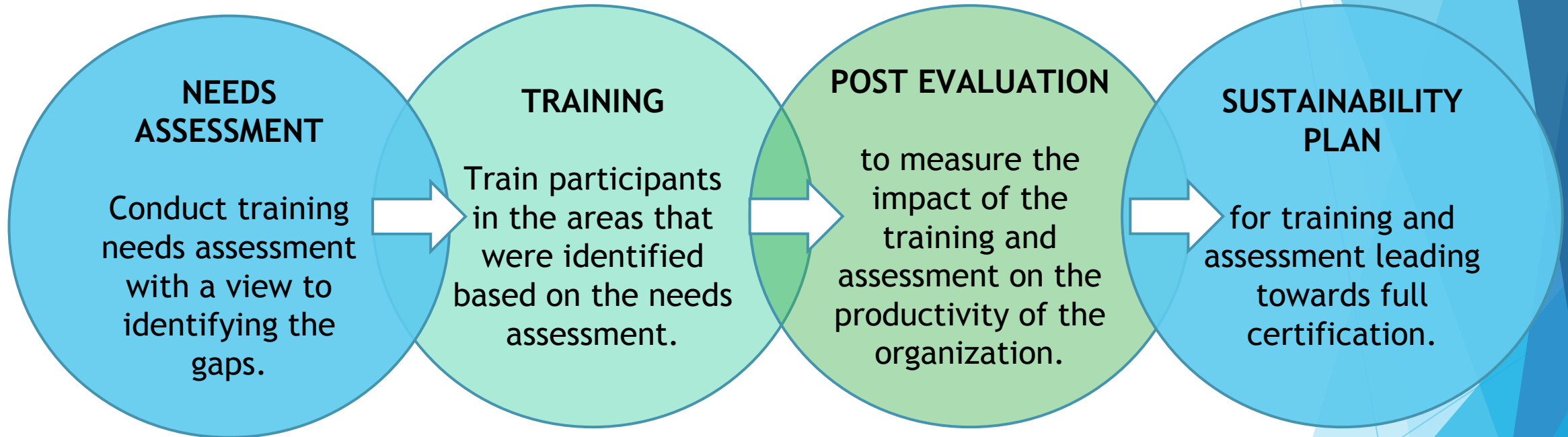
UWI's initial expectations in 2006:

- Creation of standards benchmarking competencies
- Mandatory Training
- Establishment of Minimum Recruitment Requirements for competencies and skills
- Testing/Assessment
- Attitude of Training for Continuous Learning
- Culture of Training
- Assistance in making presentation to Unions and Senior Management
- Employment of temporary replacements at the ATS level

What is the UWI Township Project

- The UWI, Mona consolidated efforts in community development through the innovative University Township project to deepen the relationship that UWI, Mona enjoys with its surrounding communities.
- The programme involves the use of UWI resources to promote educational development, skills training, health and nutrition, community development, culture and sports as well as economic development, violence prevention and crime reduction.

