

**SUBJECT : YOUNG PROFESSIONALS PROGRAM POLICY PAPER 2010**

**REVISED VERSION\***

## **CHANGES**

### **GRADUATION FROM THE YPP**

In the event that a YP is unable to secure a position at the end of the third year, his/her contract will lapse. CHRM will work with VPUs to assist YPs in securing regular positions. Where this is not possible, CHRM may request CSVP to review the situation on a case-by-case basis and CSVP may extend the duration of the contract in appropriate cases, subject to a maximum period of six (6) months.

### **TRAINING AND DEVELOPMENT**

The YPs are exposed to a one-month boot camp where they will receive trainings on Project Cycle Management and Objective Orientated Project Management with sessions on the Logical Framework, Problem Tree Analysis and Stakeholder Analysis. Financial themes covered during the training include Investment Appraisal and Risk Analysis. Plans are underway to develop and implement the following training programs: Emerging Leadership Program (ELP) and Enhanced Intercultural Relations (EIR); these training programs will strengthen the required leadership skills in the YPs.

Finally, the Learning Management System, with 1920 courses in different suites in both English and French, is available to all staff. YPs are encouraged to utilize this virtual learning environment to enhance their skills.

### **FIELD OFFICE ROTATION**

The option of a full rotation in a field office is prohibitive due to the cost associated with a lengthy mission status.

### **GOVERNANCE STRUCTURE**

A governance structure will be set up to monitor the implementation of the YPP Policy and provide advice and recommendations where necessary. A Bank-wide Steering Committee for the YPP will be created and led by CSVP as an essential part of this governance structure. The Committee will comprise various stakeholders across the Bank. Members of the Committee will be reviewed and adjusted annually. Every two years, the YPP Committee will evaluate the performance of the YP Program based on the performance indicators identified in the Results-Based Framework (Annex V).

A dedicated YPP Coordinator will be assigned to the Program and will be responsible for reporting to the Board annually on the current status of the Program. Most importantly, the YPP Coordinator will play a major role in helping competent YPs identify suitable vacant positions within the Bank that they would like to compete for. This will be facilitated by strengthening the working relationship with and garnering the assistance of the annual staff planning team, senior management and the Steering Committee.

### **TORS FOR YPP STEERING COMMITTEE**

Terms of Reference for the YPP Steering Committee are provided as Annex IV.

### **EDITORIAL CHANGES**

Several editorial changes have been made to render the document more succinct and to improve the translation.

**AFRICAN DEVELOPMENT BANK GROUP**



# Young Professionals Program Policy Paper 2010

**November 2010**

# Young Professionals Program.

## Revisions to the 2008 Young Professionals Program Policy Paper

<b>Team</b>	<p><b>Vice President CSVP:</b> Kordje BEDOUMRA</p> <p><b>Team Leader:</b> Gemina ARCHER DAVIES, Director, CHRM.</p> <p><b>Team Members:</b> Benson MAINA, Acting Division Manager, CHRM.1; Yan LIU, Principal Human Resources Officer, CHRM.1; Karen ROTHWELL, Consultant, CHRM.1.</p>
-------------	--

<b>Task Force</b>	<p>Diarietou GAYE, Director Regional Department, OREA; Mr. Nono MATONDO-FUNDANI, Director Regional Department, OREB; Stefan NALLETAMBY, Coordinator, MF4A/OSGE; Abdul KAMARA, Division Manager, EDRE.1; Marie-Laure AKIN-OLUGBADE, Division Manager, FTRY.4; Josephine NGURE, Advisor to VP, SAOI; Almaz TADESSE, Division Manager, GECL.4; Prosper POUKOUTA, Advisor to VP, SACS; Ralph OLAYE, Chief Resources Mobilization Officer, ORPC; Suzanne KURIEN, Principal Career Development Officer, CHRM.3; Armand NZEYIMANA, Senior Corporate Business Analyst, COO; Etienne KOUADIO, Principal Budget Officer, COBS; Atia BYLL-CATARIA, YP; Omesiri AKPOFURE-IDRIS, Chief Legal Counsel, GECL.4.</p>
-------------------	--

<b>Peer Reviewers</b>	<p>Aissatou NDIR, Senior Recruitment Officer, CHRM.1 ; Brigitte LE VAGUERES, Principal Human Resources Officer, CHRM.3; Suzie TEETE, Principal Human Resources Officer, CHRM.0; Awuese OKU, Chief Learning Officer, CHRM.3; Ursule KEITA-TAPE, Principal Recruitment Officer, CHRM.1.</p>
-----------------------	---

# **Young Professionals Program**

## **Revisions to 2008 Young Professionals Program Policy Paper**

### **Contents**

<b>1.</b>	<b>Introduction</b>	<b>1</b>
<b>2.</b>	<b>Lessons learnt since 2007</b>	<b>1</b>
2.1	Achieving objectives of the policy	1
2.2	Issues and challenges encountered	2
<b>3.</b>	<b>Proposed features of the revised Young Professionals Program</b>	<b>5</b>
3.1	Skills/competences requirements	5
3.2	Program duration	5
3.3	Rotations	5
3.4	Performance evaluation	6
3.5	Graduation and absorption to staff headcount	6
3.6	Training	7
3.7	Governance Structure	7
<b>4.</b>	<b>Impact of policy changes on YP cohorts 2007 – 2010</b>	<b>9</b>
<b>5.</b>	<b>Conclusion and Recommendations</b>	<b>9</b>
5.1	Conclusions	9
5.2	Recommendations	9

### **Annexes**

Annex I	Proposed Management Framework for the Young Professionals Program
Annex II	Implementation of the Management Framework
Annex III	Geographical Representation of Young Professionals in the Bank June 2010
Annex IV	YPP Steering Committee Terms of Reference
Annex V	Results Based Framework Evaluating the Young Professionals Program

## **Acronyms and Abbreviations**

AfDB	African Development Bank
YPP	Young Professionals Program
YP	Young Professional
PL	Professional Level
CHRM	Human Resources Department
COBS	Programming and Budget Department
IFI	International Finance Institute
PSA	Program for Senior Analyst
VPU	Vice Presidency Unit

# Young Professionals Program – Policy Review, 2010

## EXECUTIVE SUMMARY

The Young Professionals Program (YPP), formerly known as the Program for Senior Analysts (PSA), is a highly competitive program targeting motivated, talented young professionals under the age of thirty-two (32) committed to making a difference on the African continent. The YPP has become well established and accepted in the Bank since its reintroduction in 2007. Over the past three years, the YPP has contributed to the diversity target of the Bank, and has established a pool of talented staff which the Bank can use to fill mid to senior positions in the long term.

It is clear that there is broad-based support for the continuation of the Program. Experience over the last three years has revealed a number of opportunities for better management and effectiveness.

The new Policy addresses the challenges and issues encountered in the management of the Program, and propose recommendations in the areas of Program duration, rotations and performance management. In addition, the new Policy emphasises the importance of synchronizing the skills profiles of the YPs with the operational needs of the Bank, and recommends creating a governance structure to monitor the implementation of the YPP.

The new Policy strengthens the role CHRM plays in the management of the Program. However, it is acknowledged that both CHRM and YPs have different but important responsibilities in securing staff positions before the end of the Program. It removes the guarantee of an automatic absorption into a regular staff position in the Bank.

The proposal to revise the YP Policy is summarized as follows:

- Program duration: Three year program with a mandatory two year
- period, and the possibility of securing a regular staff position
- during the third year.
  
- Prior experience requirement: 3 years.

### 1. Rotations:

- 1<sup>st</sup> rotation: ‘stretch’ or ‘learning’ rotations, opportunity to learn new skills.
- 2<sup>nd</sup> rotation: should be in organizational unit or type of work into which they hope to graduate.
- 3<sup>rd</sup> rotation: YPs will have the possibility to secure a regular staff position.

### 2. Career Progression from the Program

During their 3rd year, YPs who have obtained at least “fully satisfactory” will be eligible to compete for vacant positions. YPs that do not succeed in securing a regular staff position by the end of the Program will leave the Bank. CHRM may request CSVP to review the situation on a case-by-case basis and CSVP may extend the duration of the contract in appropriate cases, subject to a maximum period of six (6) months.

3. Performance evaluation

- Mid-rotation and end-of-rotation reviews
- Adjust timing of performance reviews to YP rotation dates

4. Governance Structure

A governance structure will be set up to monitor the implementation of the YPP Policy and provide advice and recommendations where necessary.

The contents of this document could be subjected to periodic review in line with future organizational developments and corporate needs.

## 1 Introduction

The Young Professionals Program (YPP) has become well established and accepted in the Bank since its reintroduction in 2007. It is clear that there is broad-based support for the continuation of the Program. Three years' experience has, however, revealed a number of opportunities for improving its management and effectiveness.

CHRM has worked with a cross-functional Task Force to consult a broad range of staff, including Senior Management, Managers, former YPs and current YPs, to draw on the lessons of the past three years and prepare recommendations for revision of the YPP Policy and Management Framework approved by the Board in May 2008.

This paper summarises the achievements and challenges of the YP Program and the reasoning behind recommended changes. Annex I sets out the revised Management Framework alongside the original 2008 Management Framework, for ease of comparison. Annex II is the revised Management Framework.

## 2 Lessons learnt since 2007

### 2.1 Achieving the objectives of the policy

There are currently 61 YPs in the Bank, in three cohorts:

<i>Status</i> \ <i>Cohorts</i>	2007	2008	2009	Totals
Recruited	37	21	24	82
Resigned	6	1	2	9
Graduated**	12			12
<b>In program June 2010</b>	<b>19</b>	<b>20</b>	<b>22</b>	<b>61</b>
<b>2010 Rotations (June 2010)</b>				
OSVP	3	7	6	16*
ORVP	8	5	2	15*
OIVP	6	7	5	18*
OPEV	2			2*
CSVP			1	1
ECON			1	1
GECL			2	2
SEGL			1	1
PRST		1	1	2
FNVP			3	3

\* 84% of YPs are currently on rotation in Operations

\*\* Refers to YPs who are in regular staff positions during or at the end of the 3 year program in the Bank.

