



FAIRTRADE

## TALENT MANAGEMENT

# Towards defining a human management model

### Introduction

As small producers' organizations grow and become stronger in different areas, such as the organizational, the financial and the commercial area, new challenges arise. One of the most important challenges has to do with the relation with workers and how that industrial relation is managed.

This need, experienced by the organizations, represented a challenge for Fairtrade International in terms of the support and assistance that could be provided to strengthen the human management areas and, through this mechanism, to be able to influence the improvement of industrial relations.

In this context, and as a result of a pilot project that is being implemented with small banana producers' organizations of Piura, several modules have been developed, which provide us with elements to repeat this initiative in other similar contexts. This exchange of experiences also represents a source of knowledge



### Contents

1. Introduction
2. Human management –evolution in the definition
3. Assessment of needs to strengthen the human management area



FAIRTRADE

## Evolution in the definition

### Reference framework:

The starting point for the definition of a human resource or talent **management** model is to be able to reflect collectively on which is the **management model** that corresponds to the small producers' organizational structure. The first aspect to be analyzed is their strategic plan, including its values, the organizational culture, and how the organization bases its relationship with its partners and workers.

In this regard, it is essential to start by analyzing a theoretical basis that provides elements that contribute to the drawing of the current management model and offers the possibility of projecting an ideal management model adjusted to their realities and expectations.

### Methodology:

To this aim, we recommend to conduct a 4-hour **workshop** with the participation of the organization' board of directors, general managers and staff managers.

A comfortable space where group activities can be performed is essential.

The facilitators should allow the transmission of contents and make them **easy to assimilate and understand**, given the short time available. Since the categories to be discussed can generate confusion, it is important that the facilitator includes examples and activities in his/her methodological approach, in order to achieve a better understanding

The workshop can be supported by a PowerPoint presentation.

### Contents:

Since the idea is to provide an overview of the different elements of the industrial relations management, we recommend to address three great moments in the evolution of human management.

### Please note:

- ❖ This is not an imposition of a management model;
- ❖ Nor a disqualification of the way in which the industrial relations are managed;
- ❖ The theory provides us with conceptual elements that contribute to the analysis;
- ❖ In practice, it is totally acceptable for a management model to incorporate elements from different approaches;

### IMPORTANT ASPECTS

- ❖ Always focus on what can be improved without disqualifying;
- ❖ Make realistic proposals that can be applied in the context in which we work;
- ❖ Make adaptable and applicable proposals in order to keep the interest and the ability to respond and propose;
- ❖ Rescue the experience and knowledge of the participants.



FAIRTRADE

This will help people to understand easily the characteristics and main elements of one model with regard to the other one.

Against this background, we recommend to consider:

HUMAN RESOURCE MANAGEMENT

HUMAN CAPITAL MANAGEMENT

TALENT MANAGEMENT

Below are the contents for each of these categories

### 1. Human resource management

- a. Origin and reason why
- b. Processes included: selection, hiring, development, training and retention;
- c. Use of the Word “staff” associated with this type of management

It is important to emphasize the qualitative aspects of this approach with regard to how workers are seen, the type of organizational culture and values with which the model can be managed to its full potential.

**The global management of the organization must not be separate from the management of the staff.**

### 2. Human Capital Management

- a. Elements contributing to the transfer from the human resource management approach;
- b. Evolution of the employer-employee relationship
- c. Explanation of the relationship between concepts such as:
  - i. Leadership
  - ii. Cohesion
  - iii. Loyalty



## Methodological recommendations ...

Based on the participants' experience, make a matrix with the different elements that are being implemented and organize them according to their relevant management model.

The idea is to find collectively the meeting point and, from there, analyze the model that meets the needs of the organizations and determine the path to follow.



FAIRTRADE

d. Business management approach that leads to the application of this management model

e. Elements of the human capital management

i. Workers' contribution capacity

ii. Workload

iii. Work quality

iv. Training

v. Productivity

vi. Skills

vii. Experience

f. Contemporary approaches of human capital

**It is essential to emphasize the analysis of SKILLS and why this element is important in the human capital management. Illustrate by giving examples and, as in the previous case, analyze the type of business scenario in which it is relevant to consider this management approach.**

### 3. Talent Management

a. Definition and explanation of the evolution process between human resources and talent;

b. Workers' role and its importance;

c. Meaning of this approach to people, from the management point of view

d. Impact of the following elements on the organization:

1. Knowledge:

I. Experience;

II. Motivation;

III. Vocational interests;

IV. Aptitudes;

V. Attitudes;

VI. Skills;

VII. Potential;

VIII. Health;

IX. Behaviour;

X. Industrial relations



FAIRTRADE

These three moments can be easily distinguished and represent a topic for analysis. However, there are nuances that the workshop's facilitator should be able to identify, knowing that a management model can also be a combination of several elements and one of them may prevail over the others.