METHODOLOGY



NEEDS ASSESSMENT

2 Assessment Tests were conducted by HEART Trust, July 8 & 15, 2011, respectively.

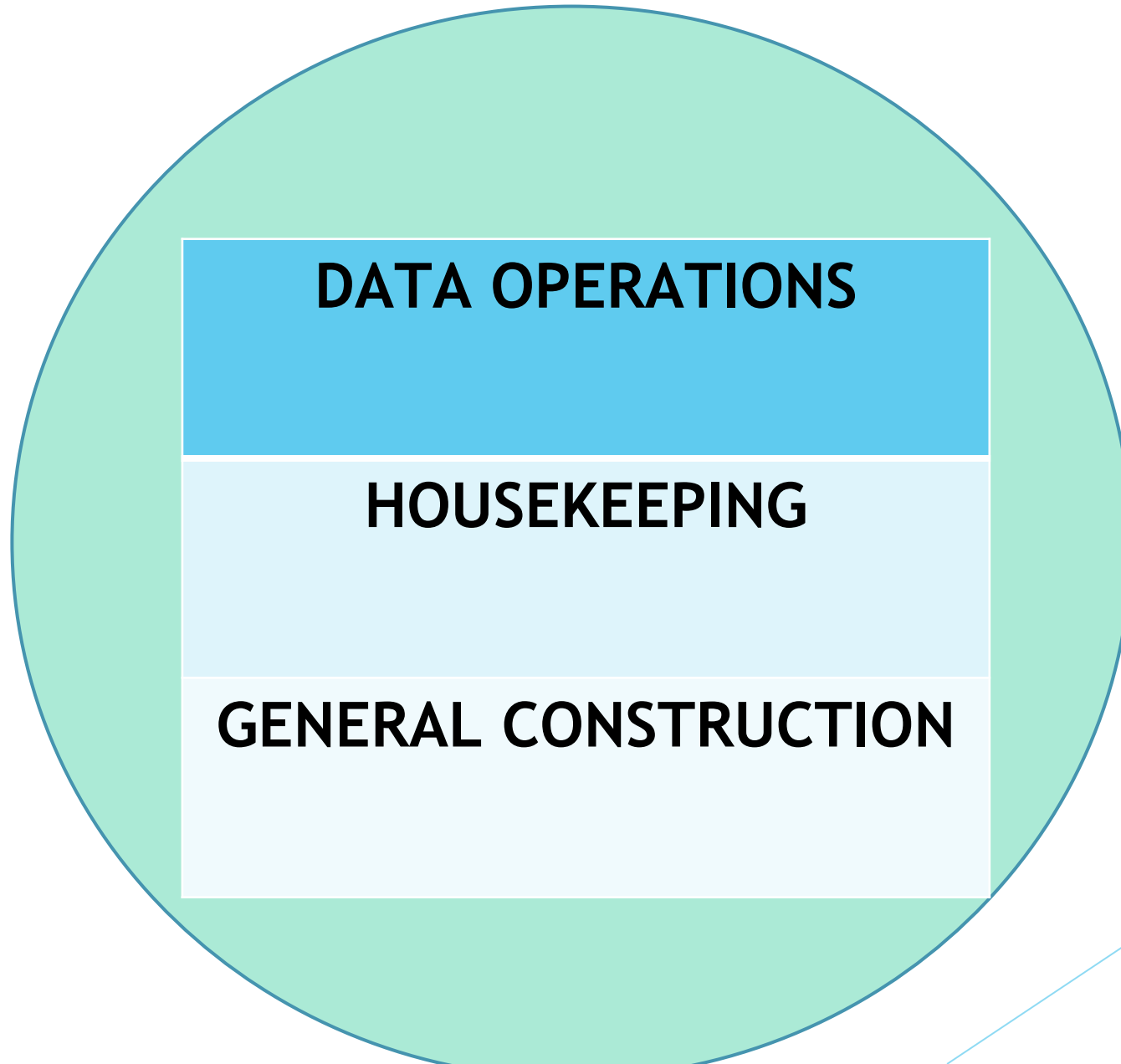
Test 1.

- 33 sat Math and 29 English.
- 15% above Grade 9 &
- 85% below Grade 9.

Test 2:

- 69 sat Math and 67 English.
- 14 % above Grade 9 &
- 86% below Grade 9.

