

Human Resources Department Plan of Action

While the future business demands of the Belize City Council cannot be predicted with absolute certainty, it is conceded that the Human Resources Department must do its best to anticipate and prepare for likely possibilities. The harsh reality is that today's fast-paced business world shows no signs of slowing down and the Belize City Council must enhance its ability to respond swiftly and intelligently to changing conditions.

GOAL

Yet, regardless of the economic climate, the goal for the Belize City Council's Human Resources Department remains the same: employ the highest quality talent, those who best fit a job position and the strongest performers. This is important in order to ensure that the Council's most valuable asset, its people, are deployed in the most effective and efficient manner possible to achieve the objectives, mission and vision of the Council.

In order to accomplish our goals we propose to do the following:

- Deliver information on current and progressive organizational changes to the Belize City Council workforce
- Use internal communications to effectively keep employees informed
- Engage and motivate staff
- Effectively deliver and manage change in the organization

OBJECTIVE

We will vigorously help the Belize City Council to achieve its mission by identifying and defining the key areas of administrative reform for organizational success and communicating to employees the details of this exercise through a plan of quality, internal communications activities devised by the Human Resources Department.

STRATEGY

INFORMATIVE

- *Executive/Senior Management meeting – Conference with Directors*

Human Resource Department will consult with all directors in order to inform them of the current and progressive organizational changes and direction of the Council.

Human Resources Department will furnish directors with the plan of activities to be implemented in an effort to raise employee awareness and understanding of the changes taking place.

- *Work group meetings with all managers, coordinators and officers of the various departments.*

Human Resources Department will facilitate meeting of directors and their heads of department to ensure that all personnel within those departments are made aware of the organization changes.

RAISING AWARENESS

- Notice boards placed strategically in all departments
- Email alerts to all managerial personnel
- Staff newsletter/leaflet – to promote the Council's initiatives
- Organization web site

These channels seek to grab the staff's attention, perhaps briefly.

DEVELOPING UNDERSTANDING

- Staff meetings – evening meeting with all staff members of the various departments. For those directorial offices responsible for more than three (3) departments, it is advised that separate meetings be held for the individual departments in order to ensure effective dissemination of information to the targeted audience.

- Staff Workshops – will allow for reinforcement of organizational information and provide an opportunity to bring staff together to participate in training activities.
- Providing counseling to employees who may have suffered or experience some sort of tragedy or trauma. To maintain or enhance their work output.
- Conduct Annual Retreat/Workshop for Councilors and Management to review the performance of the Council and to harmonize the working relationship among Councilors, Management and Staff.
- In-house circular/newsletter – this will help employees to understand issues and will be useful for providing management/organizational information.

ENGAGEMENT

- Staff conferences that promote face to face communication – an effective channel for communicating organizational change.
- Staff briefings – face to face briefing of staff by their Managers
- Senior Management visits to various departments
- Staff suggestion scheme and cross-training
- Staff appraisal system
- Revised employees policy hand book
- Recommend training to the respective managers for employees within their departments
- Upliftment of staff moral
- Departmental recognition of employees on a quarterly basis
- Twice yearly Social Activities for employees, eg. Family Day, Labor Day Bash

These channels allow for two-way debate and an opportunity for information to be absorbed.

The Human Resources Department has identified key areas where the absence of an effective organization structure has led to ineffective management when dealing with industrial relation matters. These areas include:

1. **REMUNERATION** in respect to qualifications and workload. It is believed that employees should be strictly remunerated according to their individual

qualifications, experience and responsibilities as they fall under the new structure, and on no other basis.

2. **ISSUE OF ABSENCE** high level of uncertified absences.
3. **ISSUE OF PRODUCTIVITY** low level of productivity as a result of high certified and uncertified absences. As well as lack of essential and necessary tools.
4. **ISSUE OF SKILLS** lack of essential skills necessary for effective performance.
5. **DISCIPLINARY MEASURES** managers and supervisors failure to follow the disciplinary procedure.
6. **FAILURE TO FOLLOW CHAIN OF COMMAND** failure to follow chain of command often results in employees concerns being dealt with in an unprofessional manner.

An Action Plan would be purposeless if employees do not understand the assigned job function and the work of the employees must be monitored.

The Human Resources plan is therefore intended to develop a proactive approach so that it could meet the Council's and citizen's needs more efficiently, effectively and with significantly more qualified employees. It is aimed at helping Managers assess the current and future workforce trends and plan realistically for future objectives.