

# HR MANAGEMENT SYSTEMS: THE CASE OF THE NIGERIAN COMMUNICATIONS COMMISSION



# Introduction

The Nigerian Communications Commission is the independent National Regulatory Authority charged with the responsibility of regulating the Telecommunications industry in Nigeria.

The organizational structure of the Commission comprises 16 departments with a total staff strength of over 500 employees both in the Corporate Headquarters in Abuja and at the zonal offices in different locations in Nigeria.

The key Human Capital functional areas in the Commission include the following:

- Manpower Planning & Recruitment

- Performance and Career Path Management
- Employee Relations, Compensation & Staff Welfare
- Learning & Development
- Human Resources Information Systems (HRIS)

In line with the Human Capital Department's mandate to review its HR Management and implement a business driven Human Resources Service Delivery model appropriate for its dynamic business goals and objective, the department initiated the computerization of its functional areas in year 2008 for the sole purpose of automating its HRM processes.

Consequently, a project team was constituted by Management to manage the implementation of an e-HR project.

The membership of the team was drawn from the Human Capital Department (to drive the whole process), the Information Technology Department (to manage the software) and the Finance Services Department (for seamless integration with an already deployed payroll administration software known as Microsoft Great Plains Dynamics)

The Team's mandate was to ensure proper coordination and smooth implementation of the computerization/automation process.

Following numerous consultations and meetings between the project team and the Contractor (Accounting Solutions Limited) the project commenced in May 2008 with the following key deliverables as agreed by both parties:

- Project meeting and initial project plan
- Business requirements and reporting requirements
- Existing business Process documentation review
- Hardware, software and network configuration
- Software installation on server and project computers
- Discussion of set up options
- Analysis of parameters for all modules
- Analysis, designing and testing of business processes
- Analysis and documentation of expectation gap
- Project team training

A Human Capital Management Solution known as HR-FOCUS was successfully deployed and launched in the Commission in September 2008.

Staff of the Human Capital Department were trained on all the core modules of the software while the remaining staff of the Commission were trained on the use of the Employee Self Service Module also known as MY-FOCUS. All Directors and HODs were specifically trained on the use of the out-of-office assistance, a customized tool designed to manage absence from office and delegation of approving authority.

MY-FOCUS application affords staff the opportunity to conduct their day-to-day transactions with the Human Capital Department such as applying for leave, printing of pay slips, update of next-of-kin and other personal information online from the comfort of their desks.

# Features of HR Focus

HR-Focus is a leading computer based Human Resource Management package that uses the latest client/server technology available today.

HR-Focus allows you to easily gather, file and maintain information about your employees providing meaningful, accurate information. HR-Focus is an invaluable tool for keeping track of staff movements, salary changes, leave records, training records, performance appraisals issues, personal details and a lot of other employee related information

# Modules of HR Focus



Organisational  
Structure



Employee  
Main



Leave  
Management



# Modules of HR Focus



eLearning



Performance  
Management



Employee Self  
Service  
(Myfocus)

# Organisational Structure

The Organisation Structure module is the heart of HR Focus allowing the following details of the entire organization to be maintained:

- Organization Structure Setup
- Department Setup
- Job details Setup
- Position details Setup

# Employee Main

The employee module maintains all details regarding your employees official and personal details:

Basic Security Setup

Employee Main Capture

Employee Movements

Terminations

Future Movements

Personal and other Details

# Leave Management

This module has been carefully designed and developed to specifically assist with:

- Maintaining Leave Rules according to grades, leave types, eligibility and length of service, etc.
- The easy capture of all leave taken by employees
- The exact calculation of leave entitlements and accruals for each employee on a daily basis or per cycles,

# Leave Management cont'd

- The provision of information on leave balances, statistics on leave taken, per Department, Section or Employee, etc.
- The automatic application of a maximum number of days allowed to be taken forward across cycles, as per commission policies & procedures
- The control of possible forfeiture of leave days by employees.

# eLearning



The eLearning module keeps records of employee training details:

- Training Lookup Tables
- Course Define



**Learning Hierarchy Index**

Welcome to the Learning Administration Index for African Bank Learning and Development

To start please select one of the options below:

**Hierarchy Options**

- [Hierarchy Setup](#)

**School Administration**

- [Capture a New School](#)
- [Edit an Existing School](#)

**Programme Administration**

- [Capture a New Programme](#)
- [Edit an Existing Programme](#)
- [View Programmes Per School - Diagram](#)

**Course Administration**

- [Capture a New Course](#)
- [Edit an Existing Course](#)
- [View Courses Per Programme - Diagram](#)
- [Link Courses to Programs](#)