Main Areas of Training

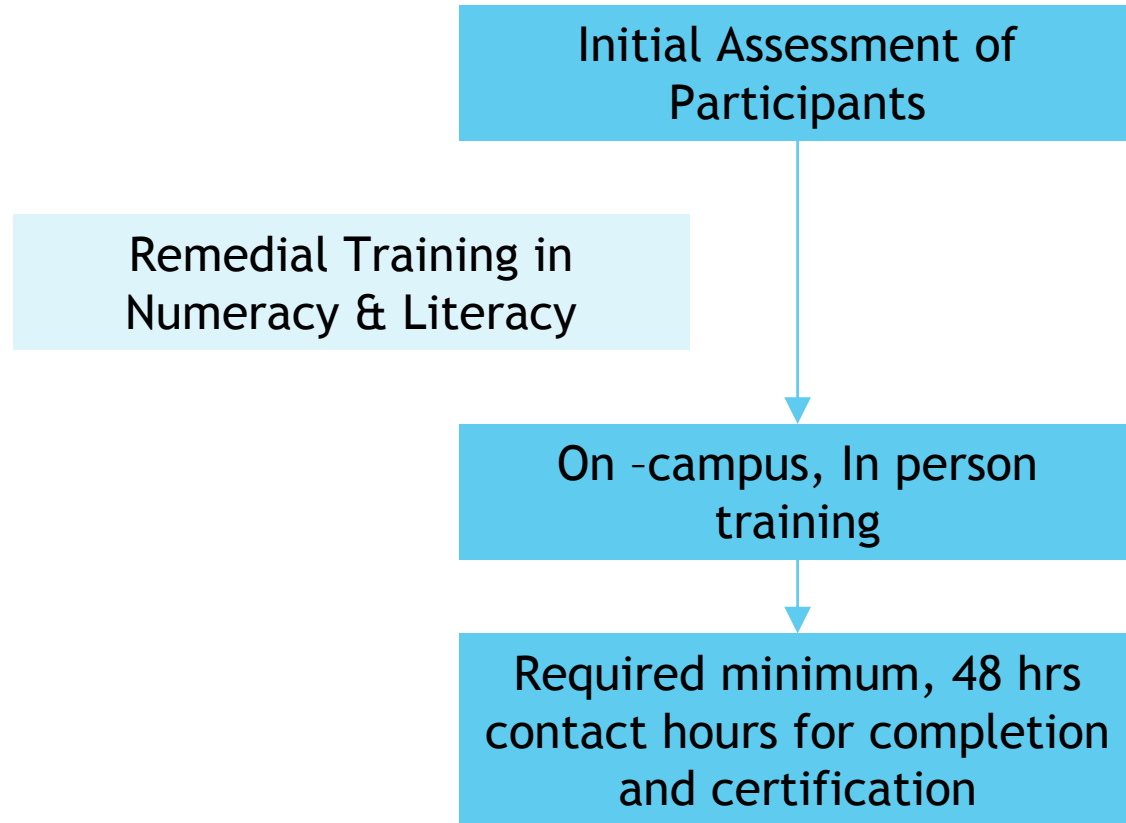


SAMPLE CURRICULUM

NVQJ Data operations Level 1

- Access the Internet
- Operate a Word processing application
- Send & retrieve information via the internet
- Locate & evaluate online information

Training Steps



Evaluation and Certification

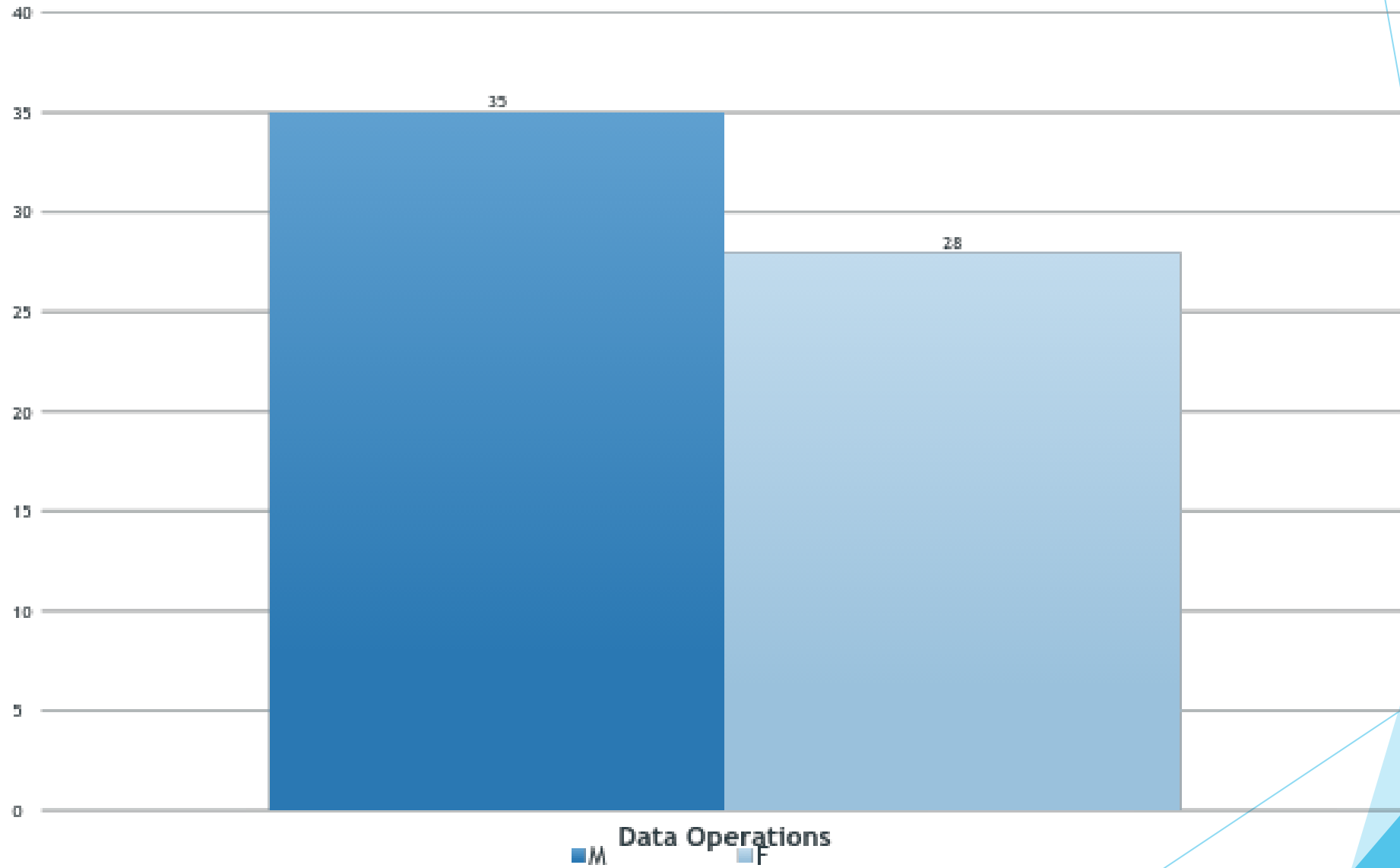
- Participants were tested/assessed post-training
- Certificates awarded to successful participants as follows:
 - Certificates of full certification
 - Unit certification, where applicable to participants who completed the programme.
 - Certificates of participation to all participants
 - Participants who received certification became eligible for advanced level training