The stated objectives of the YPP policy approved by the Board in May 2008 are to provide a pool of young, talented, multidisciplinary individuals who will help the Bank achieve diversity targets for gender, age and geographic distribution and, in the long term, build institutional capacity and assist succession planning by filling senior positions. This could be achieved by the building of a pool of seasoned professionals who will be equipped with the skills to fill different level of senior positions.

An analysis of the YPs recruited since 2007 demonstrates how the Program is contributing to the Bank’s diversity goals.

<b>YPP Analysis, 2007 – 2009</b>			
		<b>YPs</b>	<b>Bank-wide ratio 2009</b>
<b>Gender</b>	Male	39%	73%
	Female	61%	27%
<b>Geographic Representation</b>	Regional	64%	85%
	Non-Regional	36%	15%
<p>Geographic representation is widely distributed, with most countries having only one representative. Exceptions are Nigeria and USA (5), France (4), Zambia and Zimbabwe (3). 26 YPs (out of 61) are from under-represented countries.</p> <p>The full list is provided in Annex III.</p>			
<p><b>Age:</b> YPs are less than 32 years’ of age when recruited. All 61 of the YPs in the Program are less than 35 years’ of age – this helps to reduce the global age profile within the Bank. The latest Diversity Report shows that since 2006, the proportion of staff younger than 45 years’ of age has improved from 34% to 43%; the recruitment of YPs is contributing to this improvement.</p>			
<p><b>Qualifications:</b> The YPs are multi-disciplined; the most widely represented disciplines are Economics &amp; Business, Banking &amp; Finance, Development Studies, Public Policy, Engineering, Environmental Management, and Law.</p>			

In view of the overall positive impact of the YPP on the Bank’s diversity goals, no policy changes are being recommended in this respect.

It is still too early to assess the ability of the Program to achieve the longer term objectives of building capacity and providing a pool of people with the potential to fill senior positions. However, a matrix has been developed to help CHRM measure the long term success of the Program (see Annex IV). Performance indicators will be set annually.

## **2.2 Issues and Challenges Encountered**

The following aspects of the current YPP policy have proved problematic or received criticism:

### **2.2.1 Program duration**

The 2008 YPP was set up as a 3-year Program to provide participants with a comprehensive experience of the Bank and the time to absorb on-the-job learning and formal training. However, the 2008 policy appeared to permit YPs to compete for vacancies at any stage of the Program. Therefore, some YPs did not complete at least two years' of the Program, which did not support the developmental nature and spirit of the YPP Policy for stability and acquiring relevant Bank experience before being fully integrated in to the Bank.

### **2.2.2 Rotations**

The 2008 policy stated that every effort would be made to ensure YPs could complete one of their three rotations in a Field Office. It has not been easy, however, to find a viable method of meeting the additional demand on budgets for long-term field rotation (one year) and therefore to make this option available to all YPs.

### **2.2.3 Performance evaluation**

Since the reintroduction of the YP Program, most YPs join the Bank in October each year, and rotate to new Departments in each following October. This does not match the timing of the Bank's annual performance evaluation process. Performance evaluation can provide valuable feedback and information for the YP, but only if received promptly, while the Supervisor and the YP are both well motivated to give and receive the feedback.

### **2.2.4 Graduation and absorption into staff headcount**

The 2008 Policy provided YPs with the guarantee of promotion to PL5 positions at the end of their Program (subject to fully satisfactory performance). Furthermore, the policy stated that graduating YPs would move to their new Departments "with their positions". There seems to have been some lack of clarity in the interpretation of this statement, leading to question whether or not the graduating YPs would move with their "YP" PL6 positions and then get the new PL5 positions, or get the automatic "guaranteed" promotion to PL5 and then move with the new PL5 positions to their various new Departments. There was also lack of clarity about how to make provisions for absorbing the YPs each year into the headcount. With experience, it is clear that this approach may lead to uncontrolled headcount growth if maintained for several years. In the interest of effective staff planning, the question of YP 'positions' and absorption into regular headcount should be resolved.

### **2.2.5 Training**

Recruitment advertising for the YP Program, which indicates that YPs will undergo unique on-the-job training and development and a wide range of relevant training opportunities to prepare them for future leadership roles, has encouraged recruits to expect

accelerated training and preparation for leadership positions, beyond what was envisaged or is normal within the Bank.

This is not an issue for policy change but does provide a lesson for the future promotion of the Program. Appropriate advertising of the Program will achieve better matching of YP expectations and experience, and reduce the risk of early exit from the Program by disappointed recruits.