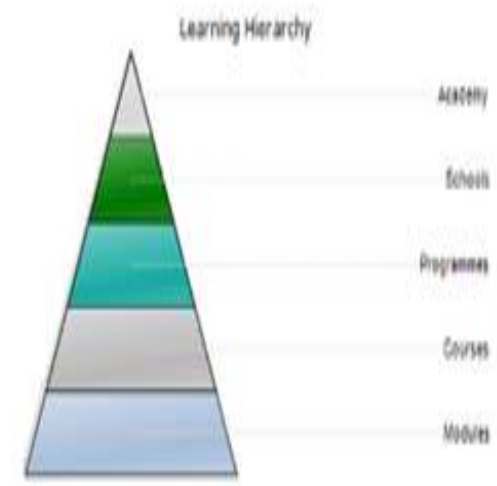
**Module Administration**

- [Capture a New Module](#)
- [Edit an Existing Module](#)
- [View Modules Per Course - Diagram](#)
- [Link Modules to Courses](#)

**Lookup Tables**

- [Course Category Setup](#)
- [Supplier Setup](#)
- [Trainer Setup](#)
- [Venue Setup](#)

**Learning Hierarchy Diagram:**



Academy

Schools

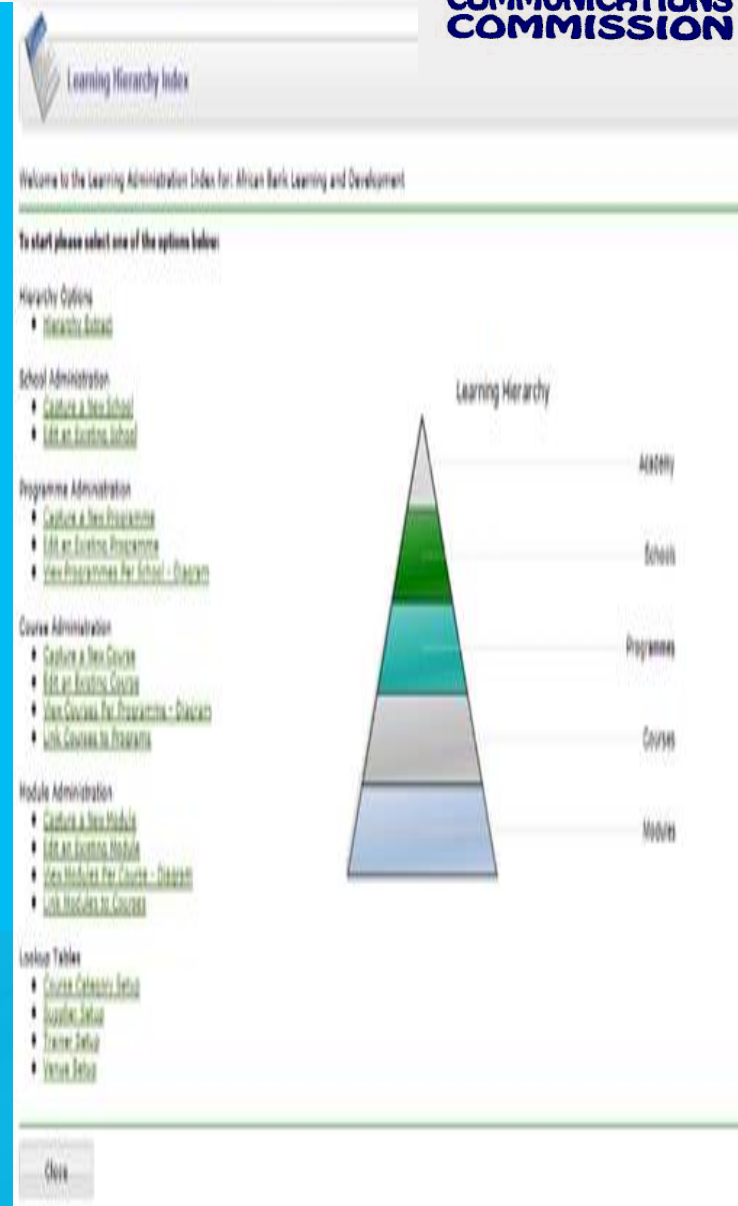
Programmes

Courses

Modules

# eLearning cont'd

- Requesting Training
- Scheduling a Training Course
- Status of Employee Training
- Plan Schedules and Accept Delegates
- Applying Conditions to Training Schedules
- Schedule Management



The screenshot shows the 'Learning Hierarchy Index' web application. At the top right is the NCC logo. Below it, the page title is 'Learning Hierarchy Index'. A welcome message reads: 'Welcome to the Learning Administration Index for African Bank Learning and Development'. Below this, a prompt says: 'To start please select one of the options below:'. The main content area is divided into several sections, each with a list of links:

- Hierarchy Options**
  - [View Hierarchy Index](#)
- School Administration**
  - [Capture a New School](#)
  - [Edit an Existing School](#)
- Programme Administration**
  - [Capture a New Programme](#)
  - [Edit an Existing Programme](#)
  - [View Programmes Per School - Dashboard](#)
- Course Administration**
  - [Capture a New Course](#)
  - [Edit an Existing Course](#)
  - [View Courses Per Programme - Dashboard](#)
  - [Link Courses to Programs](#)
- Module Administration**
  - [Capture a New Module](#)
  - [Edit an Existing Module](#)
  - [View Modules Per Course - Dashboard](#)
  - [Link Modules to Courses](#)
- Linking Tables**
  - [Course Categories Setup](#)
  - [Qualification Setup](#)
  - [Trainer Setup](#)
  - [Venue Setup](#)

On the right side of the page, there is a diagram titled 'Learning Hierarchy' showing a pyramid with five levels. From top to bottom, the levels are: Activity, School, Programme, Course, and Module. The pyramid is color-coded: Activity (light blue), School (green), Programme (teal), Course (grey), and Module (dark blue).

At the bottom left of the page, there is a 'Close' button.

# Performance Appraisal Management

One of the key features of HR Focus is Performance Management. This feature enables the job performance of employees to be documented and evaluated.

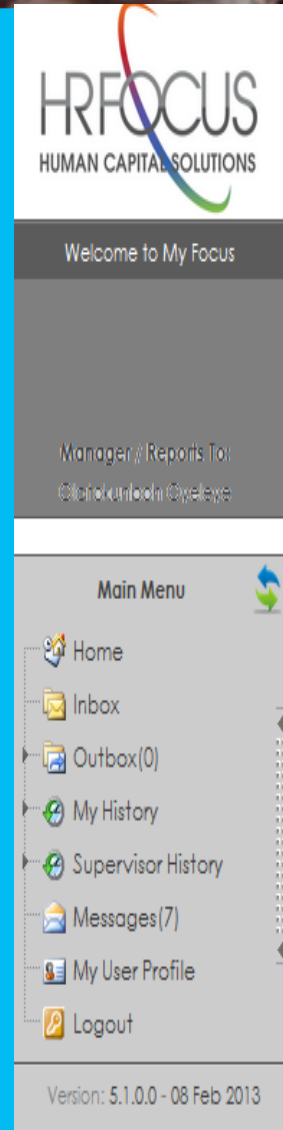


# Performance Appraisal Management cont'd

The Performance Appraisal Management in HR Focus supports different appraisal methods such as Self Assessment, Negotiated Assessment, Peer Assessment, 360° Assessment, etc.

# My Focus (Employee Self Service)

My Focus is a comprehensive Employee Self Service (ESS) solution that enables administration of Personal Details, Leave Applications, Training Requests and Performance Appraisals which are linked to workflows routing the requests to HR and Management for action.



**HRFOCUS**  
HUMAN CAPITAL SOLUTIONS

Welcome to My Focus

Manager / Reports To:  
Olorunkunbi Oyelawo

**Main Menu**

- Home
- Inbox
- Outbox(0)
- My History
- Supervisor History
- Messages(7)
- My User Profile
- Logout

Version: 5.1.0.0 - 08 Feb 2013

My Focus Assistant - Please select an option below



## Leave - Version 2.0

- View Leave balances
- View Future Leave that I have applied for
- Apply for leave
- Reverse leave
- View Month Calendar
- View Year Calendar
- View 13 Month Calendar
- View Department Year Calendar
- Query Leave for employees in my department(s)



## Personal Details

- View your personal details
- View/Edit Performance Contact, Review Results and Development plans



## Learning

- Learning Hierarchy Admin
- Scheduling
- Schedule Status Admin
- Learning Admin Report

# My Focus (Employee Self Service) cont'd

My Focus offers employees the possibility to initiate a number of functions on a self-service basis, which include:

- Updating Personal Details on-line
- Applying for Leave on-line
- Viewing Leave Balances
- Manage Training Requests through the Learning Management System

Welcome to MyFocus

Username:

Password:

Login

# My Focus (Employee Self Service) cont'd

- Viewing of Payslips
- Uploading of Essential Documents
- Completing Performance Reviews online
- Applying for internal vacancies online
- Conducting self-assessment for performance appraisals

Welcome to the Learning Administration Index for: Learning and Development

To start please select one of the options below:

#### Hierarchy Options

- [Hierarchy Extract](#)

#### School Administration

- [Capture a New School](#)
- [Edit an Existing School](#)

