HUMAN RESOURCES ACTION PLAN 2019-2023

To become the Human Resources area that we defined in our vision for 2019-2023, we are required to transform, eliminate and create several practices that are part of our current foundations.

The following action plan defines the core transformational actions for the coming 5 years.

1. Innovative and Empowering Work Culture

To create an innovative work culture at the OAS that drives achievement through collaboration and trust, we will need the following HR practices and tools in place:

New
a. ***OAS noble purpose communication campaign*** – to inspire meaning and passion to contribute to the mission of the Organization
b. ***Employer brand and Employee value proposition definition*** – to attract the right profiles that we need and strongly engage our employees
c. ***Actions to encourage innovation*** (innovation awards, for example) – to foster the transformation to face and lead the fourth industrial revolution in the region
d. ***Leadership modeling*** (leadership school) – to build an environment of trust and collaboration
e. ***Develop multicultural intelligence*** – to interact powerfully with and in any culture
f. ***Robust new orientation program*** – to speed up the on boarding process and engage new hires

In progress
a. ***Competency model in place*** (core, managerial, technical skills) – to develop our workforce capacities with the needed direction

Transform
a. ***Recognize outstanding contribution*** – to inspire people to achieve their highest potential(existing Outstanding Awards and performance management practice)

Reinforce
a. ***Reinforce all existing practices of Diversity and inclusion***

2. <u>Organization and Workforce Planning</u>

To be able to anticipate the evolution of our workforce and to pursue and fulfill the mandates of the organization, we will need the following HR practices and tools in place:

<u>New</u>
a. ***Position centric practice (head count is independent from occupant) -*** aligned with High Performing Organizations (HPO) around the world
b. ***Workforce evolution model (profiles, number, needed skills)*** - to anticipate the needs of people and help our employees be ready for that future to come
c. ***Technical skills development plan*** – hire, reskill, train
d. ***Job grading steering committee in place*** – to secure coherence and fairness among the OAS

<u>In progress</u>
a. ***Technical skill gap map in place*** – to train or reskill our workforce when gaps are identified, or to hire the needed talent to integrate the new knowledge in our map

<u>Transform</u>
a. ***Build a robust internal Job grading practice*** – to respond efficiently to organizational changes.
b. ***Define and align a realistic workforce*** - composed by regular employees, CPRs (only performing temporary assignments and not permanent functions), interns, and volunteers

<u>Reinforce</u>
a. ***Organizational charts aligned to fulfill the purpose of the OAS and achieve the Member States mandates*** – dynamic, flexible and interconnected evolution of the structure
b. ***Holistic job grading exercise for all the OAS*** (last performed: around 30 years ago) based on our new internal job grading practice - to confirm / realign our current values and have a coherent alignment among the different jobs.

<u>Eliminate</u>
a. ***Head count managed based on individuals*** (old fashion people centric practice)
b. ***Use of external consultants to grade our jobs that are costly and out of HPO practice standards***.
c. ***Stop mistaken and unfair use of CPRs to perform permanent jobs***

3. Recruitment and Staffing

To have the **right person in the right position**, we will need the following HR practices and tools in place:

New
a. *Targeted selection interviewing tool in place* – behavioral interview
b. *Assessments and tests* – when applicable (Hogan – behavioral test is the current target)
c. *Cultural fit check* – in all cases

In progress
a. *Behavioral interviewing questionnaires aligned with the competency model* – to improve quality of information obtained during the interview.
b. *ERP implementation –* recruitment process

Transform
a. *Recruitment sources* – Identify the best candidates which are geographically representative of our region (today posts are only published in the OAS Website).
b. *Selection criteria aligned to OAS competency model and job family / job seniority needs* – aligned to HPOs practice
c. *Selection process* – aligned to HPOs practice
d. *Rules and practices* – lean to allow the flow of the process.
e. *Reorganize HR to improve efficiency and focus* – and deliver results faster and with higher quality.

Reinforce
a. *Selection steering committee* – to guarantee fairness for the selection of candidates, Committee will be guided by established rules.

4. Performance Management

To strive for equity and fairness, provide each employee with equal chances of growth, and build a level playing field for all, we will need the following practices and tools in place:

New

a. *Replace "Performance Management" with a "Contribution assessment"*
b. *Recognize outstanding leadership and management –* create an award.
c. *Recognize innovation –* create and award (creating a positive work environment is needed to make it happen)

Transform

a. *360 performance review* (supervisor, subordinates, peers, key stake holders in the organization) – to promote a culture of achievement and continuous improvement
b. *Rating scale between 3 and 5 steps* – to have a real map of the impact of individual and group contribution
c. *Individual objectives annual setting* – aligned with mandates from the Member States
d. *Connect contribution assessment results with talent and succession maps*
e. *Outstanding Award* - modify the nomination and selection criteria

Eliminate

a. *Binary rating scale (performing / no performing)* – unfair and not useful

5. <u>Training and Development</u>

To create a work environment that fosters continuous learning and identify our talent and knowledge pipeline, we will need the following practices and tools in place:

<u>New</u>

a. *Create talent and succession maps* – to have clear view of our gaps and strengths
b. *Develop multicultural intelligence -* strength capacity to interact and contribute in a multilateral environment
c. *Coaching and mentoring for successors and key contributors*
d. *OAS Talk forums* - knowledge and experience transfer
e. *Robust new orientation program* – to speed up the on boarding process and engage new hires
f. *Knowledge management practice* – to secure the permanence of accumulated knowledge and experience inside the OAS
g. *Implement a program of MBA practices (2-3 months)* – to work in specific projects / mandates and inject periodic dynamism into the organization
h. *Partner with organizations / corporations to exchange knowledge and experience (conferences, short workshops, shadowing programs) –* to maintain the OAS updated and increase our influence
i. *Reverse mentoring program –*To share learning, remain updated and take advantage of the digital era between colleagues
j. *Reskilling support –* To assist incumbents of future displaced positions into new posts to be created

<u>In progress</u>

a. *Create a knowledge mapping tool for the organization (identify technical knowledge needed in each secretariat to fulfill the mandates –* connected to the talent and succession maps as part of the competency model

<u>Transform</u>

a. *Training programs aligned with our competency model and development of technical skills needed to impulse the 4 pillars*
b. *One OAS Inclusion training* – integrating all the disperse efforts in the organization

<u>Reinforce</u>

a. *Internship program*

6. Benefits and Perks

To secure that the granted benefits and perks are supporting our employee value proposition, we will need the following practices and tools in place:

New

a. ***Share services with International Organizations*** (payroll, visa management, plan 401 M, etc) – to optimize the use of resources
b. ***Define healthy habits standards for the OA***S – to prevent long term and expensive medical disabilities
c. ***Teleworking*** – tools and connectivity to make it happen
d. ***Social responsibility activities*** – as a vehicle to foster positive collaboration and reinforce the pride of being OAS ONE

In progress

a. ***Medical plan modification*** – to guarantee solvency in time
b. ***401 M plan admin optimization***

Transform

a. ***Medical plan contribution scales* (by age, remuneration, number of dependents, health habits as smoking and weight)** – incentives and disincentives
b. ***Reduce mobilization allowance and home leave*** – Reduce the number of new comers from outside the Washington area whenever possible (linked to recruitment sources objective)

Reinforce

a. ***Health fair***
b. ***Lactation rooms***
c. ***Flextime***

7. Knowledge Management

Under construction

8. HR Policies

To have a clear and comprehensive frame to execute that guarantees transparency, inclusion, fairness and equity, as well as to align our practices to the HPO, we will need: