

HUMAN RESOURCE MANAGEMENT AND TRAINING**إدارة وتدريب الموارد البشرية****Premier auteur** Rashad N Brydan ***University Lecturer** Omar Al-Mukhtar**University State of Liby**

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ملخص: في عصر العولمة و التطور الاجتماعي و التكنولوجي و الاقتصادي فان مكاتب التدريب في قطاعات الدولة الليبية تواجه عدة تحديات لتطوير دورها الرئيسي القائم على توفير التدريبات الصحيحة و اللازمة بخصوص توفير الخدمات و المنتجات المطلوبة مع الاخذ بعين الاعتبار تأثرها بالمتغيرات البيئية و الاجتماعية و الاقتصادية بناء على الاحتياجات الحالية و المستقبلية لتلك السلع و الخدمات المطلوبة وما يتعلق بها من معلومات و ارشادات تفيد المستخدمين و تكون بمستوى الكفاءة و الجدارة المطلوبة بغية تطوير عوائد الاقتصاد الليبي من الناحية الانتاجية و الخدمة مع تقليص العجز و تخفيض التكاليف المتراكمة على عاتق الدولة و يعتبر التطور التكنولوجي و تضمينه لسياسة مكاتب التدريب بقطاع الخدمات و الانتاج الليبي يعتبر المحرك الرئيسي في هذا الصدد لان تطوير الموارد البشرية يعتبر المطلب الرئيسي في مفاصل الدولة و بالمقابل يجب الاستثمار في الانسان قبل الجدران لأن مهاراته الوظيفية تعتبر هامة و ضرورية لضمان تطوير باقي موارد الدولة لاسيما العمليات الانتاجية و الخدمة و ستؤدي حتما لخلق توازن بين العرض و الطلب في هذا الصدد حاليا و مستقبلا.

الكلمات المفتاحية: تنمية الموارد البشرية، الادارة و التدريب، مكاتب الاحصاء، الوزارات الليبية.

Abstract:

Training departments at Libyan Departments / Ministries are facing several challenges to further develop or improve their key role as provider of high-quality products and service having in mind the economic, social and environmental phenomena. These might include an essential need to meet both current and future demands of the users or end users of statistics and to develop production processes that increase efficiency of work so all customers can find the righteous products and services according to their needs and expectations and this will not only reduce and unnecessary expenses and costs in this respect, but it will also create the right balance between demand and supply in the Libyan market.

Keywords: HRD, Management and Training, Statistical Offices, Libyan Ministries.

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INTRODUCTION

By doing this paper, the author will be taking a forward looking approach trying to provide an outline of the future challenges in the area of Human Resource Management and Training (HRM&T) in Libya. As well as, the paper draws on the discussions at all previous academic literature and studies and incorporates issues that were raised by top management persons, leaders and decision makers who contributed when meeting them. The paper also draws on the information collected through 10 important meetings on different team leaders and managers practices and plans in human resource training. This work will also provides a brief overview of the strategic directions for Human Resource Management Training, including also the challenges raised by the High-level Group on Modernization of Statistical Production and Services in Libya. On the other hand, the author will work on configuring number of key challenges to the statistical offices and, on this basis, a number of areas in HRMT that will be particular important in the future. Furthermore, clarifying groups of the main elements of HRMT according to whether they are primarily operational, tactical or strategic. This grouping can be used to assess current Libyan HRMT activities and may also be used for planning of future developments. Annex can be added to provide a summary table of the results of the 2021 meetings on HRMT to the Libyan selected organizations with focusing on some important factors such as:

A- STRATEGIC DIRECTION FOR HRM&T

The rapid economic, social and technical changes at all societies round the world pose challenges and possibilities for Libyan institutions and companies. As a result of the global development, the amount of electronic information that is available has increased dramatically at all Government Departments in Libya. The way in which information can be accessed and exchanged has also changed and become much more open both domestically and at a global levels. There is no evidence that these developments and changes will not continue at present or in future, and national statistical offices will need to be active and more up to date in developing their ways of production to take advantage of new wide range of different technologies and data sources. The increasing demand for statistical products and services is also changing across countries not only in Libya, and users are asking for extra, better and more timely statistics. This also increases the need to respond to this essential demand and develop statistics that meet future needs and expectations. While in the past Training Departments had a special role as the main provider of official statistics and often in practice had a monopoly on the provision of statistics, this role is challenged by the growing availability of online information ready to be accessed by end-users in both private and the public sector, and TDs may have to compete with other providers

of job placement and training. At the same time many TD are faced with budget restrictions and requested to increase efficiency and do more with less.

B- Future Challenges in HRM&T

In first world countries, Training and Development Departments where labor costs typically with high budget. And the development of human resources and change management is part of and has to also go along with the modernisation of the statistical production and services at different departments, it cannot be implemented afterwards. In order to successfully implement the changes that official statistics are confronted with, it is important that human resources in Libya not only adapt passively, but actively participate and contribute to the process of modernization in responding to new social, economic and technological growing changes. In many countries this calls for a change, where HRMT needs to have an active role in the corporate strategy and planning. The High-level Group on Modernization of Statistical Production and Services (HLG) has highlighted the need to develop the production methods and the statistical output to meet future challenges and ensure that HR strategy in Libya stay relevant to the world of tomorrow. The HLG defines two directions in its vision and strategy:

(1) Statistical output: New and better products and services which are more tuned to the way the world is operating today, and created from a global perspective.

(2) Production methods: Different and better processes and methods tuned to delivering the products and services at minimal cost with greater flexibility and in cooperation between institutions. The development of technologies and communication facilities and skills has sprung up and are reforming the landscape in which statistics is being produced. The challenge for statistical offices is to take advantage of these changes and be sufficiently flexible and agile to provide information and statistics according to future user needs at acceptable cost. The HLG underlines the need to develop a culture of change within statistical offices, encouraging creativity and innovation in terms of sources, processes and products and the need to positively change the way that organisations and their employees work.

C- CHALLENGES TO SOS AND TO HRM&T

National Departments are met with a number of challenges that directly or indirectly will affect the role and priorities of HRMT. The participants in the meeting on HRMT in January 2021 in Libya identified a number of main challenges that statistical offices will face in the coming years such as:

1- Meeting future users' needs of statistical products and services.

- 2- Responding to the increasing competition from other providers of statistics.
- 3- Budget restrictions and the need to develop more efficient organization.
- 4- Modernization of providing high quality products and services
- 5- The transition from production to knowledge working - Attracting the right candidates. In the preparation of the 2021 HRMT meetings, the author conducted 10 questions to statistical offices to clearly identify the main current and future challenges of HRMT. The questions covered areas like: current challenges in HRMT; tools which are currently used for HRMT purposes; future challenges; and tools to use or develop to meet future needs of HRMT. This provided useful information about the current and future challenges and priorities of HRMT.

3- Research Assumption / Problem

This paper concerns with one of the most important problems that desperately needs problem-solving plans and strategies in the Human Resource Management and Training at all at all Libyan sectors, so the previews critical issue can be quickly dealt with accordingly at present and in future, and the author is aiming to draw a clear vision leading to convenient plans in order to overcome the problems facing HRM&T in Libya, further more; it seems that there were no enough serious policies from decision makers nor good previous academic studies in Libya regarding this topic? And I see no specific reasons to be mentioned in this respect? Therefore, this might open the door for researchers to pay more attention to HR Management and Training Development at Libyan institutions to improve products and services at the lowest possible costs. On the other hand, the author has worked hard through academic literature and the experimental part to answer the below important questions:

- 1- During this rapid Economic, Social and Technological changes, Why do Libyan Government Still Have NO Real and Clear Policies to Improve Human Resource Management Training directed to different sectors?
- 2- Why There is Still a Huge Lack of Libyan Academic Books, Literature and Papers Related to Human Resource Management, Training and Coaching focusing on HRM Improvement?

For the above reasons and questions, the author decided to work on external literature sources review and focus on the work-field results by targeting several Libyan organizations and institutions regardless if they were service or production oriented institutions, because this academic work is qualitative rather than being quantitative based on the author previous experience. Also face to face meetings would lead to a better and more authentic results in comparison to classic questionnaires methodology because of the local culture, therefor the author has decided to go with meetings in order to get the most fruitful outcome trying to find the best way forward for Improving Human Management and Training in Libyan. On the other hand, the author is concerned with the important features of human resource management and training characteristics

nature which involve management functions like Technological Changes, Staff Motivation, Knowledge Management, Work Environment and Mobility, Staff / employees Training and Skills Development and Management Improvement. Another problem with human resource management and training is that statistical offices in Libya seem not to be understanding the real use or functions of HRMT which has an important role to play in equipping organizations and different companies to meet the challenges of an expanding and increasingly competitive environmental changes. The increase in staff numbers and the huge demand of products and services statistical data, contractual diversification and changes in demographic profile which compel the HR managers to reconfigure the role, importance and significance of human resources management and training. The functions are responsive to current staffing and user's needs, must be proactive in reshaping personal and their organizational objectives.