### **2.2.6 Skills/Competences requirement**

The 2008 YPP Policy indicated that YPs could serve as a key element of succession planning at the Bank, and could enhance access to the new and emerging disciplines pertinent to the Bank's future development strategy. But it failed to mention how and when the skills need assessment for the YPs should be done. The 2009 and 2010 YP recruitments were guided by reference to the Bank's Mid-Term Strategy (2008 – 2012). Timely communication between management and CHRM during each YPP recruitment exercise will ensure a strong valid link between recruitment and the long term skills need of the Bank.

### **3 Proposed features of the revised YPP**

The following policy revisions are recommended in response to the problems identified in Section 2 above.

#### **3.1 Skills/Competences Requirements**

Management will meet to discuss and define the Bank's short term and long term skills and operational needs before commencing the YPP recruitment campaign each year. Based on the recommendation of management, CHRM will design its advertisement and target candidates with the relevant skills mix so that recruitment is geared toward the Bank's long term operational needs. This will link YPs' absorption into the staff positions with the Bank's need in the future, and help ensure that there will be suitable positions available as YPs reach the end of their Program.

#### **3.2 Program duration**

**3.2.1** Three year program with a mandatory two year period, and the possibility of securing a regular staff position during the third year.

By allowing the YPs to find positions during the third year, the Bank can absorb them smoothly and gradually into the regular staff headcount. YPs may apply for such vacancies as appear to suit their qualifications.

**3.2.2** The number of years' professional work experience required before joining the Bank will be three years to ensure YPs will have at least five years' experience by the end of the mandatory two years in the Program. The minimum years of professional experience required for a PL5 position is 5 years.

#### **3.3 Rotations**

**3.3.1** YPs will undertake up to three rotations. The 1<sup>st</sup> rotation will be a 'stretch' or 'learning' rotation lasting 12 months. YPs will be encouraged to take on assignments that are outside their existing area of expertise in order to broaden their skills and gain a comprehensive knowledge of the Bank's programs and activities. The Work Programs should reflect this stage of the YP's development.

**3.3.2** The 2<sup>nd</sup> rotation should, where possible, be in the type of work or in the organizational unit in which the YP would like to secure a regular staff position on a competitive basis, upon completion of the Program. The Work Program should provide a suitable bridge between the development focus of the 1<sup>st</sup> rotation and the specialist nature of the 2<sup>nd</sup> rotation and the level of responsibility typical in a PL5 position.

**3.3.3** During the third year, YPs will be eligible to apply and secure regular staff positions. In the event that a YP is unable to secure a position at the end of the third year, his/her contract will lapse. CHRM will work with VPU to assist YPs in securing regular positions. Where this is not possible, CHRM may request CSVP to review the situation on a case-by-case basis and CSVP may extend the duration of the contract in appropriate cases, subject to a maximum period of six (6) months.

**3.3.4** Rotations in any organisational unit will be for a period of one year. CHRM will not entertain requests for an extension or reduction of the one-year term.

**3.3.5** During any one year rotation, the concerned department may decide to assign a YP to a field office for a limited period of time. Such assignments will be treated as part of the normal mission programs and costs will be borne by the Department in the same way as for other Bank staff. The option of a full rotation in a field office is prohibitive due to the cost associated with a lengthy period in mission status.

### **3.4 Performance Evaluation**

**3.4.1** Efforts will be made to synchronize recruitment with the Bank's evaluation system. The YP performance evaluation cycle, (while being in line with their rotations), will be harmonised to the extent possible with the calendar-based evaluation cycle of regular Bank staff. YPs will therefore be formally evaluated before leaving each rotation.

**3.4.2** The end-of-rotation evaluation will be supplemented by a mid-rotation review.

**3.4.3** Supervisors and YPs will be expected to agree on work program objectives before the commencement of each rotation.

**3.4.4** The timetabling and completion of reviews and feedback will be organised and monitored by CHRM. The emphasis will be on developmental feedback and coaching from supervisors, rather than on conforming to a bell- or normal distribution curve. A paper-based system can be used when necessary.

**3.4.5** Results of the evaluations will provide management with a valid basis for determining annual salary increases and graduation from the Program.

### **3.5 Graduation and absorption into staff headcount**

**3.5.1** To sustain the YP Program over the long term, it is necessary to have an established pool of positions for the YP Program. The positions (at PL6 level) vacated by graduating YPs should be used for the new YP intake. Some adjustments should be made to the current budget and headcount position to provide this permanent annual pool of YP positions.

**3.5.2** The YP Program was established in 2007 by funding positions from vacancies – 28 positions were reallocated from other Departments and are still allocated to the CHRM budget. Over the 3-year period, some YPs resigned and some were promoted to higher level positions in the Bank. The positions vacated by these YPs were used to recruit additional YPs in 2008 – 2010 cohorts (apart from 20 YP positions per year approved by the Board). At the end of June 2010 there are 19 YPs still in the 2007 cohort; some are currently applying for vacancies and may graduate early. Management's recommendation is that by the end of September 2010, management will review, in the context of Staff Planning, the Bank's priority areas and the needs of VPUs in order to allocate to VPUs the 2007 YPs remaining in the Program with their PL6 positions. As these PL6 positions will need to be upgraded to PL5 level, COBS will assist CHRM with the fixed-cost ratio analysis, and ensure that the budget is sufficient to upgrade these positions.