Programme Participant Analysis

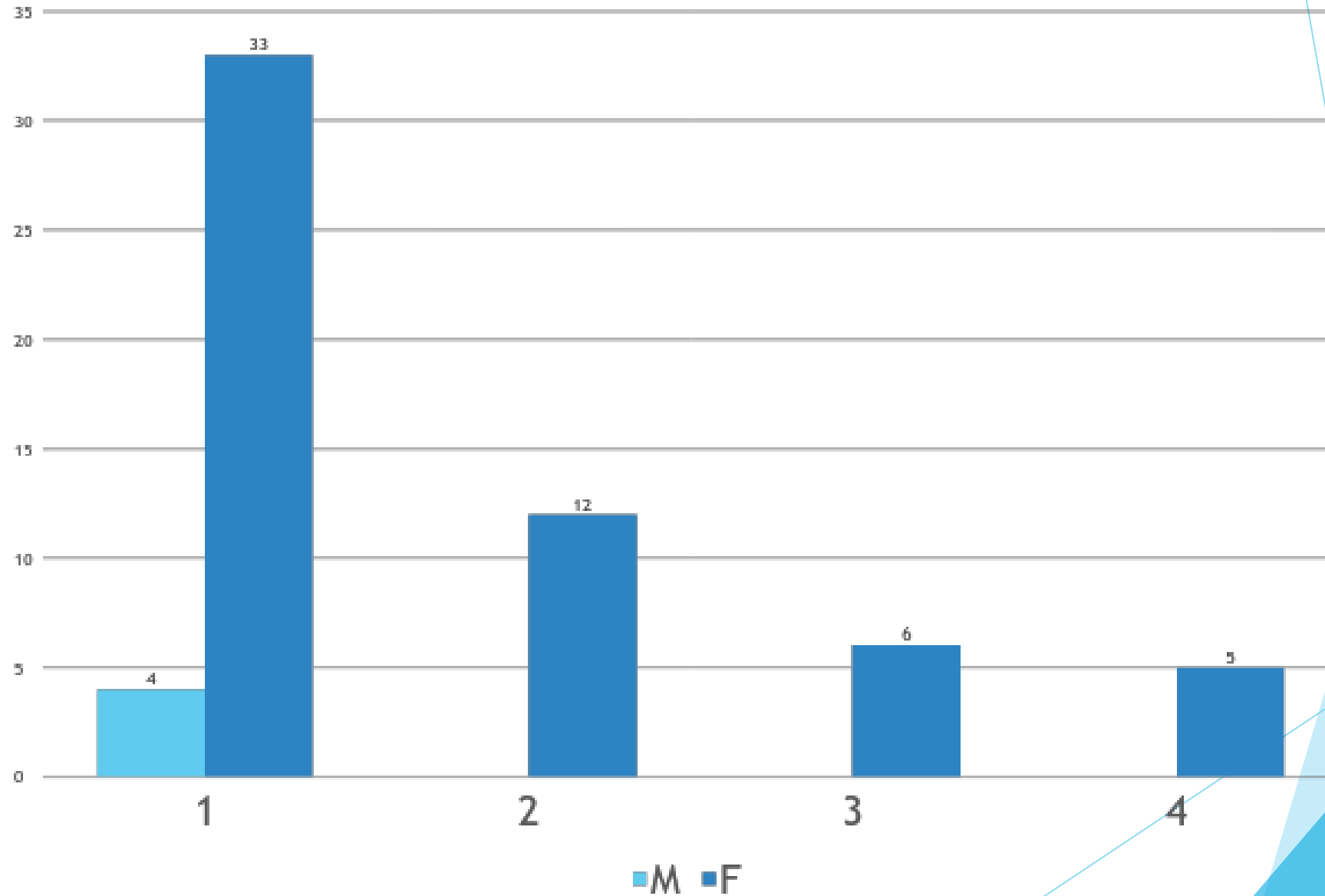
Under the programme restarted in 2012:

- First Cohort 229 employees registered and 145 have sat the diagnostic test. Cohort of 60 service staff selected and 42 completed the programme.
- Second cohort of 54 service employees of which 39 completed the programme.
- Third cohort of 44 employees commenced training on August 20, 2012.
- Further cohort of 63 employees trained and assessed. 21 of the 63 were eligible to be taken to full certification and all other students received certificates of participation.

