

**PROJECT – AUGUST 2006**  
**PROPOSITIONS**  
**FOR A TRAINING STRATEGY**

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# 1 - Introduction

This report presents the analysis and propositions for a training strategy which will enrich the global Human Resources and Training strategy for a sustainable development of Chinese social security.

A close cooperation with the team of the Social Security Capacity Building Centre made this mission possible. In addition to this report this cooperation included also a lesson in the current training for high level managers to present the French experience on capacity building for high level managers (see documents in appendix 1) and a discussion with the SSCBC team about training engineering (see appendix 2).

## 2 - Analysis of the context

### 2.1 - Overview of the actual situation:

#### 2.1.1 The sources of information

The information collection has been organised according to the work plan which defined two main approaches:

##### 2.1.1.1 Qualitative information collection

Several meetings with:

- ◇ The PTF members provides information on the main national issues on HR&T management,
- ◇ In order to have a wider view on HR&T topics in several provinces, collective and individual meeting with some of the high level managers, trainees in the training course organised by SSCBC. These persons are from 7 provinces.
- ◇ The investigation tour in Chengdu was also the opportunity to collection a lot of information about HR&T management practices.

Allow to collect a lot of qualitative information.

##### 2.1.1.2 Quantitative information collection

In order to verify and to precise qualitative information has been collected:

- ◇ The PTF members gave some information
- ◇ A training needs survey has been prepared in cooperation with SSCBC to get information from a wider sample of social security structures. Due to the agenda of the project, a questionnaire was prepared and given to each trainee, so the sample for this survey is composed by:

Bureaus or agencies	province	city	provincial city	district	TOTAL
social insurance or security	14	12	2	1	29
medical insurance	6	6	1		13
pension insurance		4			4
Fund management	2	1			3
Labour and employment insurance	1				1
Labour and social insurance		1			1
work injury			1		1
<b>TOTAL</b>	<b>23</b>	<b>24</b>	<b>4</b>	<b>1</b>	<b>52</b>
	44.23%	46.15%	7.69%	1.92%	

These bureaus represent:

provinces or provincial cities	29	
different cities or district	25	disseminated on 19 provinces

This questionnaire was mainly focused on training issues.

The results and analysis of this survey are in the appendix 3

## 2.1.2 The Human Resources data:

### 2.1.2.1 A quantitative global approach:

In 2005, 115.344 persons work in the different structures involved in social security in China.

According to the statistics, it is difficult to identify a global coherence in the way to staff the social security organisations in the different provinces.

We selected 2 ratios which seem to be relevant of a human resources policy for social security (see chart in appendix 1):

- ⇒ Ratio number of staff / global population of the province (1 / 1,000): the minimum ratio is 0.045 in Guizhou province and the maximum is 0.187 in Shanxi province; the median is 0.096 and the average is 0.098.
- ⇒ Ratio number of staff / number of institutions of the province the minimum is 51.67 in Ningxia autonomous province and the maximum is 1,153.17 in Guangdong province; the median is 332.45 and the average is 378.35.

It is possible to assume that these differences are mainly linked with the social coverage of the population in each province, but the choices in the organisation are also a major issue.

### 2.1.2.2 An organizational approach:

#### 2.1.2.2.1 The structures

A first fact can be pointed is the structures dedicated to the management of the different schemes are not organized in the same way.

If there are some social security bureaus in every province, there are not in charge of the same perimeter of activities. The number of types of bureaus or agencies gives a good idea of the landscape of the organization of the structures.

Number of types of structures	Number of provinces	Comments
1	13	These are mainly called "social security"
2	9	In the majority of cases the medical insurance is managed separately of the social security
3	5	The third main type of structure is for schemes rural population
4	3	These are specialised structures as institutions insurance which manage specific schemes for the employees of public institutions, but not civil servants

More, some of these structures are bureaus, inside the government administration and employs civil servants and some others are agencies which can employ persons with a private status. It should be necessary to have more information on that subject which enters the HR management.

*At this stage, there is a lack of information about the county level structures and the differences between bureaus and agencies and the consequences on the status of the personal.*

#### 2.1.2.2.2 The human resources policies

The social security institutions are directly linked to the governments of each level of the public life: province, city, district and counties. But, except for 4 provinces, each level is autonomous from the others. So in a same province, the organisation, the decision making process, the human resources management can be different depending of the city, the district...