**3.5.3** The 2008 policy approved the addition of 40 new PL6 positions to the approved staff number to accommodate 2008 and 2009 YPs, but stated that these YPs would move “with their positions” at the end of their Programs.

**3.5.4** This approach is not sustainable if the Bank is to use the positions to recruit 2011 and 2012 cohorts. Following consultation with COBS and CHRM-Staff Planning, management recommends that YPs joining the Program under the revised policy will be expected to compete for regular positions during their 3<sup>rd</sup> year (3.3.3). Once they leave the Program, their PL6 positions should remain with CHRM and be available for the recruitment of the next cohort of YPs.

**3.5.5** Budget provision currently exists for 88 YP positions:

- 28** reallocated (borrowed) from various Departments in 2007 to facilitate the establishment of the YP Program with the recruitment of a relatively large group (37) of YPs
- 20** for the 2008 recruits (approved by the Board)
- 20** for the 2009 recruits (approved by the Board)
- 20** for recruits due to join the Bank in the 4th quarter of 2010
- 88** in total

Over the 3-year period, some YPs resigned and some were promoted to higher level positions in the Bank. The positions vacated by these YPs were used to recruit additional YPs in 2008 – 2010 cohorts. Only 19 2007 YPs remain in the Program by June 2010. Once management has made a decision on the reallocation of the remaining 2007 YPs by the end of September with the assistance of COBS, the remaining positions can then be ring-fenced for the YP Program. Therefore, the Board will not need to approve additional headcount each year.

Promotion to PL5 positions and automatic absorption into the Bank regular positions will no longer be guaranteed. However, every effort will be made to help YPs identify and compete for suitable vacancies during their third year.

YPs who do not succeed in obtaining regular positions by the end of their 3-year contract will leave the Bank. It should be clearly stated in the YPs’ contract that the Bank will not extend the appointment beyond the 3<sup>rd</sup> year.

## **3.6 Training**

**3.6.1** The YPs are exposed to a one-month boot camp where they will receive training on Project Cycle Management and Objective Orientated Project Management with sessions on the Logical Framework, Problem Tree Analysis and Stakeholder Analysis. Financial themes covered during the training include Investment Appraisal and Risk Analysis. Plans are underway to develop and implement the following training programs: Emerging Leadership Program (ELP) and Enhanced Intercultural Relations (EIR); these training programs will strengthen the required leadership skills in the YPs.

**3.6.2.** The Learning Management System, with 1920 courses in different suites in both English and French, is available to all staff. YPs are encouraged to utilize this virtual learning environment to enhance their skills.

### **3.7 Governance structure**

**3.7.1** A governance structure will be set up to monitor the implementation of the YPP Policy and provide advice and recommendations where necessary., A Bank-wide Steering Committee for the YPP will be created and led by CSVP as an essential part of this governance structure. The Committee will comprise of various stakeholders across the Bank. Members of the Committee will be reviewed and adjusted annually. Every two years, the YPP Committee will evaluate the performance of the YP Program based on the performance indicators identified in the Results-Based Framework (Annex V).

**3.7.2** CHRM will assign a dedicated YPP Coordinator to administer the rotations, performance evaluations, training and career counselling, of the existing YP cohorts, and also to manage the recruitment of the incoming cohort. The YPP Coordinator will work with senior management to identify the number of YPs required for each year and their skills mix. The YPP Coordinator will ensure the implementation of short-term and long-term skills needed by the Bank as identified by senior management, by advertising in appropriate media, especially in under- and non-represented countries, and managing the recruitment process. The YPP Coordinator will take measures to ensure diversity in the recruitment process.

**3.7.3** CHRM will reinforce the Mentoring Program whereby Senior Managerial staff are assigned to mentor and coach YP's, and the Buddy Program where a senior YP is assigned to a newly-recruited YP to facilitate their integration into the Bank. The YPP Coordinator will play a key role in working with the organisational units in the Bank to ensure that the agreed upon work programs are properly implemented, the YPs are objectively evaluated, and that the training and development needs of the YPs are taken into consideration. The Coordinator will also be responsible for reporting to the Board annually on the current status of the Program. Most importantly, the YPP Coordinator will play a major role in helping competent YPs identify vacant positions within the Bank that they would like to compete for. This can be facilitated by strengthening the working relationship with and garnering the assistance of the annual staff planning team, senior management and Steering Committee.

#### **4. Impact of policy changes on YP cohorts 2007 - 2010**

The existing 2008 YPP policy applies to the YP cohorts of 2007, 2008, 2009 and 2010. These YPs are assured of automatic absorption into the Bank's workforce at PL5 level at the end of the Program, subject to fully satisfactory performance. They will not be affected by the proposed changes. The new Policy will only affect the 2011 and subsequent cohorts in the sense that they will not be automatically absorbed into the Bank and will be required to compete for PL5 or higher positions.