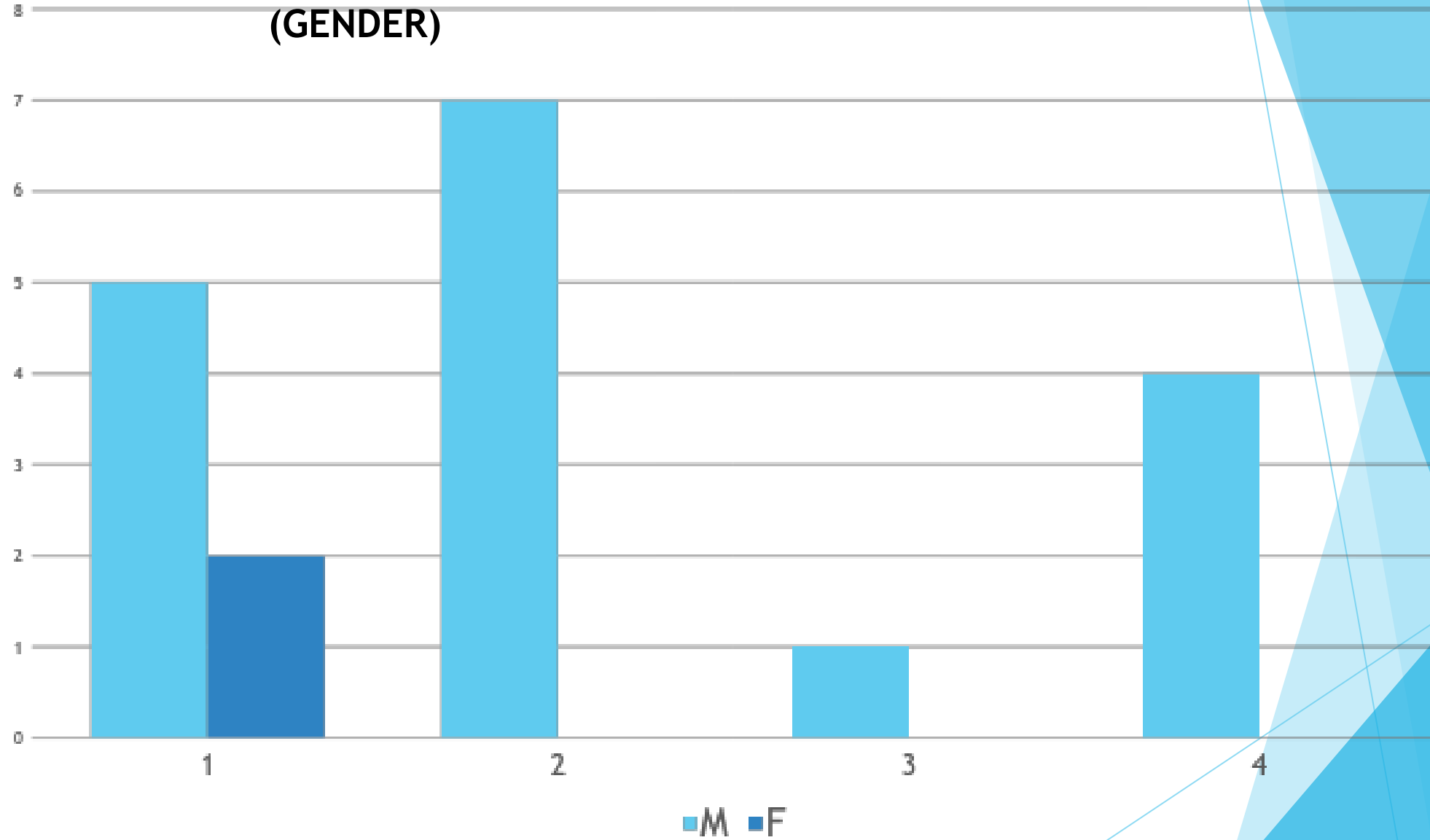
UWI DATA OPERATIONS COMPLETION (GENDER)