If the trend is that most organizations implement human capital and talent management systems, there could be a discussion about the scope of human management.

Once the management models have been identified, it is necessary to include other elements that somehow define the management model required by the organizations. One of the most important ones has to do with the type of relationship with workers, which could be from very collaborative to very conflictive.

In every context, the human management model applied has a direct impact on the maintenance, improvement or deterioration of the industrial relations.

#### 4. Harmony in the industrial relations

- a. Assessment of the industrial relations;
- b. Analysis of the existing relations, considering as extreme the “very Collaborative” and the “Very Conflictive” ones;
- c. Industrial relations: definition and relationship with the management model;
- d. Management model that applies to each context

As stated above, this process of analysis should lead to the collective identification of the management model that applies to the organizations participating in the workshop and the main characteristics, which will be the main topic of the following activities.

#### 5. Collective definition

- a. Collective building of a concept
- b. Collective building of a management model applicable to small producers' organizations.

#### Expected results:

- ❖ Homogeneous knowledge among the participants;
- ❖ Participants sensitive to the subject;
- ❖ Understanding of the importance of human management by the different management areas of the small producers' organizations;
- ❖ Map of practices that define a management model;



FAIRTRADE

- ❖ Creation of a future management scenario on which the planning of the upcoming activities will be based.

### Assessment of needs for strengthening the human management area

#### Reference framework:

Once the subject has been addressed in the organizations, people are more aware of the concepts and have a more homogeneous definition of them, and especially, the challenges regarding a management model to be built have been identified, it is important to analyze, with much more concrete elements, the scope of human resource or talent management and the influence exerted by those responsible for these areas.

Human management plays a very important role in the accomplishment of the organizations' goals in the different areas, the organizational, the financial, the commercial and the development one.

Therefore, it is important to translate the theory into practice and understand the impact that an appropriate human management model has on the results expected by the organizations.

At the same time, we seek to create knowledge and provide self-assessment elements that enable people responsible for this area to bring about changes in styles and practices.

The participation of workers' representatives is vital for this exercise. We cannot talk about a human management model without workers' involvement, interaction and contribution.

It is not a unilateral approach, because workers are encouraged to participate and express their opinions. This is the starting point towards defining an industrial relation that leads to the fulfillment of the objectives of the organization and its workers.

#### Methodology:

Usually, the identification of strengthening needs in terms of human resource management begins with the implementation of individual surveys, which are then tabulated to find a result at the organization level.

Given the work dynamics with small producers' organizations, we suggest the implementation of **participatory methodologies** that contribute to the analysis of a subject, as well as a learning process and the possibility of feedback with participants.

## PLEASE NOTE

Workers' participation and contribution through their representatives is essential.

From the methodological point of view, to hear workers' opinions allows us to make a full assessment, which is complementary and will allow us to get all stakeholders together.

The level of harmony in the industrial relations does not matter. What matters is the facilitators' approach to the process and the creation of a space for reflection, criticism and proposal.



FAIRTRADE

In this context, we suggest to conduct **two workshops** per small producers' organization that participates. One of them would be with the organization leaders, management officials and human resource directors. The second workshop would be aimed at workers' representatives

The workshop contents would be exactly the same. The dynamics and activities may vary depending on the group.

We suggest the **creation of scenarios**. Therefore, for the analysis we suggest to create an "ideal" future scenario, to be assessed collectively and changed according to the vision and strategy of each organization. The first exercise would be the definition of an "own" "attainable" future scenario and the analysis of the best practices, weaknesses and lessons learned.

From a learning-by-**doing approach**, we need to ensure that those who are part of this process can take possession of concepts, approaches and techniques that contribute to improve the internal evaluation processes.

The difference with the application of a survey is that participants not only provide information, but also take part in this process, as they begin to think about actions to bring about change, improve or maintain.

On the other hand, the survey reduces the possibility of making **explanations and clarifications** that are necessary to understand a chapter. In addition, the fact of just answering questionnaires could be tedious or even boring.