4- Research Aims and Objectives

The primary goal or objective of doing this academic paper is to pay real attention to the need of Libyan sectors HRM&T also to ensure the availability of the requested up to date data which are needed by a wide range of end users in the private and public sectors in order to achieve the following:

- 1- To provide realistic and practical guide lines for Libyan institutions with the best Human Resource Management and Training Plans / Strategies.
- 2- To Define the key activities required to Develop or Improve Libyan's HRMT programmes and courses.
- 3- To encourage making new policies facing all challenges and changes aiming to enable Libyan companies / organisations to meet them changes and challenges today and in future.
- 4- To design a framework to make the best use of the skills and capacities of employees in order to provide the end usurers with the best data required.

5- Research Methodology

Evidence and fieldwork for this academic paper must be authentic so the needed data will be collected primarily through meetings from those who related to Human Resource Management Training at Libyan Government Offices to examine HRMT in different groups of employees are perceiving and acquiring while working at certain public sector institutions, and what are the recruitment barriers they may encounter on their overall performance taking in consideration the Libyan labor market data needs. The research will also addresses the perception of *Managers and Directors* about the importance of the required employable abilities improvement also (*Managers and Directors*) will be asked to participate and voluntarily contribute by honestly answering 10 questions,

where Libyan Statistical Offices HRMT will be evaluated on 3 points measure (1: weak, 2: considerable, 3: strong) and each factor or point will be rated for both importance and achievement. Furthermore, interviewees will have the door open to describe what they think are the most important failure and success factors affecting HRMT at their workplace. Overall the author will try to highlight the needs for enhancing and developing practices in the Libyan Human Resource Management Training System with embedding specific and generic employability skills initiatives into HR improvement in order to improve all employees overall performance, also the final analyses and evaluation will suggest the necessity of managers and Libyan directors to realize HRMT periodic development as an essential element of the path to providing a successful staff management improvement experience. Also this paper will investigate the evolution of Libyan Organizations staff members organizational behavior and their potential for supporting knowledge exploration and exploitation anchored on work practices having in mind employability competencies and employees management improvement in respect of hard and soft skills (Hard skills can be learnt through higher education and work experience, training, workshops..etc. And soft skills which are related to traditional sense like positive mentality, dealing with others and common sense).

6- Literature Review

Human Resource Management Training and Development plays a vital role in preparing an organization not only for getting the best use of its current employees and staff members in different management levels, but also it will lead for the next generation of leadership. While some employees may seem potential candidates for various management positions, their knowledge and skills must be carefully analyzed and evaluated. Success in one certain area of management does not necessarily mean you are classified now as a successful General Manager simply because that position level requires more up to date training and guidance. A good Human Resource Management and Training Development Plan, however, will bring to light any deficiencies and provide solid and concrete opportunities for different managers to improve at all levels. The overall success of the Training Departments Offices is closely linked to the effectiveness of management. By taking the time and doing more efforts to invest in good management development, the benefit to the organization can be quickly increased. It would be valuable to investigate and compare management development programmes across countries, for example in the MENA region (how managers are selected and trained, etc.) share experiences and learn more from good practices implemented in other Training Agencies. Furthermore, nearly for more than a century now, Human Resource Management and Training, as a discipline and practice in the management of people and employees in an organization, has evolved and improved into different areas. These disciplines and practices have gone through a process of trial and error methodology, theory

building and testing of various concepts by Professionals, Practicing Managers and Academics (Farnham & Pimlott 1979; Storey 1989; Armstrong 1995). The underlying forces behind the re-evolution and development of Human Resource Management and Training have been (and still are) mainly environmental, and the quest for knowledge of better ways of acquiring and utilizing the labour force effectively. The continues changing organizational environment in the marketplace pushed High Level Managers to improve efficiency in the production and service delivery processes by increasing their ability to use the best practices of Human Resource Management at the time and in the future. That is, employee management techniques or methods that would improve production and service also reduce the overall delivery costs, as well as, at the same time ensure sustained availability of competent staff members in the organization. This introductory part is devoted to providing learners with a cursory account of the evolution and development of Human Resource Management and Training, also the way it works and influences people management in contemporary organizations. Therefore, the author realized that Libyan Managers at all Training Roles must be able to:

- 1- Describe the process of the re-evolution of Human Resource Management.
- 2- Appreciate the role of different theories in shaping HRM practice.
- 3- Recognize similarities and differences between personnel and Human Resource Management.
- 4- To carefully examine the role and duties of modern Human Resource Manager in human resource management functions.

6.1- HRM Principles and Techniques

Looking at previous academic materials and papers, the author realized that many scholars see Human Resource Management Principles and Techniques for people management in competitive organisations are drawn from theories found in different disciplines. Indeed, it is very impractical to present all the disciplines and relevant theoretical aspects and concepts that have shaped the understanding of Human Resource Management not only today but also in the future. Therefore, it is ultimately believed that it is only important to give Human Resource Managers a cursory view of some relevant theories underpinning human resource management and whoever may be interested in knowing more about the genesis and developments of a specific theory that could be more suitable for certain managers, but this may do so by taking extra homework.

6.2- Features Affecting HRM

As mentioned before in the research assumption section, the author is deeply concerned with the important features of Human Resource Management and Training characteristics nature which involve management functions like:

- 1- Change Management
- 2- Knowledge Management
- 3- Staff / People Motivation
- 4- Work Environment and Mobility
- 5- Staff Training and Skills Development
- 6- Attracting and Retaining Employees
- 7- Employees Management Improvement
- 8- Kinds of Human Resource Management and Training

1- Change Management

Change management is much about the question of how individual staff members and organizations can change or easily be changed (Caluwé and Vermaak, 2006). While it may not be possible or rather difficult to change the attitudes or readiness for change of employees, it is important to create an environment that supports changes and innovations at Libyan Statistical Offices. Establishing such an open minded culture for change will be a major challenge for many organisation. Contributions are wide in scope – from focus and leadership to efficiency and engagement. This will require time scale and deep focus, and that HRM&T need to act as a partner to business. Top management commitment and assessments are positive drivers, whilst lack of skills or lacking access of HRM to top management represents a possible difficulties and real barriers. Implementation of CM is really important for a successful modernization of statistical production and services. To support modernization HRM&T should be integrated in the corporate strategy and planning. Important steps in the change management process are:

- A- Communicating the need for change
- B- working towards a shared vision
- C- Ensuring resources and capacity for the change process
- D- Working together towards achieving the shared vision.

2- Knowledge Management

KM is needed to ensure that important knowledge is kept and maintained within Libyan Training Departments. The aim is to ensure that knowledge is distributed and accessible at the right place, at the right moment to the right staff. This requires exchange of knowledge and training also careful management. Activities towards this goal are flexible and low cost mapping and monitoring of skill and exchange of knowledge but lack of KM and motivation will cause serious barriers.

3- Staff / People Motivation

Staff motivation is a multifaceted phenomenon. And it is difficult to define (Vinke, 1996, p. 218) also through the years many theories about motivation have been developed. Motivating employees and staff members at Libyan

Organizations is a complex task. It certainly needs the understanding of the dynamics of employees and the ability to create a healthy environment that fosters motivation. Motivation and competencies are critical in managing staff members: Competencies and skills ensure that internal customers or employees can commit to the organization; motivation that they also want to. People Motivation is also considered as an “engine for change”. It will be necessary to look at new and different ways to motivate staff – mainly by supportive leadership, flexibility and other related benefits mutually have a positive outcome for all parties. Managers are in the position to create motivating conditions for their employees. To make this happen in real working environment, a whole range of tools need to be employed – mainly communication, surveys and teambuilding. Performance review or staff appraisal interviews may also be put in place as motivating tools. The lack of the possibility to provide incentives, promotions and awards may be a major challenge in this regard.