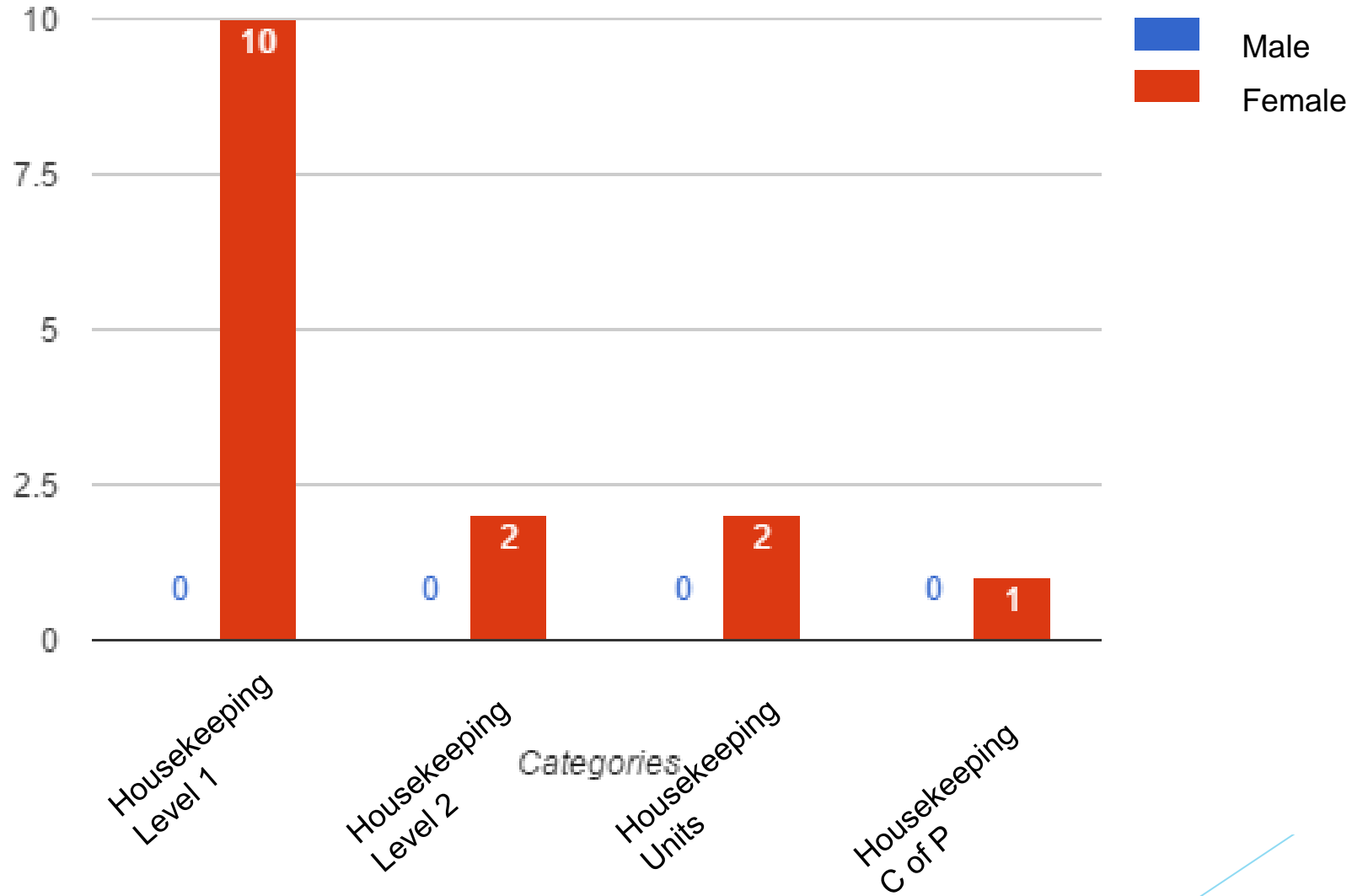
UWI HOUSEKEEPING COMPLETION (GENDER)