They are funding directly on the government budget. So there are important differences in these policies according to the willing and the wealth of each government.

### 2.1.2.2.3 The human resources management

An approach of the HR management including 7 functions has been used to a better view on the actual situation. These functions are:

- ◇ **Employment and recruitment:** this function includes the different procedures to get the right number of persons according to the actual situation related to the evolution of the needs. It includes it is the description of the different categories of jobs, their responsibilities, activities and means, the identification of the lacks, the definition of the required skills, capacities and competencies, the number and the qualification of the needed persons, the information about these vacancies, the selection procedure and the legal and status aspects.
- ◇ **Planning of the future needs:** this function is based on logic of prevision; it defines the future qualitative and quantitative needs of human resources. It is based on the knowledge as well of the trends of the actual human resources (ages, qualification...) as the evolution in the activities of the organisation (new activities, new technology and extension of the covered population...).
- ◇ **Salaries:** the definition of the rules and the rates of the salaries and their payment. It includes also the rules for the pay increase, as well on individual as collective point of view.
- ◇ **Assessment:** it concerns the evaluation of the employees and of their performance
- ◇ **Training:** it concerns the way to use training as a lever to improve skills and competencies, mainly by a training plan which includes the identification of training needs and objectives, the target publics, the training solutions and the resources allocated for training.
- ◇ **Mobility:** it concerns the possibility for the employees to change job. 2 kind of mobility can be considered, vertical: change for a higher or lower level, horizontal: change of job in the same level.
- ◇ **Social climate:** global atmosphere (conflicts or cooperation) among the employees, among staff and managers; but also the place and activities of trade unions.

If these different components are understood by the Chinese counterparts, they have to be replaced in the context of the specific culture and regulations.

### 2.1.2.3 A qualification approach:

It is possible to identify 3 main categories of persons who work in these institutions.

#### 2.1.2.3.1 The managers

The category of managers can be divided in several sub categories according the level of their organisation and of their activity.

	Policy makers	Managers
High level (province)		
Medium level (city)		
Low level (district)		

At this stage of the research, there is no precise information on the distribution between these different categories. But, according to the results of the questionnaire, the hypothesis of 16% of the total of employees is managers; that means about 18,000 persons.

These are the public targeted by the SSCBC but also by the existing training centres.

### 2.1.2.3.2 *The professionals*

This category includes the persons which technical competencies which are specific for social security; as example: accountants, IT experts, statistics... These represent 13% of the employees are considered as professionals. For example, accountancy represent about 8% (10,000 persons), IT is about 6% (7,000 persons). It appears that the comprehensive and office management is the main field for these common capacities with 14% (about 15,000 persons) of the employees. Personal, education and training represent only 3% but they are 3,500 persons.

It is possible to asset that these categories of jobs can be considered as potential publics for the second mission of SSCBC.

### 2.1.2.3.3 *The staff*

According to the questionnaire, the common staffs represent 70% of the totality of employees; it means there are about 80,000 persons. But at this stage, of the mission, it is necessary to underline that we had no relevant information about the staff. One of the reasons is the difficulty to have a real knowledge about the lowest level of structures which are the county bureaus or agencies.

But it is possible to infer that because of the lack of training structures and professionals, the staffs are the public who have the less organised answers for their training needs.

## 2.1.3 *The SWOT analysis about the situation for training*

<b>Strength</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>- The main concepts usually used in HR management seems to be shared between the different actors</li> <li>- There are common views and understandings about the needs for future:               <ul style="list-style-type: none"> <li>- clear distribution of responsibilities between structures and actors,</li> <li>- financial and logistics resources,</li> <li>- better professionalism of HR managers, trainers and training centres managers,</li> <li>- opened mind to diversify training objectives and methods</li> </ul> </li> <li>- Wide area of action for provincial and city level training centres (companies, communities) which offer opportunities to develop profitable activities.</li> </ul>	<ul style="list-style-type: none"> <li>- An absence of global capacity building policy: in the actual situation training is mainly based on local and individual initiatives.</li> <li>- A under financed situation for capacity building: there is no established regulation and procedures to fund these activities.</li> <li>- The necessity to find external resources to provide training for social security employees provokes two phenomena:               <ul style="list-style-type: none"> <li>- The training centres must spend time and facilities for other activities than for social security</li> <li>- They become dependant of the "training market" for their sustainability</li> </ul> </li> <li>- A lack of creative dynamism because of a functioning for HR &amp; training which is mainly on administrative and academic basis</li> </ul>