4- Work Environment and Mobility

The work or business environment normally includes the physical and social environmental factors in the workplace regardless of the business sector or the market orientation in relation to Libyan Sectors. New and more up to date technological developments increase the possibilities to organise flexible work arrangements and procedures, less restricted by time and place. Remote work, working from home arrangements and working at flexible hours becomes possible and more common in many countries around the globe and why not Libya? It may no longer be necessary to come to office every day on regular bases, but to work from home (especially after the huge impact of COVID-19 Pandemic that affected all countries worldwide) or somewhere else. A good and healthy working environment is an important ‘job-satisfier’. This means that it is an important factor for attracting and retaining staff members in Libya. These developments in work environment also bring new difficulties and challenges, for example for managers, but also concerning working conditions and implementation of proper technologies. Mobility of employees has a number of important benefits. Firstly, it is a good motivation factor for Libyan employees to give the opportunity of career paths. Secondly, staff mobility helps to ensure the flexibility of staff – employees will be better prepared to occupy different positions and different management posts.

This is an important prerequisite to react to a changing working environment and supports better problem solving. This is especially important when statistical production methods change, or if Libyan National Statistical Offices are forced to reduce staff. Mobility may also support to create networks across units of Libyan

companies and organizations to give employees a better understanding of overall situations. In order to improve mobility, top management commitment and less bureaucracy is needed together with delegation of tasks and responsibilities. Increasing mobility requires a good strategy and rewards. Increased work load and cultural opposition are possible barriers.

5- Staff Training and Skills Development

Training and skills for staff improvement comprises a broad range of activities, procedures and arrangements, including formal and informal training, job-rotation, traditional training-room courses, internal vs external training, cooperation with e.g. universities, competence mapping, (personal) training plans (development plans), special (introductory) training for newly recruited employees, dedicated follow up, mentoring and the use of new organizations or technologies in training, such as E-learning. One other important issue is the question of the cost/benefits of training and how to measure and evaluate the outcome of training activities in Libyan. The importance of training is stressed by a growing gap between existing skills and those competences and skills that are required to meet future challenges and ensure a successful modernisation of official statistics. A framework of capabilities begins with a gap analysis and a description of how to close the gap. Lack of resources is a major barrier. To stay updated competences of Libyan employees need to be assessed and trained on regular bases. This is sometimes referred to as competence management, other times as development plans. The key issue is that the management regularly assess the skills and knowledge of the employees in a systematic way and follow-up on this. E-Learning offers opportunities of training that are less restricted by space and time and that can be used for both general training or more specific purposes or for specific groups of employees, for training in regional offices. It also has potential for use across countries since the same E-learning course could be offered to different countries and hence be available for much more staff than would be possible in a traditional class room training. E-learning can be developed at relative low costs compared to traditional training, but there is also evidence that it may be less efficient and that it should be followed up closely or complemented with face-to-face activities at work places.

6- Attracting and Retaining Employees

Attracting and retaining people is a key success factor simply because attracting and retaining the best candidates is a major objective of Human Resource Management and Training. To achieve this “an attractive package” needs to be created, including positive work place environment and atmosphere, flexible working time, quality training, diversity, etc. Libyan organizations or HRMT need to commit fully to make this happen with top management support, open communication and incorporation in policies and appraisal systems.

Most important barrier is the competition with other government institutions and the private sector and a specific challenge concerns the attraction of good candidates of the new generation, sometimes referred to as the Young generation or the Digital generation because of demographic shifts in Libya many young persons will enter the labour market nowadays and in the coming years, which will increase the competition among employers to attract the best candidates. The Libyan young generation is more sophisticated in using social networks and new technologies. Institutions should consider how to utilize such skills and specific competencies. The young generation may also have different needs and expectations for a job and career than in the past. There is therefore a need to create stimulating, flexible and innovating positive working environment to attract the new generation. It will also be necessary for NSOs to consider their image in the public as this is influencing the possibility to attract candidates.

7- Employees Management Improvement

Staff or Employees Management Improvement and Training plays a vital role in preparing an organization for the next generation of leadership and high management roles. While some employees may seem potential candidates for lower management positions, their knowledge and skills must be carefully analyzed and evaluated. Success in one area of management does not necessarily mean you are a successful manager at all areas, which requires more training and guidance. A good management development plan supported with quality training, however, will bring to light any deficiencies and provide solid and concrete opportunities for managers to improve. The overall success of the Libyan National organizations is closely linked to the effectiveness of management. By taking the time to invest in good management development and training, the benefit to the organization can be increased. It would be valuable to investigate and compare management development programmes across countries (how managers are selected and trained, etc.) share experiences, skills transformation and learn more from good practices implemented in other offices and departments.

8- Kinds of Human Resource Management and Training

Looking at the challenges ahead, the main important question is not if Libyan companies will need to change their working processes, but how radical these changes might be and in what way and in what time frame they can be implemented? It will not be sufficient enough to be reactive on these processes or just do business as normal. It is important that HRMT is integrated in the changing process and plays an active role to facilitate and support modernization. Different Libyan Business Sectors are operating under different economic and institutional conditions across the country, and the development of the statistical systems differs. HRMT practices also differ widely between countries. The HRMT challenges therefore are also different may be dealt with differently in different countries. HRMT activities can be divided into five types of activities: Basic HRMT; Administrative HRMT; Instrument-based HRMT; Policy-based HRMT; and Strategic HRMT, which are illustrated in Figure 1.

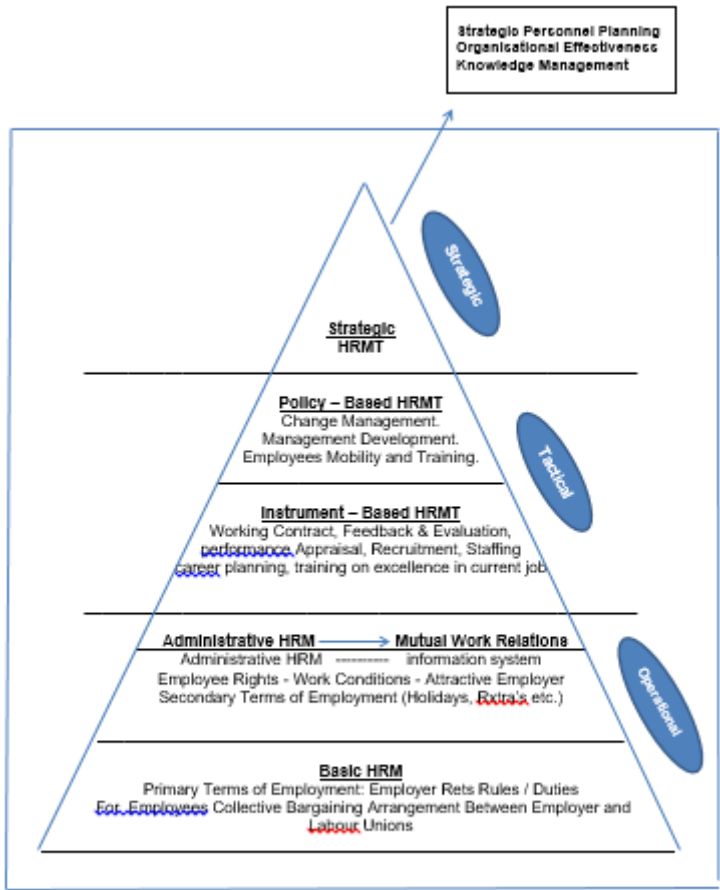


Figure 1: Types OF HRMT Activities

Basic HRM

The main key

elements of basic HRM&T for Libya include primary working conditions (Salaries, Working Hours- and Rest Times) and bargaining arrangements between the employer and the unions. Also the key elements in basic HRM are also called “hygiene factors”. This means that if these elements are done perfectly they are not noticed, but if not they may attract attention from supervisors (Vosburgh 2007).

Administrative HRMT

Administrative Human Resource Management and Training aims to structure and organise the procedures and preparations concerning HRMT. This may be supported with an up to date Staff Information System. In many cases such a system includes the automated and computer software for personnel data in relation to Statistical Offices in Libya, often with a view to managing staff members at different management levels. The level of administrative HRMT also includes arrangement on secondary terms of employment (such as holidays and holiday bonus, the pension scheme and the arrangements of the sickness benefit, childcare, and other benefits like training facilities) that may be usefully used in attracting and retaining employees.

Instrument-Based HRMT

Instrumental Human Resource Management and Training is characterised by the use of HRMT tools used to standardize procedures which tends to reduce subjectivity in HRMT. Examples are protocols for recruitment, staffing and talent management and career organised planning. In this respect the yearly ‘management cycle’ is an important instrument, starting by articulating the working contract agreement between managers and their employees (expected output), half-way the year followed by giving feedback, and finally at the end of the year to evaluate the outcome. This instrument or facility will help to articulate points of improvement and in the current job. Specific training can be offered to improve the overall work performance.