#### **5. Conclusion and Recommendations**

##### **5.1 Conclusions**

This document has examined the lessons learned, as well as the various challenges and issues encountered since the reintroduction of the YPP in 2007. It reviewed the Program duration, management of rotations, performance evaluation, and graduation and absorption of the YPs into the Bank upon completion of the Program. It drew lessons from the management of the current Program, and reviewed the practice of other multilateral development banks in terms of Program duration and termination. In light of this review, this document recommends some changes to the current Management Framework of the Program.

##### **5.2 Recommendations**

The Board of Directors is hereby invited to :

Approve the proposed revisions with effect from 1<sup>st</sup> January 2011, to be implemented as follows:

- **Program duration:** 3 year program with a mandatory 2 year period, with the possibility of securing a regular staff position during the third year. During the first 2 mandatory rotations, YPs will not be permitted to apply for any positions in the Bank. The minimum years of professional experience required for a PL5 position is 5 years. The prior years of experience before joining the program will be 3 years; therefore all YPs will have at least 5 years' experience by the end of the mandatory rotation period.
- **Career Progression from the Program:** YPs will remain in the Program for a mandatory period of 2 years. During their 3rd year, YPs whose performance evaluations throughout the Program are at least "fully satisfactory" will be eligible to compete for vacant positions. YPs that do not succeed in securing a regular position by the end of the Program will leave the Bank.
- **Rotations:** First rotation will provide YPs the opportunity to broaden their skills and gain comprehensive knowledge of the Bank's programs and activities; and second rotations should be in an organizational unit or type of work into which YPs hope to obtain a regular staff position in. During the third rotation YPs will have the possibility to secure a regular staff position on a competitive basis.

- **Performance evaluation:** CHRM will monitor and control the mid-rotation performance feedback and end-of-rotation performance evaluation more vigorously, and adjust the timing of performance reviews to YP rotation dates.
- **Governance structure:** A governance structure will be set to monitor the implementation of YPP. This includes a Bank-wide YPP steering committee and a dedicated YPP Coordinator. The Mentor Program will also be reinforced.

## **ANNEX I – PROPOSED FRAMEWORK FOR THE YOUNG PROFESSIONALS PROGRAM**

This Annex presents the Framework for the operation of the Young Professionals Program.

For ease of comparison, the 2008 Framework is reproduced alongside the proposed new Framework and explanatory comments.

If the changes are approved by Board the 2010 version will become the Management Framework guiding the future operation of the Young Professionals Program.

2008 Policy	2010 Proposal	Comments
<b>1. ELIGIBILITY REQUIREMENTS AND SELECTION CRITERIA</b>		
<ul style="list-style-type: none"> <li>- Fluent in French and/or English with a good working knowledge of the other language</li> <li>- Multi-disciplinary background and a minimum of two years relevant work experience</li> </ul>	<ul style="list-style-type: none"> <li>- Omit the duplicate reference to fluency in French and/or English</li> <li>- Multi-disciplinary background and a minimum of three years relevant work experience</li> </ul>	
<b>3. GRADE AND SALARY AT ENTRY</b>		
<p>Participants in the YPP enter the Bank at the PL-6 grade level. Salaries of individual participants will be determined within the salary range attached to this grade, taking into account their salary history.</p>	<ul style="list-style-type: none"> <li>- Omit 'taking into account their salary history'.</li> </ul>	

2008 Policy

2010 Proposal

Comments

#### 4. WORK ASSIGNMENT AND ROTATION

The YPP is a three-year Program. During this period, young professionals will rotate through at least three (3) assignments over a 3-year period, which may include one assignment at an AfDB Field Office. Every effort will be made to ensure that YPs complete one of their three rotations in one of the Bank's field offices. This will enable the young professionals to gain extensive exposure and experience of the Bank's various departments and development Programs and processes.

The Program will be for a period of three years, with a mandatory 2 year period, and the possibility of securing a regular staff position during the third year.

Young professionals will rotate through two (2) to three (3) assignments to gain experience within various departments and development Programs and processes in the Bank. Assignments will be for a maximum of 12 months.

The 1<sup>st</sup> rotation will be a 'stretch' or 'learning' rotation, chosen to provide exposure outside of the YPs historical experience. The Work Programs should reflect the on-the-job learning that is central to the YPP.

The 2<sup>nd</sup> rotation should, where possible, be in the type of work or in the organizational unit in which the YP hopes to find a regular staff position on a competitive basis. The Work Program should provide a suitable bridge between the development focus of the 1<sup>st</sup> rotation and the specialist nature of the 2<sup>nd</sup> rotation and the level of responsibility typical in a PL5 position.