A third workshop is organized to systematize the experience of all participating organizations and it is the one defining the **problem tree**, the prioritization and the definition of work lines. This is when we intend to perform an intervention in the sector, which translates into a **program-project**.

If the intervention is only at the organizational level, the third workshop gathers the participants from the two workshops to outline the results in a problem and alternative solutions tree, which later results in a project.

### Contents:

In order to have an overview of the different elements of the talent management, we took as reference points elements of a progressive vision of the talent management, including contemporary issues such as the industrial relations.



### Please note ...

Participatory methods, if used appropriately, can offer the possibility to make complex analysis of situations and problems and may provide elements for an appropriate intervention.

Participatory methods can contribute to the empowerment of participants, as long as they are used to bring about reflection, debate, analysis and proposals.

### Important aspects:

The learning-by-doing approach has a capacity building potential in the participants.

When seeking sustainability it is important to avoid creating dependencies. Since assessment is part of a cycle and it is a constant, we recommend the building of capacities and the sharing of methodological instruments with the people responsible for human resource management, so that this assessment effort is appropriate and replicated in the future as a regular part of the human management planning processes.



FAIRTRADE

In this regard, the pillars of management are considered to be:

1. Planning and assessment;
2. Relationship between the management and the productive areas;
3. Contribution in the decision-making processes;
4. Relationship with workers' representatives based on dialogue;
5. Direct impact on productivity.

Based on these elements we have considered the following areas for analysis:

- a. **Ability to manage:** refers to the necessary basic conditions for the appropriate performance of those responsible for human management;
- b. **Management of information:** refers to the management of information and indicators for the decision-making and planning processes;
- c. **Policies, procedures and practices:** refers to the documents and tools needed for the management process;
- d. **Performance and productivity management:** refers to the relationship between human management and production;
- e. **Training and development of workers:** refers to the training and educational program aimed at building workers' capacities and the exploitation of their potential in favour of the organization

Based on these five groups, we will provide elements to be considered while analyzing and assessing the management models existing in the organizations.

Each topic for analysis is introduced with sub modules, so that this information can be used while defining the method to be applied.

Diagrams, drawings and flow charts may be used, as well as questionnaires that could be applied in surveys for a more orthodox approach, or for focal groups or conversations.

As we can see, the way or ways in which the information is obtained and how participants are involved depend on the type of organization and the number of people participating in the workshops.

Since the workshops are conducted separately with each organization, the exercise should allow that participants talk freely about the weaknesses and turn them into opportunities for improvement.



FAIRTRADE

## ABILITY TO MANAGE

### Aspects to be analyzed:

At least the following elements should be considered:

#### 1. **Human Resource Department - human management**

---

*In an ideal scenario:*

*There are people experienced in the management of human resources and play an active role in the organization's plans.*

---

For the analysis of this subject we recommend to address:

- a) Existence of the human resource management **position** or a similar one;
- b) **Experience** of the person in charge of the human resources / talent;
- c) **Job description** of the person responsible for the human resources / talent;
- d) **Impact** on the strategic and operational planning processes of the organization.

#### 2. **Budget allocated to the Human Resource Department- human management**

## METHODOLOGICAL NOTES

Being the first subject to be discussed, the elements of the ability to manage could be analyzed by introducing the scenarios and assessing them collectively. The issues described as important should be raised as questions, without giving the idea of an interview. They can act as guidance for the purpose of defining the most suitable scenario for the organization.

It is important to avoid exercises that tend to disqualify or minimize efforts made by the organization. The idea is to find what could be better.

To provide opportunities so that people responsible for the human resource management can share innovative or interesting experiences.



FAIRTRADE

---

*In an ideal scenario:*

*The organization has allocated a budget line for the activities and staff of the human management area. This allocation is revised and adjusted annually.*

---

For the analysis of this subject we recommend to address:

- e) **Existence** of an annual budget;
- f) **Lines covered** by the budget (it is important to know which are they);
- g) Dynamics in the **allocation of resources** and recurring activities..