Policy-Based HRMT

In Policy-Based Human Resource Management Training the activities are directed by an articulated and accurate policy within, which HRMT instruments are put in place (Vosburgh, 2007), usually with a time horizon of one or two working years. The main key elements for this activity are Mobility-Policy for employees, a Management Development Programme and Training. Implementation of Change Management is also a good example of Policy-Based HRMT in different countries round the globe.

Strategic HRMT

The main focus of strategic Human Resource Management and Training is to support the overall objectives of the organization with focus on long term development of business processes and personnel. Two strategic ways are Strategic Personnel Planning and Knowledge Management (to ensure the level of knowledge, taking into account the external mobility of personnel). The first two sorts of activities, Basic and Administrative HRMT, can be characterized by the term Operational HRMT to focus on basic operational issues.

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The activities involved are mainly Re-active in the sense that they are reacting on different circumstances. Instrument-Based and Policy-based Human Resource Management and Training can be characterized by the Term Tactical HRMT and require an active role of specialized HRMT department. These activities focus on the demands of the moment and activities with short-term focus, one or two years ahead. Finally, Strategic Human Resource Management and Training plays a pro-active role in the organization in setting and reaching future aims of the organization. This means that HRM&T activities are aimed to plan and improve resources for their most efficient and effective use of employees. The pyramid can be used to assess the development of HRMT activities, and it also gives an indication of what may be required in order to develop and implement new Human Resource Management and Training activities. If, for example, in one National Statistical Office all HRMT activities are focused on primary terms and goals of employment and in setting the rules plus duties for employees, this would correspond to the basic HRMT activities of the pyramid, which are mainly operational and often reactive on emerging issues. To implement administrative HRMT activities, an administrative HRM-system needs to be developed focusing on secondary terms of employment and basic statistical training programs and workshops.

6.3- HRM&T Methods

May be it is not an up to date example of a HRMT Methods but it still a good example to look at Strategic Training Agencies in the Netherlands used the following method to draft the SPP in 2006: A trend estimate regarding the need for Human Capital inflows in the period 2006-2012 based on an analysis of the historical in-and outflow of staff in the period 2000-2005, the flow (as expressed in obtaining function scale increases by employees) and the development in the age distribution of the employees. A qualitative analysis about future developments and improvement in the statistical processes, and the needed knowledge and competencies in the coming five years. More specifically:

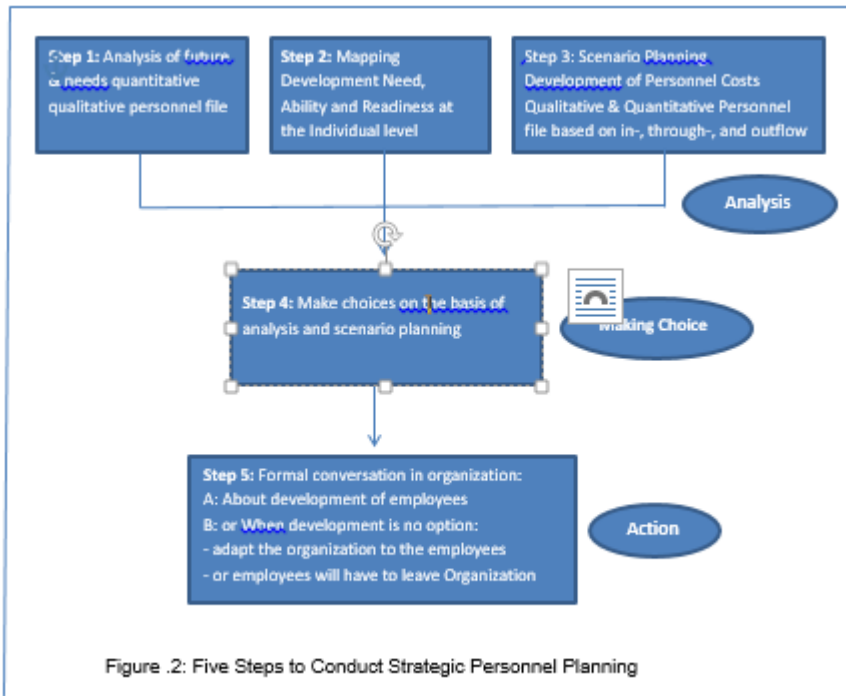
1- What level, function scale, requirements and competences are required in the near future?

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- 2- The match or mismatch between the available and the required quality of the employees.
 - 3- How does the actual level of training of the employees relate to the level of training required for the functions?
 - 4- The actual functioning of employees. What part of the employees function well or very well and how many employees' functioning is insufficient?

An inventory of the labour market developments was made by performing a literature study. The expected future situation in Libya on the labour market must be mapped by combining several studies (following the methodology of the Dutch Research Centre for Education and Labour market (ROA), Dutch Council for Government Staff, the Dutch Council for Work and Income).

6.4- What is Strategic Personnel Planning?

The goal of Strategic Personnel Planning is to get insight in the number and type of personnel needed in the short and long term planning, taking into account developments in the labour market. Strategic Personnel Planning helps and lead forward to translate policy developments into HR-Policy issues concerning the in – through - and outflow of personnel. Drafting a Strategic Personnel Planning requires comprehensive data about the workforce environment. To that end, a computerised personnel information system should be filled with up-to-date data. Secondly, it requires a strategic vision of the organization, so the organization aims and objectives and ambitions can be translated in Human Resource Management and Training Policy (and HR-instruments). The activities of this project are placed within the perspective of a general approach in five steps to conduct a Strategic Personnel Planning (developed by KPMG consultancy) as shown in the figure 2 below:



6.5- Development on the Labour Market.

How the labour market will develop in the years ahead depends on economic developments, political choices about social security, market forces and practices of the public administration itself. The sources we studied in this SPP were largely based on macro-economic developments in 2006 and 2007, and the studies of the Dutch economy by the Central Economic Plan of the Netherlands Bureau for Economic Policy Analysis (CPB), and its long term exploration to 2040. It distinguishes four scenarios. It goes too far to elaborate these scenarios here, but both used mainly the so-called TM-ROA as Ecorys scenario (Transatlantic Market), that is considered the most realistic. The labour market forecast is determined by many factors, including the increase or reduction in demand for workers, the replacement demand, and the supply of school leavers. A mismatch between demand and supply in a particular profession leads to bottlenecks in staffing or in bottlenecks on the labour market perspective. Given the economic growth expected for 2006-2012, increasing employment and declining unemployment, there is generally a shortage of staff and an increase in the number of vacancies that are difficult to fill. The Netherlands faces an ageing population, so the working population will decrease in the years to come. Statistics Netherlands has a relatively old workforce (average age in 2011 is 49.7) and needs highly qualified staff. The problems that are outlined in the field of educational attainment, educational background mathematics, natural and

computer sciences among others and ageing are also applicable to Statistics Netherlands.

6.6- Qualitative Analysis

A key source for our qualitative analysis was to interview managers and directors about the renewal of the statistical production process and how this innovation is to be realized. A conference was held on this topic in 2006. The main question was what skills and competences were needed to face future challenges. Would it be possible to develop these skills and competences by training of current staff? If not, we need additional inflow of new, qualified staff on top of the outcomes from the quantitative analysis. However, during the working conference it was difficult to draw specific conclusions about (groups of) employees because competence management was not widely implemented and this might be directly related to the Action Plan shown in the next page and summarized in figure: 3 as a result of the SPP in the Netherlands Statistical Office which was presented to the executive board:

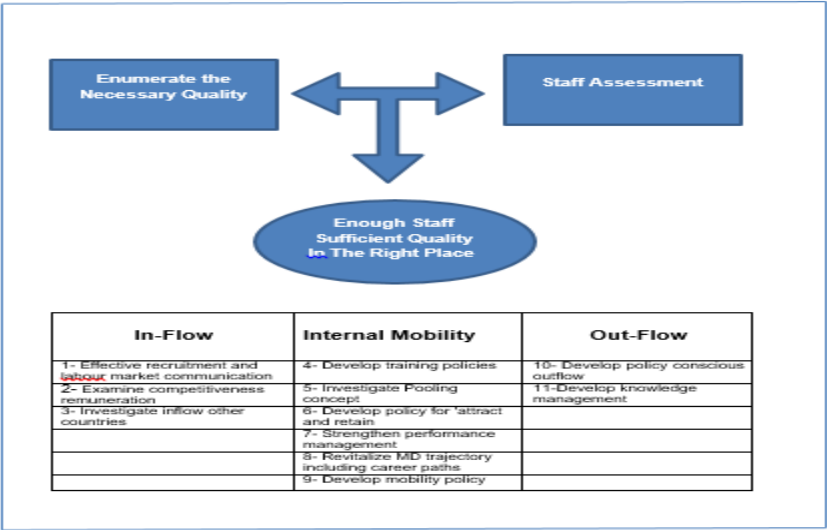


Figure 3 Action Plan was Presented to Executive Board in the Netherlands

6.7- Competences and Personnel Development

A previous experience to follow in this respect which is the Statistics Finland's objective where human resources are used appropriately and flexibly from the point of view of the whole organization. This can be achieved also in different Libyan sectors by using proactive planning of the quantity and quality of HR and by procuring from outside such competence and services that are not expedient to be provided in-house. The author also discovered that Statistics Finland manages and develops its competence in line with its competence strategy that was compiled in 2008. The strategy defines Finish organization's core competences and the competence required in statistical work in accordance with an appropriate model. It further specifies the points of emphasis arising from the organization's operational strategy and environment for HRD. The core competences comprise special skills that are necessary for a national statistical service to be able to produce statistical descriptions of ever more complex social, economic and technological phenomena, and produce information services for the needs of society. Apart from methodological knowledge, the compilation of statistics also requires knowledge of the social phenomena they are intended to describe. Statistics core competences include:

- 1- Statistical skills - methodological and institutional know-how
- 2- Knowledge of statistical methods and official statistics
- 3- Knowledge of the demand for statistical data
- 4- Knowledge of presentation of statistical data.

The core competences can be found in all personnel groups. Different kinds of skills are required in the diverse tasks of statistics and these are described with competence models. The models describe the skills and knowledge that are needed in statistical work, and in information service, information technology, management and administrative tasks. The models are used to support development and career planning. It's important to say that Statistics Finland aimed to integrate its competence management with its planning and monitoring system. In 2007, 2008 and 2010 personnel planning rounds were conducted with a proactive HRP model according to which the statistics departments make an annual assessment of the present status quo of their competence, the kind of competence they will need in future, and their out-coming areas of competence deficiency. Basing on these assessments, a framework personnel plan was drawn up for the whole organization containing plans for recruitment from both the qualitative and the quantitative perspectives.

And for course-format HR training and other methods for competence development, such as job familiarization, job rotation, civil servant exchange, mentoring, and group, team and pair working (learning opportunities). According to the policy outlines of the personnel strategy proactive personnel planning continues in the Statistics departments where agreed policy lines steer the planning of activities for the next year. The plans are then executed at the individual level in the target and development discussions where individual development and career plans are devised. The competence models are applied

to diverse task entities at department, unit and individual levels. A new procedure for proactive Human Resources Planning can be designed for Libyan National Departments after the Finland's Competence mapping pilot project in 2013.

Goal-oriented HR training focuses on statistical skills, leadership skills, skills relating to international tasks, information technology and network know-how, customer management, and quality and project work skills. The personnel may also participate in customer training courses. Web-based methods are exploited in Statistics Finland's personnel training, whether it is multi-form training or voluntary self-studies especially after the global impact of COVID-19 Pandemic.

6.8- Recruitment System

According to several seniority studies from EU countries , an increasing proportion of the personnel will be retiring in the next few years. These include statistical experts, IT professionals, supervisors and directors. Sufficiency of skilled personnel has been secured by the human resources plans, by the recruitment process, by improving of the agency's image as employer, by collaborating with universities and other educational institutes, and by career planning and competence development. The internal labour market is used to fulfil recruitment needs in the first place, but focusing only on the internal mobility of the personnel has not met the growing need for competence. Recruitment is a transparent process based on the agency's recruitment policy and general legislation on civil servants. All posts (including posts of Directors) are filled by an open application procedure. The most qualified and suitable applicants on the basis of received written applications are invited to an interview with identical contents for all interviewees. The interviews are conducted by at least two persons from the recruiting department, who represent the sought for key competences. The selection process is documented as a written memorandum containing a brief description of the applicants, the grounds for his/her selection and the decision on appointment. The application documents and the appointment memoranda are public documents, except where an application contains information that may not be disclosed by virtue of law. All nomination decisions (including those of Directors) are made by Statistics Finland. In 2007-2008, Statistics Finland adopted the central government's electronic recruitment system which aims to standardize the application procedure in order to serve government agencies and applicants better than before and Libya can do the same.

6.9- The Importance of HRM&T

As a result of carrying out the responsibility of doing this academic paper, the author realized that Human Resource Management and Training is important for staffing the organization, designing jobs and team, developing skillful employees,

identifying approaches for improving their performance, and rewarding employee successes all typically are known as HRMT issues-are as relevant to line managers as they are to managers in the HR departments in Libyan. To work with people effectively, we have to understand human behavior, and we have to be knowledgeable about the various systems and practices available to assist us build a skilled and motivated people. At the same time, we have to be aware of economic, technological, social, and legal issues that either facilitate or constrain our efforts to achieve organizational goals. As well as, Human Resource Management Training and Development came as a result of many elements and no company can survive nor be successful without it, these elements are:

- 1- Changing in Economics Policies that took place in 1991.
- 2- Organizational Complexity, Job Stress, Holidays and other People Rights.
- 3- Changing Jobs Requirements that came a result of Social, Economic and Technological Changes.
- 4- The Continues Need of Multi-Skilled Human Resource Management.
- 5- The fast and big Changes in Human Relations and People Management.
- 6- Technological Advances and Continues Changes in the Market Place.

6.10 - The Need of HRM&T Planning

Another important factor which is Human Resource Management Planning that Libyan National Institutions simply because of the following needs:

- 1- To carry on their work and to achieve the required aims and objectives because every organization requires staff members and employees at all management levels to be with adequate knowledge, experience and attitude.
- 2- Because Human Resource Management and Training Planning is very helpful in Selection and Training Activities.
- 3- To Identify gaps in existing manpower in terms of their qualities and talents.
- 4-To have the Right Plan to Replace Employees and Staff Members Who Retire, Die, Resign and Become Incapacitated due to Injury and this can be only done through HRM Planning.
- 5- To Facilitates the Expansion and Diversification of an Organisation.

6.11 - HRM Different Methods of Recruiting Staff

Previous Human Resource Management studies indicates numerous methods of staff recruitment can be divided into three methods as follows:

1- Direct Method

In this method recruiters visit colleges, technical schools and universities also several other companies to maintain continuous positive relationship with institutions to hire students and employees for responsible positions.

2- Indirect Method

This methods involves a wide range of advertising in newspaper, TV, Radio and social media sites which can be very effective if only the proper media choice was selected right.

3- Third Party Method

Under this method, recruitment is done through third parties including:

A- Employment Agencies, Job Centers and Exchange.

B- Management Consultants or Professional search firms known as head hunters.

C- Professional Associations such as Enterprise Centers and similar bodies.

6.12- Statistical Orientation System of Newcomers

New recruits are introduced thoroughly to their job tasks and to the agency's activity. Libyan companies job orientation system is comprised of general orientation and introduction of the employing statistics department. General orientation at Libyan Offices must be provided during a "Welcome to Statistics" day and through material available in job training intranet and during special training days arranged for newcomers. A job orientation event is also arranged for trainees both by Statistics Office and state administration. In the introduction of the employing department, new recruits are familiarized with the organization, activities of their specific department and with their own job tasks. Those responsible for this part of orientation are the new recruit's supervisor. The trainer's work is supported with intranet pages on job orientation. The new recruit's participation in his/her own familiarization is encouraged with a familiarization plan which the newcomer draws up together with his/her supervisor. All new recruits must participate in the training programme in statistical skills within six months of their recruitment. This training programme covers the essential areas of statistical work and is divided into a compulsory

basic part (2 months) and an optional advanced part (2 years), which can be completed at any stage of the working career.

Libyan Newcomers training programme contains introduction to organization and departments, the production process of statistics and the principles that steer statistical work. The training includes classroom teaching and E-learning, applied exercises, group work and visits. The exercises support learning by working and their central aim is to imprint quality thinking into statistical work. The trainers include best experts from Statistics and lecturers from outside the country. The aims are transfer of knowledge from experienced employees to their juniors, increase cross-statistical co-operation and internal mobility within Libya, and learning by doing.