<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- There is a real national willing to improve the capacity building in China. Some important documents provided by State Council and MOLSS can be used as major references.</li> <li>- The creation of the SSCBC is a first basis to define a global approach on capacity building for social</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of finances is the major threat which can make impossible necessary projects</li> <li>- In absence of coordination of all the capacity building propositions from the different projects there is a real risk of lacks or inefficient redundancies.</li> </ul>

<p>security in China.</p> <ul style="list-style-type: none"> <li>- The former training centres may play a exemplar role in the development of capacity building facilities.</li> <li>- All projects at national and provincial levels are opportunities to develop the capacity building concern integrate by a systematic integration of this dimension.</li> </ul>	<ul style="list-style-type: none"> <li>- The diversity of the organisations in province and cities will make difficult to find suitable and replicable solutions.</li> </ul>
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To summarize, regarding capacity building and training, the actual situation can be so described:

- ⇒ There is a multiplicity of actors, without real common policy, this makes decision making quite difficult and in any case, not really proactive.
- ⇒ The finances are a major problem at all the levels.
- ⇒ There is no real capacity building policy. This issue is mainly a matter of local and individual willing who show a real potential for capacity building management.
- ⇒ A large range of needs are not covered. New training solutions must be developed.
- ⇒ The capacities of training must be improved and developed on both quantitative and qualitative aspects.
- ⇒ The different documents from State Council and MOLSS about capacity building will be basis to develop such policies and projects.

## 2.2 - The needs of the partners:

All the partners we met agree to say that capacity building and training is a condition of the development of social security but, also to admit that the actual situation is far to be satisfying.

As it was previously said it is possible to identify some common needs. These issues have been identified by both national and local levels.

- ⇒ A real expectation for incentive mechanisms to develop training for social security organisations and for effective solutions to the financial issues to support the capacity building activities.
- ⇒ To improve the capacities for training solutions. This includes very different aspects: the professionalism of the trainers, the logistic facilities, and the address book for teachers and contributions...
- ⇒ To find solutions to answer more needs at all levels and every where in the country.
- ⇒ To develop the use of new technologies for training and capacity building.

In a more specific way, the SSCBC team expressed the need to be helped to improve their internal organisation (job descriptions, workload distribution, and management of the centre) and their skills in training engineering. They also need to gain in social security expertise. They also pointed the question of the management of an active and pertinent net of teachers or contributors for their training programs.

Two specific background of the HR strategy has to be taken in account for all the questions about training.

- ⇒ There is a strong willing to define standards in the field of human resources.
- ⇒ There are 2 main models of organisation of social security bureaus depending of the choice of each province:
  - ◇ The more common situation each provincial, city or district government defines policies mainly for funding social security and human resources management.

- ◇ The vertical management which means hierarchical links between the different levels in a province, the cities implementing policies defined by province same till the district level. Currently only 4 provinces are in this case.

The orientations and actions are not really fixed in national level but they will certainly evolve in the future.

### **3 - Basic lines for a mid term training strategy**

#### **3.1 - Main goals:**

The purpose of this strategy is to design and implement an efficient capacity building system in the service of the capacity building for a sustainable development of social security in China.

This existence of this capacity building system is the condition to answer the needs of new skills, capacities and competencies necessary to improve the social security system. In that way, it is complementary to the human resources strategy which will be mainly focused on the internal human resources management.

#### **3.2 - Fields:**

Two complementary fields are concerned:

- ◇ Training as one of the component of the human resources management in social security bureaus and agencies
- ◇ Training as the organisations which are able to provide the training is answer to the needs identified in the first needs.

These 2 fields are closely interactive. They have also to combine two complementary approaches:

- ⇒ A top – down approach to define common frame, orientations, objectives and regulations or procedures which will be available for all the actors.
- ⇒ A bottom – up approach to have a better understanding of the local needs and possibilities.

Combining these 2 approaches is the condition to set viable, sustainable and acceptable solutions.

#### **3.3 - Objectives for action in this strategy:**

##### ***3.3.1 To design and implement a incentive and sustainable policy to develop training in the field of social security***

The main goal is to provide a national framework to develop the capacity building policies and activities of each social security bureau or agency.

This will possible through 4 complementary targets:

##### **3.3.1.1 To define incentive mechanisms to enhance the training for all the people who are involved in the implementation of social security;**

The analysis of the actual situation shows the training is more considered as a reward as a lever to improve the skills and capacities of the employees.