### 3. Planning

---

*In an ideal scenario:*

*The Human Resource Department has an annual plan that is consistent with the goals of the organization and is linked to the strategic planning.*

---

For the analysis of this subject we recommend to address:

- h) **Existence** of an annual plan
- i) **Frequency** of the plan implementation assessment
- j) **Consistency** with the strategic and operational plans of the organization



FAIRTRADE

## MANAGEMENT OF INFORMATION

### Aspects to be analyzed

At least the following elements need to be considered:

#### 1. Workers' information

---

*In an ideal scenario:*

*All workers' information is available and updated. There is a developed system for keeping this information. The information is used by the Human Resource Department in their planning processes.*

---

Consider the following elements for the analysis:

- a) **Type** of information kept;
- b) **Frequency** of the updating of information;
- c) **How** the information collected **is used**;

#### 2. Management of database

---

*In an ideal scenario:*

*There is a computer system for the recording and management of workers' information, which is handled by a competent person.*

---



FAIRTRADE

Consider the following elements for the analysis:

- d) **Computer management** of the organization;
- e) **Type of general information** about workers that is collected;
- f) Frequency of the **keeping** of information

### 3. Management of personal files

---

*In an ideal scenario:*

*There is a file system and all workers have a physical file, which is handled confidentially. There are clear policies for its use*

---

Consider the following elements for the analysis:

- a) **Existence** of physical files of workers (active and passive);
- b) **Updating** of information;
- c) Files **handling** system.

### POLICIES, PROCEDURES AND PRACTICES

This is the aspect with the highest number of issues to be analyzed. It would probably be necessary to clarify some concepts, especially when the issues to be discussed are new for the organizations and those responsible for the human resource management.

To make the analysis easier, we could use examples while describing the ideal scenario, in order to provide a clear view of each element and ensure that the same language is spoken.

## PLEASE NOTE

An equitable participation of women and men in the workshops is important. While analyzing a subject women's approach should be taken into consideration.

When the workshops are conducted with workers' representatives, we must ensure that women participate in this process and that their contributions are rescued.

There are scenarios where women's participation in the workforce is minimal or inexistent. Therefore, it is strongly recommended to involve working women in this process.

In cases where workers have decided not to organize themselves, it is equally important to have their participation and contribution. We recommend the creation of a focal group of workers, based on the time worked for the organization and thus, their knowledge of it.



FAIRTRADE

In many cases there are procedures that are not documented and are applied "naturally". They are thought to be of general "knowledge". However, although their existence is important in principle, in spite of the fact that they are not written down, the fact of not being clearly described and consistently applied may generate conflicts with workers.

This element is the one that will generate more interest among the participants and where more weaknesses can be identified. The important thing is to bear in mind that each weakness should be transformed into an opportunity for improvement

### Aspects to be analyzed

At least the following elements should be considered:

#### 1. System of jobs engineering

---

*In an ideal scenario:*

*There is a system for the classification according to the type of work, depending on the skills, training, experience and qualification.*

*The system is known and used by other officials of the organization that are linked to the selection process and the productive organization of work*

---

Consider the following elements for the analysis:

- **Existence** of a system for assigning jobs that considers the skills and qualifications required for the position;
- **Relationship between the different areas**, especially the productive and the human resources area;
- **Frequency** with which jobs are assessed;
- **Who defines** the conditions required for each position and **under which criteria**.



FAIRTRADE

## 2. System of benefits and compensation

---

*In an ideal scenario:*

*There is a formal or written system that is consistently used.*

*This system is also used to assess salary increases and compensations or bonuses without any type of discrimination.*

*Workers are fully aware of it and have the right to appeal in case of disagreement*

---

Consider the following elements for the analysis:

- System for defining the **pay scales** considering each position;
- **System** of compensation/ bonus that is being implemented;
- Workers' **knowledge** of the system;
- Liability in the definition of the benefits/ compensation system;
- Frequency with which the system is **revised**

## 3. System of recruitment, selection and promotion

---

*In an ideal scenario:*

*There are formal systems that are monitored and assessed regularly. The system is used at all times and contributes to the decision-making regarding the hiring and promotion of workers. Workers know and understand the system.*

*There are no discriminatory practices. Workers are fully aware of the system and have the right to appeal in case of disagreement.*

---



FAIRTRADE

Consider the following elements for the analysis:

- Procedures **handbook** in the organization;
- **Procedure** for recruitment, hiring and/or promotion of workers;
- **Monitoring** the implementation of the procedures handbook;
- Workers' **knowledge** of these procedures in particula

#### 4. Procedures and practices handbook

---

*In an ideal scenario:*

*There is a policies and procedures handbook written and approved by the board of directors, which is in line with the local legislation and the Fairtrade Standards. Workers have access to this handbook and new workers are duly informed about it during the induction process.*

*The handbook is used as reference by everyone in the organization. It is revised and updated periodically.*

---

Consider the following elements for the analysis:

- **Type** of handbooks existing in the organization;
- **Frequency** with which the handbooks are revised and updated;
- **Existence** of a specific handbook of policies and procedures regarding the industrial relations;
- Workers' **access** to the handbooks;
- Induction of new employees;



FAIRTRADE

## 5. Disciplinary and grievance procedure

---

*In an ideal scenario:*

*There are formal procedures that are properly applied.*

*Workers are aware of them and influence them through their representatives (workers' committee - union).*

---

Consider the following elements for the analysis:

- Disciplinary **procedure** and implementation;
- **Mechanisms** for processing workers' complaints;
- **Records** of disciplinary procedures applied and complaints processed;
- **Responsiveness** to workers' complaints;
- **Role** of the workers' organization in the implementation of the procedures;

## 6. Procedure for termination of employment

---

*In an ideal scenario:*

*There is a clear procedure for terminating the employment, which is known by workers and is applied consistently.*

*The procedure is in line with the local legislation and the Fairtrade Standards. There are fair practices to terminate the employment in situations in which the organization is forced to reduce the number of workers due to economic reasons.*

---



FAIRTRADE

Consider the following elements for the analysis:

- **Practices** for terminating the employment;
- **Causes** for terminating the employment;
- **Procedure** for terminating the employment;
- **Role** of the labour organization (workers' committee – union) in this procedure;

## 7. Relationship with the union

---

*In an ideal scenario:*

*There is a very good relationship with the union. The general management, the human resources management and the union work together in the prevention and resolution of conflicts.*

*There is collective bargaining in an open dialogue atmosphere*

---

Consider the following elements for the analysis:

- **Type of relationship** with the union;
- **Frequency** of meetings with the union / workers' committee;
- **Agreements reached** or collective bargaining agreements signed with the union (workers' committee – union);
- **Participation** of the workers' committee / union in internal procedures;
- Union participation in the **prevention** and/or management of **conflicts**.



FAIRTRADE

## 8. Compliance with local legislation

---

*In an ideal scenario:*

*All policies, procedures and practices are in line with the local legislation. There is permanent training and relationship with the Ministry of Labour, to ensure that the handbooks of the Human Resource Department are in line with the local legislation.*

---

Consider the following elements for the analysis:

- **Periodicity** of the revision of handbooks, policies and procedures, regarding the current legislation and its modification;
- **Frequency** of revision opportunities with officials of the **Ministry**, regarding the procedures and practices implemented

## 9. Compliance with complementary rules

---

*In an ideal scenario:*

*The human resources / talent department is fully trained on the Fairtrade Standards. The plans of the human resources / talent department provide for the standards and aim at meeting increasingly higher ratios.*

*The workers' organization is involved in the implementation of the Fairtrade Standards.*

---

Consider the following elements for the analysis:

- **Incorporation** of the Fairtrade Standards in the practices of the human resources/ talent department;
- Knowledge of the workers' organization of the Fairtrade rules;



FAIRTRADE

- Application of good work practices;

## **PERFORMANCE AND PRODUCTIVITY MANAGEMENT**

Like the previous element, this one also requires conceptual clarifications and its scope needs to be ensured.

It is not common to find a human management area that works together with the farmers in the definition of common objectives to meet the production and productivity goals, as well as the ones related to the work environment, health and safety.

In this regard, this element seeks to support the principle of joint work between these two areas, and commitments to engage the human resource managers in the accomplishment of productive and commercial goals.

### **Aspects to be analyzed**

At least consider the following elements:

#### **1. Supervision**

---

***In an ideal scenario:***

***There is a group of qualified supervisors that contribute to the development, implementation and assessment of the organization's plans.***

***There is a commitment toward the training of the supervision group, so that its activities are in line with the policies and goals of the organization. The improvement of the skills and qualifications of the supervisors is guaranteed.***

***The work of the supervisors is assessed with the participation of the workers' organization (union, workers' committee).***

---

Consider the following elements for the analysis:



FAIRTRADE

- Supervision **system** of the organization;
- **Authority** lines in the organization chart;
- **Tasks and responsibilities** of the supervisors group;
- Responsibilities of the supervisors group regarding the **implementation of plans, procedures and practices**;
- Frequency with which supervisors are **trained** on their tasks;
- Involvement of the supervisory group in the definition of the human resources/ talent plan.