6.13- Rewarding System and Fairness

Fair and encouraging rewarding forms part of the department's management policy. It is based on the State's general personnel and pay policy and on companies own operative targets. Rewarding is both material (pay supplements, one-off bonuses) and immaterial (non-monetary awards and acknowledgements). Rewarding is linked with the giving and receiving of feedback for productive work. Feedback is also given as part of the daily work and activity of the work community. Overall feedback on the activity of the previous period is given in the annual appraisal discussions. As an example, pay system of Statistics Finland was introduced in 1998. Pay is scaled according to the competence requirements of work, which are determined by the demands imposed by it on its performer and its relative value compared to other job tasks and results from activity (fairness). Pay is also dependent on the work performance and qualifications of an individual (encouragement). A better performance at the same competence requirement level must result in higher remuneration. For Libya, principles governing the application of the remuneration must specified to be openly available to everybody online and in Handbooks on compensation of employees. Managers and supervisors are responsible for ensuring that the remuneration system is applied and functions efficiently. The competence requirements of a task are assessed when a new task is being defined or when essential changes are being made to an existing one. Talent requirement assessments are made by directors with the consultation of a working group comprised of representatives of the agency and the trade unions of its employees, which also monitors Statistics pay system and pay policy. Personal work performances are assessed annually in the appraisal discussions between supervisors and subordinates.

7- Results and Discussion

The author decided to take a good example of the successfully Statistics Finland's model for occupational well-being contains descriptions of the related targets, actions, actors and measures. Their model has links to the agency's

operational strategy, operational and personnel strategies and Action Plan on health and safety at work. Occupational well-being comes from well performed and managed work, so it has connections with the planning and monitoring of activities. Model includes targets for physical, mental and social well-being. Supervisory work is decisive to the productiveness of tasks and activities and to balanced development of the personnel's well-being. So in Libya the management and supervisors are responsible for building the preconditions and structures for activities and their task is to create working conditions which maintain and nurture the physical and mental work capacity of people. Today, managers and supervisors have been offered online training courses on how to address challenging and troubled work situations. Statistics personnel (including interviewers) have permanent employment contracts. Security of employment now and in future helps in reconciling work and family life, and thereby maintains and promotes coping and well-being at work. Work can be organized through flexible hours, remote work and leaves of absence. The personnel are committed to their work, for the exit turnover has stayed low. In Finland the average number of years of service in 2008 was 17.8 and in 2011 18.1 years, so abundant experience-based knowledge has accumulated through the years. Efficient measures on health and safety at work require co-operation. The responsibility for their implementation is dispersed among all members of the work community, but with varying contents. Libyan departments must have at least two-year Action plan on health and safety at work, which is a general plan compliant with the Libyan Occupational Safety and Health Act for the management of health and safety matters at work. The Action plan is put into practice by an annually drawn up implementation plan, which comprises action plans for occupational safety, occupational health care, and performance agreements. Good Statistics strategy gives strong support to the maintenance of the physical well-being of its personnel by providing physical exercise services co-ordinated by an exercise instructor, such as exercises during breaks from work, lunch-time exercise groups, personal training, and compilation of fitness programmes and monitoring of progress in them. And to be certain of the final result Plans and Projects need to be supported with good leadership and proactive monitoring as follows:

7.1- Leadership Towards Professionalism

Organizations / companies in different countries have been systematically developing leadership and supervisory work towards co-operation and professionalism. In 2003, European Directors launched an important project on the development of leadership towards co-operation and supervisory work, which defined the tasks, roles, responsibilities and mandates relative to supervisory

work, and its competence model. Basing on made proposals, measures aimed at improvement of leadership and supervisory work were initiated in 2005. Based on the same EU project organizational development and change measures planned for 2013-2014, a new development project to support leadership and supervisory work was well planned. The focus in the development has been on people management, especially supervisory work within a work unit and improvement of preconditions for it. The following measures were implemented in 2005 and they can be beneficial for the Libyan Statistical Departments Management Training and Development:

- 1- Organization of departments into units was reviewed to better match the requirements of professional supervisory.
- 2-The document "Management policy at Statistics Office – Together towards a common goal (supporting uniform management culture).
- 3- Responsibilities of supervisors were clarified and their power of decision in personnel matters was increased in the rules of procedure;
- 4- Criteria and guidelines were specified for evaluating supervisors' personal work performances;
- 5- Supervisors' skills were evaluated with 360° analyses and all supervisors must attended personal sparring events;
- 6- Practice of joint meetings of managers and supervisors and coaching programme for supervisory work were really valuable.

The author has evaluated that managing staff improvement is co-operative. The personnel are given the opportunity to use their expertise to develop their work in line with set goals. Managing others also entails giving the personnel the possibility to access public information and participate in public debate on work, working conditions and management. For this reason, I think separate goals must be set for interaction, information flow and communication as regular meetings must be held at the department and unit levels to discuss matters relating to co-operation. Additionally, all units are to perform annual self-evaluations to maintain and improve the quality of their activities.

7.2- Monitoring Programmes and Strategies

Libyan Departments and Office must draw a scorecard of personnel strategy because it has already been well drawn up in the EU countries to support monitoring of the Policy outlines of personnel strategy for the years 2010 to 2015 according to their objectives which are based on operational strategy, competence strategy and management policy. Its main theme is "Target-oriented renewal". The three complementary and supportive development areas in the outlines are Competence Development, Renewing Modes of Work and Procedures, and Healthy Work Community. The Personnel strategy was approved in autumn 2010 after the preceding Personnel 2010 programme ended

and the personnel strategy contains the key 18 actual and predictive measures together with their target levels, and time series describing development. The target levels are set by the specialized Agency's Management Group, which also makes regular analyses of development and decisions about measures. The agency's annual report must contain a summary about personnel matters and for some HR offices a Personnel Balance Sheet is annexed to the annual report and describes activities in the reviewed year with abundant quantitative measures and qualitative accounts by the areas of emphasis set in the Personnel strategy. The source data derive from the personnel management's extensive information systems. The staff job satisfaction and views can be measured with a web-based Personnel Survey because of the COVID-19 impact, and could be conducted annually. In the Finland case, the survey contains questions from the common job satisfaction barometer of central government agencies, and supplementary questions compiled at Statistics Finland. Besides Statistics Finland, the barometer is also utilized by some other organizations within the State Administration, and this great experience can be tried in Libya because it generates useful comparison data on development in central government in general. The results from the Personnel Survey are analyzed extensively both at the level of the whole agency and in its departments. The results are utilized in the development of activities and setting of new targets. Based on strategic indicators and parameters on the effectiveness of the Personnel 2010 programme that preceded the Personnel strategy, and the author realized that the measures included in and carried out under the programme had a positive impact on the well-being of Statistics Finland's personnel and on personnel management. The first monitoring of the Personnel Strategy was included in the agency's Personnel Balance Sheet 2011.

8- Research Fieldwork

Taking in consideration the Libya cultural barriers in respect of physical data access and collection as this way will be seen as unauthorized integration, still the author strongly believe it is the most proactive and transparent method for accessing a Libyan organization's data to achieve the aims and objectives of this paper, the author is also keen to get authentic results and feedback concerning the experimental part of this research. Therefore meetings and interviews were selected carefully in carrying out the mission going for qualitative and not quantitative answers. Different personnel such as managers and team leaders were targeted with (10) questions during arranged meetings to add healthy discussions aiming to get specific details, facts and information to build up a real picture of what is happening on the ground in terms of Human Resource

Management and Training in Libya and to provide Libyan Institutions and Departments with the needed experience for drawing their own HRMT map and to find the best way forward for personnel HR strategy according to the needs of their business sector and market orientation. Looking at previous experimental studies, Personnel Strategies with their areas of emphasis have proven to function well as a strategic policy outline for Departments Human Resources Management. The programme and strategy this paper is trying to propose can be outlined and hopefully used systematically as a basis in the planning and implementation of diverse measures concerning the personnel and HRMT. Information obtained through monitoring and the performance measures with their target levels will be essential and supportive solutions for evaluation and further development of human resources management and training. The timeliness and efficiency of the strategy basis should be scrutinized continuously. Revisions will be made to it to make it capable of responding to new contextual and structural challenges arising from Statistics Libya's revised organization structure, operational strategy, the State Administration's productivity programme and the ever changing operating environment.