In the context of an emphasis put on the capacity building, it is necessary to develop measures to systematize the involvement of each bureau or agency in this issue.

##### **3.3.1.2 To set the financial resources and circuits to support these mechanisms.**

To define how this policy to develop training will be financed is absolutely essential, and this as to be considered for each kind of structure (social security bureau or agency and training centres) but also for the different levels (national, province, city, local...).

### **3.3.1.3 To design the global architecture for the training system for national, provincial and local level, précising for each actor his missions, activities and resources;**

This training system will have to be an instrument for the global training policy and its different actors

#### **3.3.1.3.1 The SSCBC**

In this system, the SSCBC will have the main place. According to the technical proposition, it will be necessary to precise the appropriate administrative, legal, technical and functional structures.

To reach a position and credibility of as a real centre of reference, SSCBC has to develop professionalism in different axes to improve the quality and the efficiency of the trainings courses:

- ◇ An in depth knowledge and an expertise on social security policies and management
- ◇ Expertise in training engineering and teaching methods.
- ◇ Create a real partnership with and among the trainers
- ◇ Propose new programs and solutions

#### **3.3.1.3.2 Training structures in provinces**

Due to the complex organization of social security system, it will be necessary to propose solutions or scenarios suitable to this complexity. This shall be particularly necessary in the context of PROMISS Plans.

- ◇ Types of structures who will be able to manage and to provide training at the different levels: state, province, city, county. For the different types of structure, precise its missions, responsibilities, means and resources, and particularly the financial resources;
- ◇ The quality of the coordination between the different structures will play a main role in the efficiency of the training system;
- ◇ The different types of professional involved in training in the different structures at different levels: HR managers; training managers, training engineers, trainers...

A special attention has to be paid to the quality of the cooperation between bureaus, agencies and the training centres. The dialog and the cooperation between the structures is necessary to define the human strategy and those who provide training courses is a main condition for an effective and efficient training policy. This cooperation supposes that the role, responsibilities and means of each one are well defined (this point is included in chapter 1) but also that the concepts and methods are shared.

### **3.3.1.4 To develop a real professionalism for the persons involved in the implementation of this policy.**

As we showed, the HR&T functions are particularly important for the capacity building for social security. In that way, the professionalism of the persons who are in charge of them must be recognized and developed.

The recognition would be in the same ways that the others professionals who are already identified as accountants, IT persons.... That means job description training courses and certificates. 3 kinds of professions should be identified:

- ◇ The human resource managers with a focus on training needs analysis and elaboration of training plans
- ◇ The training managers and engineers for the management of a training centre, the conception and the organization of the trainings
- ◇ The trainers and teachers for their capacities to teach contents linked to social security policies using appropriate methods

This professionalism supposes also that theoretic and methodological references are defined. So a scope of guide lines for training functions

These guide lines will provide some points of reference on concepts, methods, rules and regulations but they will also give some feedback of experiences. They might concern:

- ◇ The preparation of a training plan as a component of HR management
- ◇ A focus on training plan for social security human resources capacity building,
- ◇ Training engineering,
- ◇ Training and teaching methods: in a centre, distance, or on the job

These guide lines can enter in the standardisation process which will be developed by MOLSS and SSCBC.

These documents will be proposed to be used for the trainings activities achieved as well by the experts as the SSCB but also for the provincial or municipal training structures.

### ***3.3.2 To reinforce the SSCBC position as a key actor in the training system***

Because of his recent creation the SSCBS has to improve his capacities and credibility. It is the solution to allow him to have the position of a key actor to develop the capacity building policy for social security.

Three targets have to be foreseen:

#### **3.3.2.1 To improve the capacity and efficiency of SSCBC according to his missions**

This specific target is focused on the internal capacities of SSCBC:

- ◇ To develop the skills and competencies of the team in 2 main fields of expertise: social security issues to gain in credibility and training engineering to gain in effectiveness.
- ◇ To find the best organisation and size of the team to gain in efficiency.
- ◇ To define the needs and possibilities for different teaching supports and aids and facilities.
- ◇ To propose new activities and programs according to their missions

#### **3.3.2.2 To support the preparation and the implementation of the national capacity building policy**

SSCBC has a natural vocation to be involved in the process to professionalize the capacity building.