## 2. Planning and assessment

---

*In an ideal scenario:*

*There is a plan in which both, the staff of the human resources / talent department and the group of supervisors have collaborated, the same that is monitored and assessed during the implementation process.*

*There are regular orientation meetings with workers on the policies, procedures and practices. New workers are systematically inducted.*

*There is feedback with the workers' organization on handbooks, procedures and practices.*

---

Consider the following elements for the analysis:

- **Formality** of the planning processes;
- Supervisors' **contribution** to the planning process;
- Supervisors' actions regarding the assessment of the workers' compliance with the plan.



FAIRTRADE

### 3. Occupational safety and health

---

*In an ideal scenario:*

*There is an ongoing occupational safety and health policy. There is a bipartite committee (where management and workers meet on equal terms) for the design, implementation, monitoring and assessment of the occupational safety plan.*

*There is statistical control of the work accidents, incidents and diseases, and their impact on the performance and productivity.*

*Workers perform their activities under rules that ensure their safety.*

---

Consider the following elements for the analysis:

- **Management** of the occupational safety and health;
- **Responsibilities** of the occupational safety and health committee;
- **Functioning** of the occupational safety and health committee;
- **Information** generated in terms of health and safety and how it is used

### 4. Stability and retention of workers

---

*In an ideal scenario:*

*There is an ongoing strategy that lowers the turnover of staff. The staff retention is part of the organization's policy, ensuring qualified workers committed to the organization.*

*Job stability is privileged and workers are seen in their many dimensions. The perception of resource or capital transcends to the perception of talent. This justifies the need to preserve workers in the organization, because they contribute to the achievement of the goals*

---

Consider the following elements for the analysis:



FAIRTRADE

- Statistics on the **turnover** of staff;
- Assessment of the level of **stability** in the organization;
- Main reasons why workers leave the organization;
- Percentage of workers with permanent or indefinite contracts;
- Percentage of skilled and experienced workers;
- Vision of the organization regarding workers' stability.

## 5. Job description

---

*In an ideal scenario:*

*Each position has a full description, which is periodically assessed and updated. Each position has its responsibilities, obligations and clear monitoring and control lines.*

---

Consider the following elements for the analysis:

- **Description** of each position;
- Workers are **clear about their responsibilities** and obligations;
- **Management** of the monitoring and control lines in the organization;
- Periodicity of the **assessment of jobs** and updating of information.

## TRAINING AND DEVELOPMENT OF WORKERS

### Aspects to be analyzed

At least consider the following elements:



FAIRTRADE

## 1. Training programs

---

*In an ideal scenario:*

*Training is essential for the development of the organization. There is a training program aimed at developing workers, based on their needs and those of the organization.*

*Through their representatives workers participate actively in the development, implementation, monitoring and assessment of the training program*

---

Consider the following elements for the analysis:

- Training **program** for workers;
- Main **areas** of training and how they are defined;
- Process for the identification of **needs**;
- Training **priorities** and how they are defined;
- Workers' **participation** in the designing of the program

## 2. Development of leaders and managers

---

*In an ideal scenario:*

*There is a program for the development and enhancement of leadership. Workers' performance is assessed and there are clear parameters for the identification of leaders.*

*The needs and views of the workers' organization (union, workers' committee) are also taken into account.*

---

Consider the following elements for the analysis:



FAIRTRADE

- Policy or philosophy of the organization regarding the **development of potential** leaders;
- **Actions** of the organization to build workers' capacities towards the development of managerial skills;
- Understanding the **scope of leadership** in the organization.

### 3. Strategic Alliances

---

*In an ideal scenario:*

*The human resources/ talent department has a database of potential trainers and programs undertaken by the Ministry of Labour or other related government offices, and uses it to enhance the resources of the organization.*

*The training approaches designed based on the organization's demand are properly managed, as well as the access to the training offer existing in the sector*

---

Consider the following elements for the analysis:

- **Financing** of training;
- Identification of training **sources** for the organization;
- **Strategic alliances** with people or entities offering training;
- **Training programs** undertaken by the State;
- Training program that considers **sources and suppliers**.

#### **Expected results:**

- A general map of the needs to strengthen the human management area, agreed with participants;
- Problems and objectives tree;
- Action plan that considers at least two elements of each group;
- Incorporation of knowledge by those who participated in this process.



FAIRTRADE

Having described the objectives and the way to strengthen the human management area, it is essential to ensure an active participation and commitment of those responsible for the human resource management in each organization.

Throughout the implementation of the project each step should be accompanied by the application of the changes proposed in the organization. Therefore, the fact of looking at the problem tree periodically and following the progress made in the different aspects is part of a self-assessment and continuous improvement process.