#### Programme Administration

- [Capture a New Programme](#)
- [Edit an Existing Programme](#)
- [View Programmes Per School - Diagram](#)

#### Course Administration

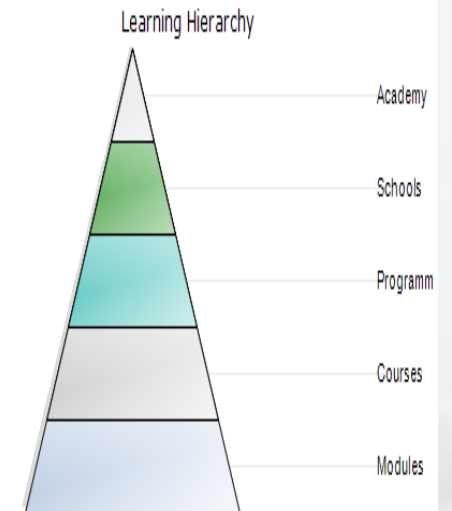
- [Capture a New Course](#)
- [Edit an Existing Course](#)
- [View Courses Per Programme - Diagram](#)
- [Link Courses to Programs](#)

#### Module Administration

- [Capture a New Module](#)
- [Edit an Existing Module](#)
- [View Modules Per Course - Diagram](#)
- [Link Modules to Courses](#)

#### Lookup Tables

- [Suppliers](#)
- [Trainers](#)
- [Venues](#)



# BENEFITS OF THE HR-FOCUS

- The installation and subsequent use of the HR-FOCUS has created a comprehensive centralized database of employee records which is easily accessible by a click away! This has facilitated the timely production of comprehensive Management reports as and when due.
- It has also improved the quality and integrity of the Commission's Human Capital Database.

# BENEFITS cont'd

- The crystal report platform enables the HCD to query, generate and analyze information from staff records with a view to making informed Management decisions on promotions, reassignments, transfers, etc.
- The use of the employee self service platform has reduced the need for paper work and physical contact with the HCD thereby improving the efficiency of the HR process.

# BENEFITS cont'd

- The modules are all highly configurable in accordance with the functional specifications of the Commission. For example, the eLeave module has been configured to reside within MYFOCUS with some modifications like leave rostering, resumption of duty included. Secondly, the processing of staff medical allowances which hitherto was executed via Microsoft excel spreadsheets has been customized and fully automated in accordance with the Commission's medical allowance portfolio.

# BENEFITS cont'd

- The Crystal reporting platform enables the aggregation of employee records in report formats which constitutes a good source of HR metrics for use by the Commission. Such metrics can come in the form of a retirement report, gender and age spread, geopolitical distribution of staff, punctuality and attendance report, length of service, etc.
- Further modifications and configurations to reflect practices and policies of the Commission have been captured in an ongoing upgrade and customization.



# CHALLENGES ENCOUNTERED AND SOLUTIONS PROFFERED

- The smooth commencement of the full automation of the leave module was hindered principally by staff general attitude to embracing change despite the user training administered. The HCD addressed this by phasing the implementation of the module starting with a smaller population (HClG, a group comprising 4 depts.) and a certain cadre of staff (SMs & below). To further enforce usage, the leave application form for this cadre was made inaccessible.

# CHALLENGES ENCOUNTERED

- To further facilitate access to the self service solution, a link on the Commission's intranet/portal was created.
- The integration of the eperformance module with the Balanced Score Card (BSC) methodology which the Commission recently adopted to monitor the performance of its new 4 year Strategic Management Plan (SMP) for 2014-2018. To address this, the HCD initiated a consultancy to facilitate the integration of the quickscore and eperformance module with a view to maximizing the gains of both platforms.

# CHALLENGES ENCOUNTERED cont'd

- Technological advancements has resulted in the frequent upgrade of the software from older to newer versions. To maximally optimize the benefits of the solution, a quarterly maintenance agreement with the vendors is in place to manage such upgrades.

# CHALLENGES ENCOUNTERED cont'd

- The issue of acceptance and general attitude to embracing change particularly as observed with the activation of the out-of-office tool by Directors and HODs. The HCD has identified the need for continuous user trainings and sensitization programmes for both Management and staff. Confidential Secretaries have been mandated to constantly remind/help their bosses activate this tool whenever the need arises.

# CONCLUSION

- Going forward, the HCD intends to leverage on the progress made on the implementation of the leave module for SMs and below to extend same for the remaining cadre (PMs and above) to fully consolidate the gains of the module.
- The department plans to also launch the eLearning and ePerformance modules simultaneously. To this end, the population of the eLearning module with staff training records (from 2010 to date) is ongoing.

# Thank You for listening!



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