In particular, he has to be a major actor to define the jobs description, in the production of the different guide lines and the engineering and realisation of the different corresponding training programs.

#### **3.3.2.3 To experiment a national @learning system**

This experimentation can contribute to 2 objectives: to be an answer to cover some needs in his field of competencies and to be a test for new training methods.

It will be interesting to target training needs corresponding to a great number of persons and for which there is no local specificities.

### ***3.3.3 To identify the priorities for capacity building***

These priorities will allow defining a first national capacity building plan which will be linked to the capacity building policy.

These can be approached through 3 different ways.

#### **3.3.3.1 To define national new propositions included in SSCBC missions**

According to the results of the training needs analysis for managers, it is possible to define some wide subjects which seem to be priorities:

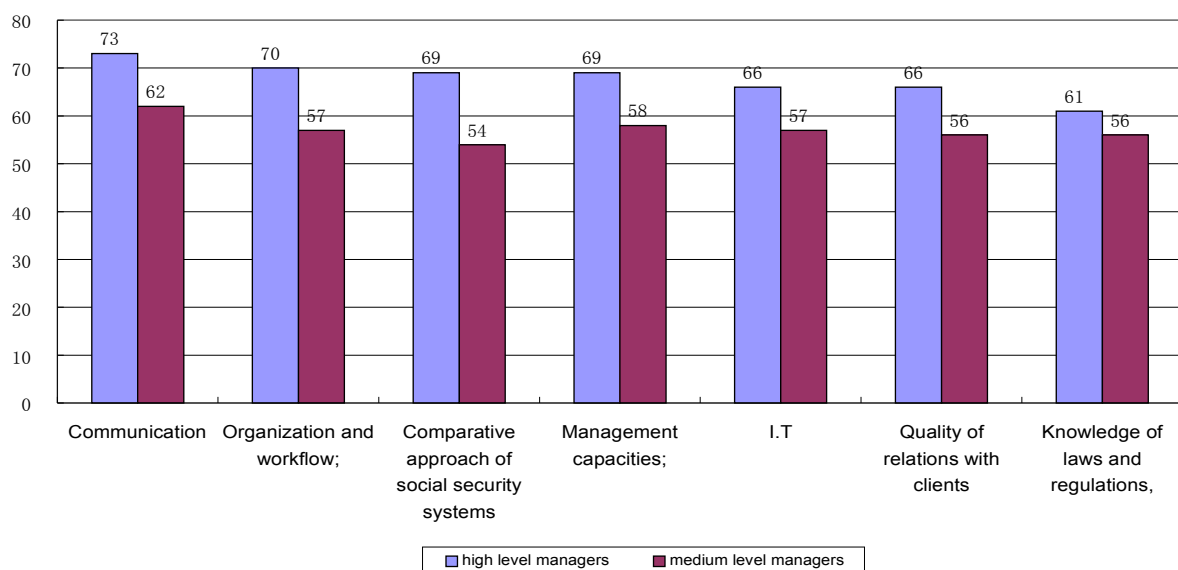
A first set of needs can be identified. They concern the management of the structures (communication, organization and workflow, management capacities),

The missions and objectives of a social security organization come in a second time (quality of relations, laws and regulations) but with a real interest for comparative approaches of social security systems.

These two approaches can be related to the usual distinction between policy makers and managers.

So it is possible to propose to set priorities on the management of the structures which present several interests for the training strategy. The first one is that a good management is one of the conditions for the development and the efficiency of social security organizations; the second one is that it is not completely related to the results of the propositions about the different schemes which will come later. A third point is that they don't need to focus some specific targeted publics.

**The training needs identified by the trainees**



This chart shows a gap between the levels of the needs identified for each category. We can underline the lower quotation for the medium level managers which is aggravated by the important level of “no answer” for these items.

This fact points the question of how the training is considered: as a reward and recognition of the importance of the person or as a necessity to improve the capacities.