During their third rotation YPs will have the possibility of securing a regular staff position. In the event that the YP is unable to secure a position, his/her contract will come to an end. CHRM, however, will use its utmost effort to work with VPUs and assist YPs during the process.

During the one year rotation, the concerned department may decide to assign a YP to a field office for a limited period of time. Such assignments will be treated as part of the normal mission programs and costs will be borne by the Department in the same way as for other Bank staff.

'Stretch' Assignments and 3<sup>rd</sup> Year Assignments: YPs should use the rotations to gain varied experience rather than duplicate experience, and no rotation should be extended beyond 12 months. Some flexibility can be allowed in the 3<sup>rd</sup> year to accommodate YPs who have previously worked in the area in which they hope to graduate.

2008 Policy	2010 Proposal	Comments
<b>5. TRAINING AND DEVELOPMENT</b>		
<p>Young Professionals assignments will be enriched through on-the-job learning, specialized training, and mentoring. A specialized training Program has been developed for the YPP with HEC Montreal and Queens University.</p> <p>Subject to the strategic direction of the Bank, CHRM will:</p> <ul style="list-style-type: none"> <li>-Consult with departments, to develop and deliver training which enables participants to acquire: a common orientation to the Bank, a broad understanding of the Bank's intervention areas.</li> <li>-During the three-year Program, training will focus on the acquisition of technical skills, core competencies and a solid knowledge of the core business and values of the Bank. Training will aim at equipping participants with diverse skills to facilitate mobility in the Bank.</li> </ul>	<p>YP training and development will include on-boarding, on-the-job learning and mentoring. YPs may also participate in job-related and soft skills training, as available in the Bank's annual training Programs.</p> <p>YPs will also be encouraged to participate in Bank language training classes as necessary to achieve fluency in their 2<sup>nd</sup> working language. Progress in achieving fluency in the 2<sup>nd</sup> working language will be reviewed as part of performance evaluation.</p>	
<b>6. PERFORMANCE EVALUATION AND SALARY INCREASE</b>		
<p>The performance of all participants will be evaluated each year during the annual performance appraisal of Bank staff. Annual salary increase in the course of the Program will be based on the outcome of the annual performance evaluation. There will be a due diligence in monitoring and documenting their performance and potential so that Management will have a valid basis for determining their graduation and placement at the end of the Program</p>	<p>Performance will be reviewed and evaluated at the mid point and end of each rotation, to provide feedback to YPs and inform Management so that there will be a valid basis for determining annual salary increases and graduation from the Program.</p> <p>Supervisors and YPs will be expected to agree on work Program objectives before the commencement of each rotation.</p> <p>The timetabling and completion of reviews and feedback will be organised and monitored by CHRM.</p>	<p>Supervisors will be expected to provide regular developmental feedback and coaching to YPs. The emphasis will be on development rather than conformance to a bell- or normal distribution curve.</p> <p>A paper-based system may be used if necessary.</p>

2008 Policy	2010 Proposal	Comments
<p><b>7. GRADUATION FROM THE YPP</b></p> <p>At the end of their third year, successful participants will be offered* a PL-5, provided that performance evaluation during the YPP period has been "fully satisfactory" or higher during this period. They will move into a new Division/Department together with their position. In addition, participants may graduate at a higher level, if opportunities arise through a competitive process.</p> <p>Promotion will be based on competition* and on the performance reports and recommendations of their respective supervisors. The Appointments and Promotions Board will have responsibility for the promotion of YPP.</p> <p><i>* There was a contradiction in this section of the 2008 Management Framework – it states first that “successful participants will be offered a PL5 at the end of the third year; then it states that “promotion will be based on competition”.</i></p>	<p><b>RENAME: GRADUATION &amp; CAREER PROGRESSION</b></p> <p>The Bank will no longer provide guaranteed PL5 positions to YPs upon their completion of the Program.</p> <p>YPs will remain in the Program for a mandatory period of 2 years. During the 3rd year, YPs whose performance evaluation throughout the Program is at least “fully satisfactory” will be expected to compete for vacant positions.</p> <p>YPs that do not succeed in obtaining regular positions by the end of the Program will leave the Bank.</p> <p>In the situation where no suitable vacancy exists, through no failing of the YP (e.g. there is no skills match), CHRM will, working with the YP, use its best efforts to investigate an alternative solution. CHRM may request CSVP to review the situation on a case-by-case basis and CSVP may extend the duration of the contract in appropriate cases, subject to a maximum period of six (6) months. Ultimately, however, an appointment to a regular staff position cannot be guaranteed.</p>	<p>Staff planning forecasts indicates that adequate numbers of PL5 vacancies will exist for the next few years, due to retirements, resignations and growth. However, it is in the best interests of the Bank to remove the <u>guaranteed</u> retention/promotion to PL5, to acknowledge the possibility that at some time in the future there may not be enough suitable vacant posts.</p> <p>The compelling reason for encouraging YPs to apply for vacancies during their 3<sup>rd</sup> year is to enable gradual absorption to regular positions and avoid the challenge of finding c.20 PL5 positions at one time.</p> <p>The numbers of YPs to be recruited should be reviewed each year and adjusted in line with staff planning forecasts. The YPP policy should not commit the Bank to recruiting 20 YPs every year, but should allow flexibility to vary the number.</p>