The investigation conducted by the author during this part was at the center of Libyan companies Human Resource Management Strategy and the needs and expectations of Entrepreneurship with the ability to understand the direct relations between knowledge Management and Human Resources Management at the enterprise (Staniewski, 2008). The meetings and interviews questions were designed according to the most commonly emerging factors of Human Resources Management and Training supporting the development of knowledge management and experience elements such as: Organizational culture; Qualifications of the employees; Qualification of managers and team leaders; Motivation of the staff and employees; periodic training and coaching; Changes and Challenges within the business and working environment The results of the investigation demonstrated that the strongest factor supporting the activities related to the applications of the Human Resource Management Training Programs and Strategy initiatives are qualifications, experience and organization's policies. Furthermore, the meetings questions, where designed to evaluate HRMT on 3 point measure (1: weak, 2: considerable, 3: strong) and the answers were as follows:

Tenth Meeting Result:

Interviewee Name: Abdalnasser A Shamata
Institution Name: General Electricity Company
Position / Role : Purchasing Manager
Date: 18-01-2021

Multiple Choice Skills Questions	Weak	Considerable	Strong
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Q1-How good is your training strategy?		(Yes)	
Q2-How good is it with today challenges?	(Yes)		
Q3-How good is it with future challenges?		(Yes)	
Q4-How is your staff with today challenges?	(Yes)		
Q5-How is your staff with future challenges?	(Yes)		
Q6-How is your staff with skills transformation?		(Yes)	
Q7-How strong is your staff against job changes?	(Yes)		
Q8-How good is your staff with new technology?	(Yes)		
Q9-How good is the Uni budget for HRM training?	(Yes)		
Q10-How good is the quality of your employees?	(Yes)		

Note: The Interviewee has appointed some other weaknesses such as low quality training and lack of intensives, certificates of honor and awards.

Ninth Meeting Result:

Interviewee Name: Mr Salah Al-Barasee

Institution Name: Omar Al-Mukhtar University

Position / Role : Staff Member

Date: 17- 01-2021

Multiple Choice Skills Questions	Weak	Considerable	Strong
Q1-How good is your training strategy?	(Yes)		
Q2-How good is it with today challenges?	(Yes)		
Q3-How good is it with future challenges?	(Yes)		
Q4-How is your staff with today challenges?	(Yes)		
Q5-How is your staff with future challenges?	(Yes)		
Q6-How is your staff with skills transformation?	(Yes)		
Q7-How strong is your staff against job changes?	(Yes)		
Q8-How good is your staff with new technology?	(Yes)		
Q9-How good is the Uni budget for HRM training?	(Yes)		
Q10-How good is the quality of your employees?	(Yes)		

Note: The Interviewee added that there should be a good training strategy, good wages and stable health insurance.

Third Meeting Result:

Interviewee Name: Mr. Mohammed M Yaseen

Company Name: Omar Al-Mukhtar University

Position / Role : College Registrar

Date:17-01-2021

Multiple Choice Skills Questions	Weak	Considerable	Strong
Q1-How good is your training strategy?		(Yes)	
Q2-How good is it with today challenges?	(Yes)		
Q3-How good is it with future challenges?	(Yes)		
Q4-How is your staff with today challenges?		(Yes)	
Q5-How is your staff with future challenges?	(Yes)		
Q6-How is your staff with skills transformation?	(Yes)		
Q7-How strong is your staff against job changes?	(Yes)		
Q8-How good is your staff with new technology?	(Yes)		
Q9-How good is the Uni budget for HRM training?	(Yes)		
Q10-How good is the quality of your employees?	(Yes)		

Note: The Interviewee added the following elements to improve HRM&T: Good health insurance, good wages and bonuses and strategic periodic training.

Fourth Meeting Result:

Interviewee Name: Dr. Osama El-deep

Company Name: Omar Al-Mukhtar University

Position / Role : Head of Department

Date: 17-01-2021

Multiple Choice Skills Questions	Weak	Considerable	Strong
Q1-How good is your training strategy?	(Yes)		
Q2-How good is it with today challenges?	(Yes)		
Q3-How good is it with future challenges?	(Yes)		
Q4-How is your staff with today challenges?	(Yes)		
Q5-How is your staff with future challenges?	(Yes)		
Q6-How is your staff with skills transformation?	(Yes)		
Q7-How strong is your staff against job changes?	(Yes)		
Q8-How good is your staff with new technology?		(Yes)	
Q9-How good is the Uni budget for HRM training?	(Yes)		
Q10-How good is the quality of your employees?		(Yes)	

Note: The Interviewee added the following factors are affecting the overall performance at his department: no health insurance, lack of bonuses, lack of periodic training and low wages.

Fifth Meeting Result:

Interviewee Name: Eng. Fathi Al-Mejreci

Company Name: Benghazi Mining Company

Position / Role : Mining Manager

Date: 01-03-2020

Multiple Choice Skills Questions	Weak	Considerable	Strong
Q1-How good is your training strategy?	(Yes)		
Q2-How good is it with today challenges?	(Yes)		
Q3-How good is it with future challenges?	(Yes)		
Q4-How is your staff with today challenges?	(Yes)		
Q5-How is your staff with future challenges?	(Yes)		
Q6-How is your staff with skills transformation?	(Yes)		
Q7-How strong is your staff against job changes?	(Yes)		
Q8-How good is your staff with new technology?	(Yes)		
Q9-How good is the Uni budget for HRM training?	(Yes)		
Q10-How good is the quality of your employees?	(Yes)		

Note: The Interviewee added the following to improve HRM&T in Libyan retail sector: good training strategy designed to meet the sector's need, good wages and intensives, providing health insurance, awards and certificates of honors.

Sixth Meeting Result:

Interviewee Name: Dr.Ahmed Zaed

Company Name: University of Sabha

Position / Role : University Lecturer

Date: 16-01-2021

Multiple Choice Skills Questions	Weak	Considerable	Strong
Q1-How good is your training strategy?		(Yes)	
Q2-How good is it with today challenges?		(Yes)	
Q3-How good is it with future challenges?		(Yes)	
Q4-How is your staff with today challenges?		(Yes)	
Q5-How is your staff with future challenges?		(Yes)	
Q6-How is your staff with skills transformation?		(Yes)	
Q7-How strong is your staff against job changes?		(Yes)	
Q8-How good is your staff with new technology?	(Yes)		
Q9-How good is the Uni budget for HRM training?	(Yes)		
Q10-How good is the quality of your employees?		(Yes)	

Note: The Interviewee added the following factors are affecting the overall performance at his department: lack of awards and bonuses, lack of health insurance, employees qualifications are way below standard.

Seventh Meeting Result:

Interviewee Name: Dr. Idries A Al-jwaeer

Company Name: Omar Al-Mukhtar University

Position / Role : Head of Quality Assurance – College of Tourism

Date: 16-01-2021

Multiple Choice Skills Questions	Weak	Considerable	Strong
Q1-How good is your training strategy?	(Yes)		
Q2-How good is it with today challenges?	(Yes)		
Q3-How good is it with future challenges?	(Yes)		
Q4-How is your staff with today challenges?	(Yes)		
Q5-How is your staff with future challenges?		(Yes)	
Q6-How is your staff with skills transformation?	(Yes)		
Q7-How strong is your staff against job changes?	(Yes)		
Q8-How good is your staff with new technology?	(Yes)		
Q9-How good is the Uni budget for HRM training?	(Yes)		
Q10-How good is the quality of your employees?		(Yes)	

Note: The Interviewee added that there's lack of awards and bonuses, lack of periodic training, lack of communication between HRM and other departments , at the same institution beside getting paid very low wages.

Eighth Meeting Result:

Interviewee Name: Dr. Mansour Salem

Company Name: Omar Al-Mukhtar University

Position / Role : Post Graduates Supervisor

Date: 15-01-2021

Multiple Choice Skills Questions	Weak	Considerable	Strong
Q1-How good is your training strategy?		(Yes)	
Q2-How good is it with today challenges?	(Yes)		
Q3-How good is it with future challenges?	(Yes)		
Q4-How is your staff with today challenges?	(Yes)		
Q5-How is your staff with future challenges?		(Yes)	
Q6-How is your staff with skills transformation?	(Yes)		
Q7-How strong is your staff against job changes?		(Yes)	
Q8-How good is your staff with new technology?	(Yes)		
Q9-How good is the Uni budget for HRM training?	(Yes)		

Q10-How good is the quality of your employees?	(Yes)		
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Note: The Interviewee added the following factors are affecting the overall performance at his department: lack of awards and bonuses, lack of periodic training.