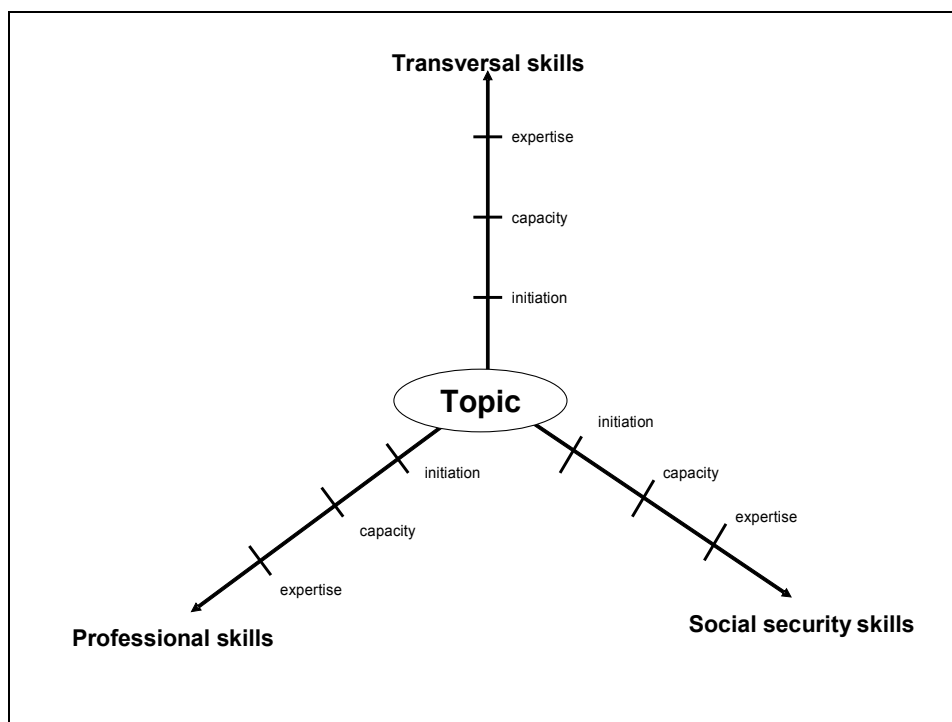
This first step to identify training needs can be précised according to usual approaches to define training objectives:

- ◇ **Transversal skills:** they mainly refer to culture, behaviour or values; they contribute to develop a shared culture, to give the general meaning,
  - ◇ **Professional skills:** not specific to social security: IT, accounting, human resources management, training management...
  - ◇ **Social security skills:** they are related to the different schemes of social security (health insurance, pension, unemployment, work injuries, maternity) including for each one finance and frauds.
- ⇒ For each category of job, it will possible to define the kind and the level of objective which can be fixed for training.

Usually, at this stage, 4 levels are identified:

- ◇ **Information or initiation:** general knowledge as a cultural background to integrate some notions in their behaviour and activities
- ◇ **Capacity:** to modify the behaviour and activities
- ◇ **Expertise:** to give to capacity to change the methods and tools.

These analyses will allow the enlightening the main topics and issues, the concerned publics... for training courses or capacity building actions.



Of course, this will be a first approach which has to be précised with the partners and the experts.

### 3.3.3.2 To have better perception of the situation of the capacity building at the local level

This first study gives a view on the situation of the capacity building facilities mainly for managers. There is not a real knowledge of the situation for the local level, in particular for 2 main publics: the common staffs and the correspondents in companies and communities. The only information we have is a big lack of training for these persons who are in charge of the daily work.

They represent a huge number of persons and are key actors of the quality of the implementation and development of social security.

So it is necessary to have a better view of the situation, in particular in the places where there is no training structure. Which are the quantitative and qualitative stakes, in term of skills, competencies and capacities? How is the capacity building currently managed in local organisations? How is it possible to improve these practices in short, mid and long term? How a national capacity building can be a help for the local agencies?

All these information are necessary to enrich the thought about the national capacity building policy.

### 3.3.3.3 To prepare training solutions from the results of the different projects

Each project will be accompanied by training or will provide some recommendations which will suppose to improve the capacities of the people who will implement them. So, these projects are also a source to identify the needs and priorities.

It would interest if some stipulations in the Terms of Reference define some requirements about training from each project.

Different aspects can be identified for capacity building in each project:

- ◇ To give common references to the people involved in the experimentation
- ◇ To train the persons in charge of the permanent implementation of the experimentation
- ◇ To prepare a training plan and training materials (for example a training for trainers) to facilitate the replication in the other provinces.

The requirement could be to provide, in every case the training plan and for each training course or program: the Terms of Reference which explain the objectives, publics, conditions, etc..., the detailed program, the created supports and the final evaluation.

These documents must be completed by a feasibility study to propose the conditions to implement the capacity building plan and the different training programs,

The collection of these documents will allow, in one hand, to coordinate all the training solutions in global plan and, on the other, the SSCBC to study how to spread the training for trainers.