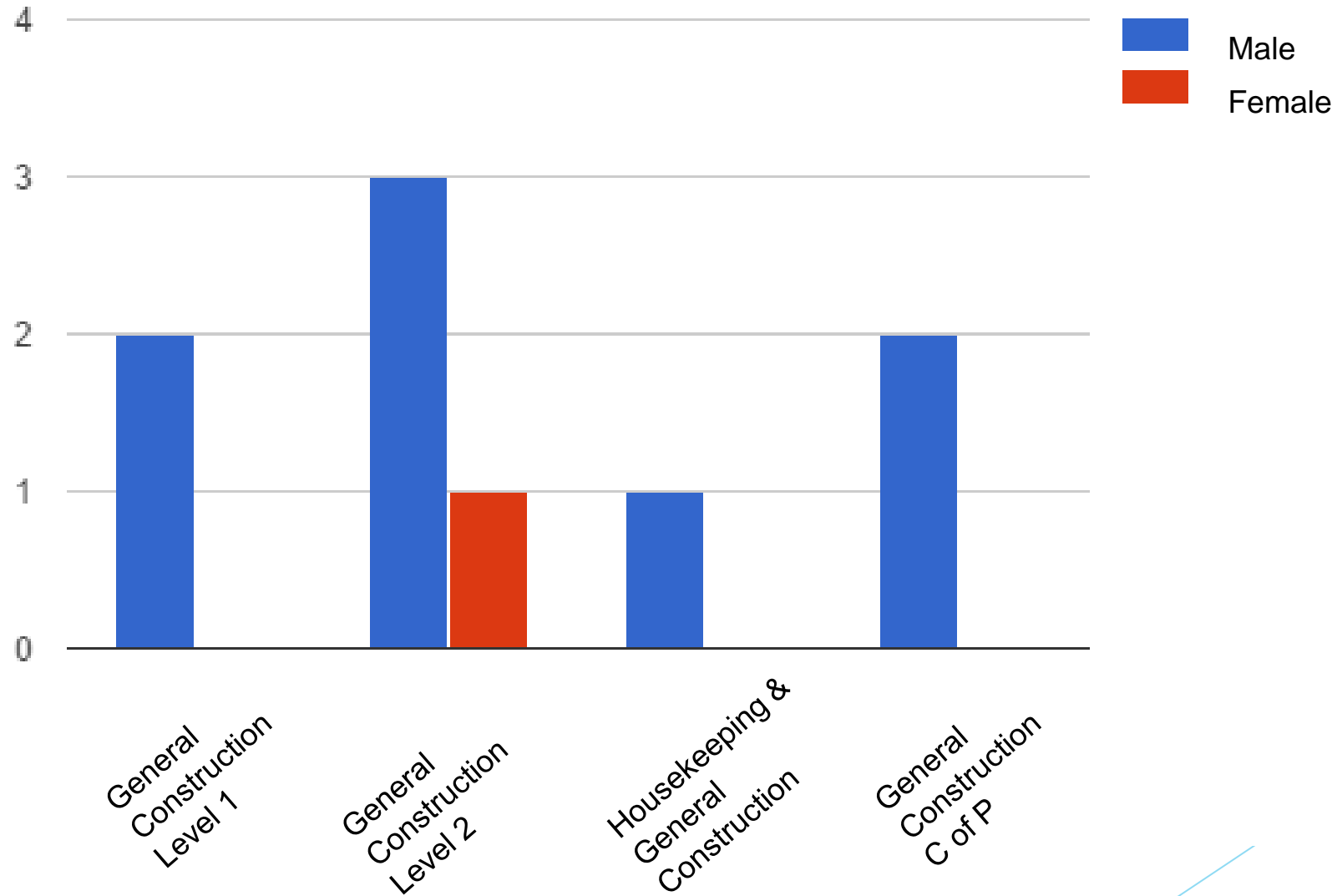
UWI GENERAL CONSTRUCTION COMPLETION (GENDER)



Township Participants



Township Training Areas (Gender)



RESOURCES AND BUDGET

- In the period before the UWI/HEART Partnership:
 - All costs were absorbed by the University.
 - Volunteer staff from UWI for General Literacy/ Computer Operations Programme
 - Assistance from JDF for skills training programme

RESOURCES AND BUDGET

- For UWI/HEART Partnership, the University of The West Indies, Mona contributed the Administrative Support and oversight by:
 - Making all arrangements for training sessions to be conducted.
 - Providing training venue with resources (fifteen computers) for the candidates
 - Training material and equipment such as a computer and a multi media projector for the facilitator to use during training sessions
- Union contributed skills and oversight for the conversion of a room to a computer Lab.
 - **Initial Budget: USD 3,775.71**
 - (UWI: USD 2,000 | HEART: USD 1,775)
 - **Estimated Final Implementation cost:**
 - USD 11,717.25

BENEFITS

- Equipped Staff with the skills, knowledge and attitudes to access relevant information electronically using the available technology.
- Anecdotal feedback from participants, supervisors and union representatives
 - Higher levels of professionalism demonstrated by participating staff members.
 - Boosted levels of staff confidence.
 - Reduce number of complaints.
 - Improve intra and inter-departmental teamwork.
 - Better able to assess a wide variety of information and increased their communication with colleagues, relatives and friends.
 - Secretariat Stories - Knowledge in action

Knowledge in Action



Staff in the Attendants Lodge were able to use the skills and knowledge gained from the programme to increase their efficiency in mail delivery.

Over the years, mail that was incorrectly addressed posed a significant problem and created piles of undelivered and unclaimed mail. As a result of their training, the Attendants were able to access employees' correct information online, locate the employees and to distribute mail across Campus in a more timely manner, much to the satisfaction of their customers.

CHALLENGES

- Initial low response.
- Inconsistent attendance
- Male participation initially
- Equipment reliability and availability
- Space Availability
- Financing for the remediation aspect of the programme.