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Second Meeting Result:

Interviewee Name: Mrs. Wafaa S M Saleh

Institution Name: Omar Al-Mukhtar University

Position / Role : College Registrar

Date: 14-01-2021

Multiple Choice Skills Questions	Weak	Considerable	Strong
Q1-How good is your training strategy?	(Yes)		
Q2-How good is it with today challenges?	(Yes)		
Q3-How good is it with future challenges?	(Yes)		
Q4-How is your staff with today challenges?	(Yes)		
Q5-How is your staff with future challenges?	(Yes)		
Q6-How is your staff with skills transformation?		(Yes)	
Q7-How strong is your staff against job changes?		(Yes)	
Q8-How good is your staff with new technology?	(Yes)		
Q9-How good is the Uni budget for HRM training?	(Yes)		
Q10-How good is the quality of your employees?		(Yes)	

Note: The Interviewee added that there should be a Professional Diploma for middle management roles and why is there over staffing in security (800) security officers and there no dedicated follow up for most of tasks and duties.

First Meeting Result:

Interviewee Name: Mr. Fawzi Suliman

Institution Name: Omar Al-Mukhtar University

Position / Role : Head of Intl Public Relations

Date: 14-01-2021

Multiple Choice Skills Questions	Weak	Considerable	Strong
Q1-How good is your training strategy?		(Yes)	
Q2-How good is it with today challenges?		(Yes)	

Q3-How good is it with future challenges?			(Yes)
Q4-How is your staff with today challenges?		(Yes)	
Q5-How is your staff with future challenges?	(Yes)		
Q6-How is your staff with skills transformation?		(Yes)	
Q7-How strong is your staff against job changes?		(Yes)	
Q8-How good is your staff with new technology?	(Yes)		
Q9-How good is the Uni budget for HRM training?	(Yes)		
Q10-How good is the quality of your employees?		(Yes)	

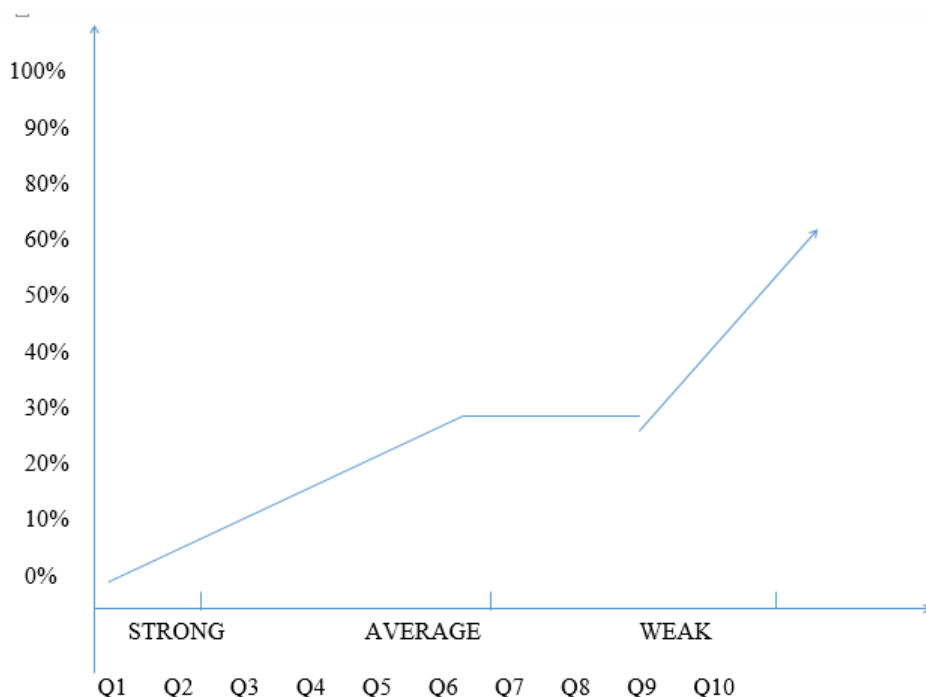
Note: The Interviewee has appointed some other weaknesses such as low quality training and lack of intensives, certificates of honor and awards.

8.1 Analyzing all Meetings Results Statistically:

According to the meetings accurate results the author decided to tabulate the answers with percentage as shown below:

Required Skills Answers Percentage	Weak	Considerable	Strong
Q1-How good is your training strategy?	5%	5%	0%
Q2-How good is it with today challenges?	8%	2%	0%
Q3-How good is it with future challenges?	7%	3%	1%
Q4-How is your staff with today challenges?	6%	4%	0%
Q5-How is your staff with future challenges?	7%	3%	0%
Q6-How is your staff with skills transformation?	6%	3%	0%
Q7-How strong is your staff against job changes?	6%	4%	0%
Q8-How good is your staff with new technology?	9%	1%	0%
Q9-How good is the Uni budget for HRM training?	10%	0%	0%
Q10-How good is the quality of your employees?	5%	5%	0%
Answers overall Percentage	69%	%30	%1

Note: Meetings Answers Diagram Analysis is shown below in figure 4:



Unfortunately the author discovered that no single manager among the targeted interviewees was consulted by the local authority to provide his department employees with periodic reports of their HRMT needs and overall performance? The above results gave no choice to the author other than to be convinced that no country's economy can develop or improve without people management development; this is because poor PMD is one of the sources of low labour productivity. A nation cannot have healthy economy nor high quality staff members if there is no effective human resource development system. In this regard, the most critical factor that determines the quality of HRD is the quality and quantity of human resources. Although every nation aspires to have the right number of people who are most knowledgeable, skilled, and with the right attitude and motivation, this has remained a challenge for most nations (CIPD 2008).

After the above statistical analyses result , I decided to dig deeper in other previous HRMT study's conclusions, simply to help Libyan HRM Departments to design the best Training Strategy where each Libyan HR Department will be

like a link in chain and stronger than Iron. South Africa showed a very strong positive correlation between job dissatisfaction among employees and turnover (Pillay 2009). Therefore, as correctly observed by Martinez (2002) and Wyss (2003), the major problem, and which is more serious in developing countries than in other countries (especially Libya) is limited government ability to train, attract, and reward staff. Various specific studies also have unearthed the extent and causes of labour shortages in both developed and developing countries. For example, in the United Kingdom, job dissatisfaction was a major contributor for employees quitting their jobs (Shields & Ward 2001). The same conclusions were reached in Taiwan (Tzeng 2002). In Japan, recruitment and staff retention is a serious problem particularly in rural areas where both monetary and non-monetary reward environments were not favorable (Matsumoto *et al.* 2009).

9- Conclusion and final Recommendations

While working on this academic paper aiming to help Libya's Statistical Offices and Departments to choose or design the most convenient Human Resource Management and Training Programmes and Strategies, the author concluded some new advices and solutions to help in forming more up to date plan of actions to serve the HRM&T which must be in the centre of the main concern for the Libya government top leaders, and after working hard on this paper, arranging meetings and interviews to collect sensitive data, doing a lot of reading and combining literature with HRM&T practices worldwide, the author is proud to verify the following finding **(10)** reference points as a positive result with new guidelines to improve Human Resource management and Training in Libya.

These new reference points are set to lead at the end to develop managers skills dealing with today and futures challenges and changes, improve staff members qualities and overall performance in order to improve their management generic and specific competencies to achieve the same end in mind as individuals and as team players, and these ten reference points are:

- 1- Human Resource Management and Training Strategy must be based on improving existing competences in the Libyan Organizations and to build the right skills instead of finding new employees.
- 2- HRM&T managers must have a periodic practice to analyze and evaluate current challenges, barriers and job changes before designing training programmes and courses.
- 3- In regard to the pervious reference point, HRM&T managers must also take in consideration future challenges, barriers and job changes while designing training courses and programmes.
- 4- Libyan institutions have to recruit and hire well educated, loyal and enthusiastic staff who are ready to cope with today and future challenges.
- 5- An active reward system, financial and non-financial will be very useful to encourage / empower employees for better performance.

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- 6- HRM&T Strategy in Libya should be well designed to develop and maintain a system of coordinated activities in which staff members are proactively working cooperatively towards commonly understood and accepted aims and objectives.
 - 7- HRM and Training courses should be based on understanding the workforce composition leveraging off this to consider how to work perfectly.
 - 8- All Human Resource Management Training Programmes in the Libyan public and private sectors must manage and promote employees sustainable development in line with strategic planning.
 - 9- For more beneficial Human Resource M&T Strategy, new technology courses and programmes should be included accordingly to meet today and future challenges so all employees can do their duties.
 - 10- A good HRM&T Strategy must move employees attitude, help them to practice their skills at work, and make them understand that the knowledge they gained is not theirs and they have to pass it on to others.

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