### **3.4 - Conditions of success:**

#### ***3.4.1 The necessity to get the relevant information:***

The different aspects of this strategy will have to be relevant with the document prepared by the State Council and MOLSS, but they are not now available.

It seems to be some difficulties to obtain official information from Ministry as statistics about human resources in social security, the different documents...

#### ***3.4.2 The current training system cannot be a efficient support for the project***

The capacity of the current training system is not sufficient to answer the increasing needs of training due to the actual and future reforms of the different schemes all over the country.

In a lot of places (provinces or cities) there are no training structures which can provide some training or capacity building activities or available resources to implement them.

For the existing training centres, it seems that the actual number and quality of potential contributors is not enough to cover the needs.

The majority conceptions about training are related to educational approaches which are not the most efficient to answer the needs of social security.

Now, the training seems to be more focused on managers, it is necessary to put the emphasis on the staff.

#### ***3.4.3 The project has to pay a special attention to a global view on its training propositions:***

The adequacy of the different training solutions which will be proposed in the different components and projects has to be assured to provide global capacity building policy and plans.

The way to implement and finance the training propositions will be a major issue for sustainable projects.

## **4 - Proposition of projects to implement this strategy**

To main objectives may be considered for the component 1,

## **4.1 - Design a global incentive and sustainable capacity building policy**

### **4.1.1 Main goal:**

This long term project will provide a national framework to facilitate the development of capacity building policies and activities of each social security bureau or agency.

### **4.1.2 4 specifics targets:**

- ⇒ To define incentive mechanisms to enhance the training for all the people who are involved in the implementation of social security;
- ⇒ To set the financial resources and circuits to support these mechanisms;
- ⇒ To design the global architecture for the training system for national, provincial and local level, précising for each actor his missions, activities and resources;
- ⇒ To develop a real professionalism for the persons involved in the implementation of this policy.

### **4.1.3 Project management:**

### **4.1.4 Inputs:**

At this stage, some first inputs can be identified:

- ⇒ The previous analysis
- ⇒ The different documents provided by State Council and MOLSS about capacity building
- ⇒ Benchmarking about the development of training in China and in other countries
- ⇒ Regular workshops with some few local managers

### **4.1.5 Outputs:**

They will be mainly national regulations and guidelines which can enrich the project of development of standardization of work processes in social security.

## **4.2 - Develop the SSCBC**

### **4.2.1 Main goal:**

To improve the capacity and the credibility of SSCBC as a leading actor to develop the capacity building policy for social security

### **4.2.2 3 specifics targets:**

- ⇒ To improve the capacity and the efficiency of SSCBC (organization, skills,...) according to his actual and future missions and to develop its activities and to propose new programs;
- ⇒ To support the preparation and the implementation of the national training policy for social security, in particular to improve the professionalism of the human resources managers, the managers of training centers and the trainers;
- ⇒ To experiment a national @learning system.

### **4.2.3 Project management:**

- ⇒ SSCBC

- ⇒ Project
- ⇒ MOLSS

#### **4.2.4 Inputs:**

- ⇒ The studies and work realized to design the national training policy
- ⇒ The partnership with French EN3S will be a key issue for this project
- ⇒ Benchmarking about the development of training in China and in other countries

#### **4.2.5 Outputs:**

- ⇒ The basis of the internal organization and competencies of SSCBC;
- ⇒ New training programs and solutions.

### **4.3 - To realise an opportunity and feasibility study for training solutions for common staff and correspondents in companies and communities**

This project is in the field of competency of the component 2 of the project at provincial level.

#### **4.3.1 Main goals:**

To have a better view and comprehension on the real stakes for the training of the people who works for local social security structures.

#### **4.3.2 Fields:**

- ⇒ The staff of provincial, city and district level
- ⇒ The correspondents in local companies and communities

#### **4.3.3 Actors:**

- ⇒ the stakeholders of the human resources strategy

#### **4.3.4 Targets:**

- ⇒ To get a clear identification of the trainings needs for the staff in local bureaus and agencies
- ⇒ To know how these needs are actually answered
- ⇒ To identify the different solutions which can better answer these needs and their conditions of implementation (including a @learning system)
- ⇒ To define the responsibilities of the different actors at each level and provide some recommendations for the national level.