The Finale



THE UNIVERSITY
OF THE WEST INDIES
MONA, JAMAICA

Campus Registrar,
Dr Camille Bell-Hutchinson

invites you to attend the
UWI/HEART Trust NTA



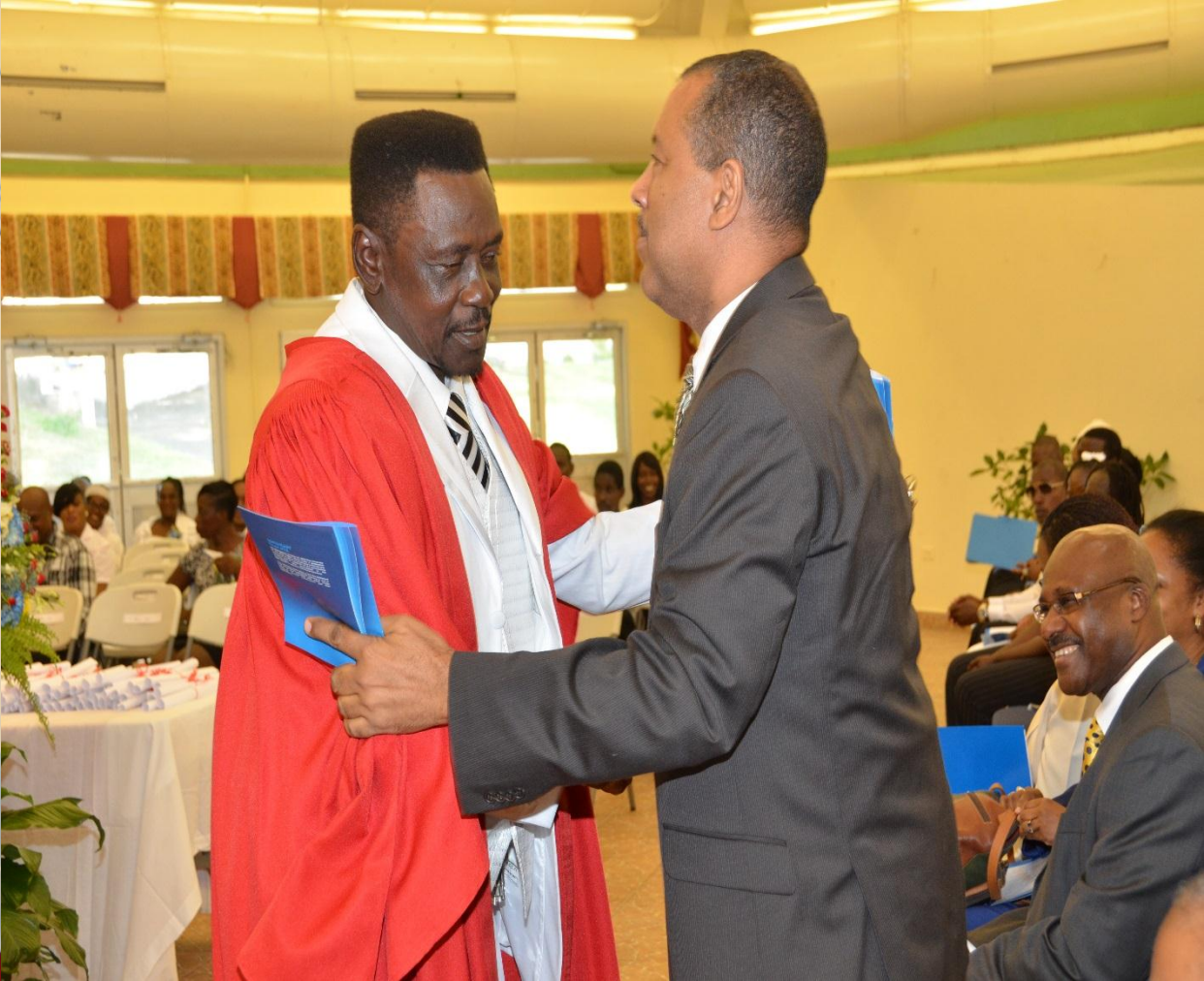
Graduation Exercise
on Wednesday, October 10, 2012 at 2.30 p.m.
at the Multifunctional Room, Rex Nettleford Hall

RSVP: Tel: 935-8305 or 935-8681 • Email: nolda.thompson@uwimona.edu.jm

The Finale



The Finale



Conclusion and Lessons Learnt

- Staff Development Opportunities for Service Staff are critical
- **Involve the Union** in a proactive way. The Union designed the workings area for the computer laboratory and the then chief delegate worked tirelessly on the timely building and installation of the working areas.
- **Senior Management and Departmental commitment** and involvement in Project. Campus Principal, Campus Registrar, Department Heads, Senior Administrative and Professional staff and Administrative and Technical staff.
- There are several resources to leverage in support of staff development for service staff.

Conclusion and Lessons Learnt

- Innovative game changer
 - ❑ Partnership with Union for staff development
 - ❑ Continuous programmes of training and development for all categories of staff.
 - ❑ Opportunity to develop Skill and competency Certification for all ATS categories
- Need to collect, consolidate and analyse data
- Sustainability plan needs to be developed with Budget and resources
 - Integration into Total Rewards Framework Initiative

Conclusion and Lessons Learnt

- Develop a competency Framework for this category of staff
- Establish an ongoing staff development plan based on this framework
- Build internal capacity for long-term management of this process
- The staff development and development partnership model should be developed and extended
- Senior Management Commitment and Support – key to the success of the programme.

THANK YOU