#### **4.3.5 Constraints:**

It should be interesting to choose a province where is no social security training centre and to conduct the comparative approaches between different levels but also different structures at the same level.

#### **4.3.6 States of affairs**

In most of provinces it seems that they are no training solution for the staff. Different reasons can be identified:

- ⇒ The lack of willing from the managers,
- ⇒ The lack of training structures who can provide such training courses

⇒ The difficulty to finance these training courses

#### **4.3.7 Basic lines of experimentation:**

⇒ To identify the actual situation about training policy in the different structures (training plans, resources, the place of the staff and correspondents in these plans..)

⇒ To identify the training needs of the 2 publics

⇒ To evaluate the actual answer to these needs

⇒ To propose solutions and their conditions of implementation

⇒ To identify the actors and their responsibilities to satisfy these conditions

#### **4.3.8 Output:**

The report contains all:

⇒ the detailed analysis of the actual situation

⇒ some propositions for training solutions for staff and correspondents

⇒ recommendations for implementation

⇒ suggestions to enrich the national training policy

### **4.4 - To integrate a training component in each PROMISS PLAN**

This is a crosscutting project for component 2.

#### **4.4.1 Mains goals:**

Each PROMISS PLAN will be experimentation on different subjects. Some stipulations about training in the Terms of Reference will on one hand prepare the replication of these experimentations and, on the other, enrich the bases of a national training policy.

#### **4.4.2 Different aspects can be identified for training in each Promiss plan:**

⇒ To give common references to the people involved in the experimentation

⇒ To train the persons in charge of the permanent implementation of the experimentation

⇒ To prepare a training plan and training materials (for example a training for trainers) to facilitate the replication in the other provinces.

#### **4.4.3 Project management:**

Each PROMISS PLAN will assume the responsibility of the propositions

HR&T component of the project have to supervise and coordinate the different propositions

#### **4.4.4 Inputs:**

The different existing analysis of the current situation

A set of templates can be prepared with SSCBC for these different kind of expected documents

#### **4.4.5 Outputs:**

For each kind of situation: the training plan and for each training: the Terms of Reference, the detailed program, the created supports and the final evaluation.

## **5 - The situation at the end of august 2006**

### **5.1 - The propositions has been proposed**

These projects have been proposed to M. Dai, the director of the project.

He agreed on the proposition of the two national level projects. So they can certainly be integrated in the work plan of the project work plan.

He did not take really a position about the 2 others which mainly concern the opportunity and feasibility study to improve the capacity building for local staff and the way to systematize a capacity building component in each project. According to M. Chen, local short term expert, it is possible that these projects will be endly accepted.

In place of the HR project which was focused on the improvement of the capacity anticipation, he expects a project to help to find relevant criteria to define the level of staff for each social security bureau or agency. This would provide some standards which will be opposable in the discussions between the different actors (financial bureaus, personal bureaus, government...). He wants to be able to argue on the situation of understaffed structures.

In the frame of the project and its different components, it is necessary to study the best solution and objectives for this request which is directly in the frame of a human resources strategy in both national and local points of view. This project presents also a link with the question of the vertical or horizontal organization of social security in the different provinces.

### **5.2 - The situation about training presents some difficulties which will be necessary to face:**

The current absence of training facilities will be a real difficulty during this project. If the first project has to find solutions for a sustainable capacity building system, it does not exist now. But huge training needs have already been expressed (during the two investigation tours for example) and this aspect has been presented as a key issue for the success of the project.

There is a real risk of a great gap between the expectancies of both Chinese and international experts' part and the possibilities to answer them. There is a real necessity, each time a training course or program will be proposed, to clearly identify the conditions (in particular financial conditions) of its implementation. It will be also necessary to precise if this program has a vocation to be spread and replicate in other places. In that case, a feasibility study about the conditions of the replication would define very concrete and pragmatic conditions for its implementation.

To guarantee a good visibility of the results of the project, a special attention should be given at the quality of the training aids and support realized for the different projects. A part of all the different reports which will be provided, these training supports and aids can be an attractive way to show results of all these projects. They will be also concrete products which can remain after the end of the project. They can give a real materiality for an activity which can seem rather abstract.

An important coordination is necessary inside the project about the capacity building aspects which are crosscutting stakes for all the components and projects to develop coherent capacity building policy and plan. Otherwise, there is a risk of dispersion of the propositions and solutions in a domain which needs a global view, as is requested from our Chinese counterparts.

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