2008 Policy	2010 Proposal	Comments
<b>8. TERMINATION</b>		
<p>Participation in the YPP terminates under any of the following circumstances:</p> <ul style="list-style-type: none"> <li>- After 3 years (36 months) from the commencement of the Program exclusive of time spent on extended leave*</li>   <li>- Promotion during the Program based on competitive basis on any vacant position in the Bank</li> </ul>	<p>Add:</p> <p><u>*Extended leave:</u> YPs will not be eligible for non-active status or leave of absence beyond 3 months to prevent interruption to the Program. Such absence will extend the graduation date. It is not anticipated that YPs would take study leave while on the Program, but if granted such absence will not exceed 3 months and will be treated as other forms of extended leave. Cumulative leave of up to 3 months during the Program will be considered 'extended leave' and the graduation date extended.</p> <p>Promotion after the 2<sup>nd</sup> year of the Program on competitive basis, for any vacant position advertised by the Bank</p>	<p>YPs who do not successfully obtain a regular position through competition will leave the Bank at the end of their 3 year contract – as per section on “Graduation and Career Progression” above.</p> <p><b>Note: Practice in other IFIs:</b></p> <ul style="list-style-type: none"> <li>- <i>Inter American Development Bank – “24 month fixed term contract, YPs may at any time be invited to fill regular staff position. If not selected by the end of 2 years, their contract is terminated.”</i></li> <li>- <i>Asian Development Bank – “Fixed 2 year contract”</i></li> <li>- <i>World Bank – “Young Professionals spend 24 months on the Program before being confirmed in a regular staff position”</i></li> <li>- <i>IMF – 3 year Program. “Towards the end of the 3<sup>rd</sup> year, participants may be offered a regular staff position – contingent on the availability of vacancies.”</i></li> </ul>

2008 Policy	2010 Proposal	Comments
<b>9. CAREER PROGRESSION</b>		
<p>During the Program, participants shall be eligible to compete for any vacancy. They will, however, not be eligible for non-active status or leave of absence beyond 3 months to prevent interruption to the Program. Management will ensure, through proper HR planning mechanism that each year, there is an adequate number of positions at PL5 grade level into which the young professionals can be absorbed at the end of the Program.</p> <p>The expectations are that in the long-term, young professionals will assume senior positions within the organization</p>	<p>Integrate with section on Graduation from the Program, see above</p>	

**ANNEX II - IMPLEMENTATION  
FRAMEWORK FOR THE YOUNG  
PROFESSIONALS PROGRAM**

This Annex presents the Management Framework for the operation of the Young Professionals Program.

## **1. ELIGIBILITY REQUIREMENTS AND SELECTION CRITERIA**

- Citizen of a member country (regional and non-regional) of the AfDB
- 32 years of age or younger by December 31<sup>st</sup> of the cohort year.
- A minimum of a Master's degree or equivalent in Economics, Engineering, Social Sciences, International Development, Business Administration, Finance, Banking or any discipline that is relevant to the business of the Bank
- Multi-disciplinary background and a minimum of **three** years relevant work experience
- Outstanding academic credentials
- Demonstrated commitment to African development (field experience on the continent and/or in other developing countries is an added advantage)
- Excellent written and verbal communication skills in English or French with a working knowledge of the other language (working knowledge of a third language that is relevant to the Bank's operation is an advantage)
- Ability/motivation to work in a multi-cultural work environment
- Demonstrated leadership potential

## **2. SELECTION PROCESS**

The Program is a highly competitive Program with a multi-level selection process. Entry into the YPP will be channelled into a single cohort once a year. The yearly recruitment drive will enable the Bank to carry its promotion missions and recruitment process in a cost efficient manner.

The selection process shall consist of the following steps:

- Announcement of vacancies and invitation for applications from suitably qualified candidates for the YPP.
- Screening and evaluation of applications to determine candidates who should be on the short list for assessment simulation exercises.
- Participation in assessment simulation exercises.
- Panel interviews

## **3. GRADE AND SALARY AT ENTRY**

Participants in the YPP enter the Bank at the PL-6 grade level. Salaries of individual participants will be determined within the salary range attached to this grade.

## **4. WORK ASSIGNMENT AND ROTATION**

The Program will be for a period of three years, of which two years are mandatory and with the possibility of securing a regular staff position during the third year.

Young professionals will rotate through two (2) to three (3) assignments to gain experience of the Bank's various departments and development Programs and

processes. Assignments will be for a maximum of 12 months and may include up to 3 months in a Field Office.

The 1<sup>st</sup> rotation will be a ‘stretch’ or ‘learning’ rotation, chosen to provide experience of the Bank’s various departments and development Programs and processes. The Work Programs should reflect the on-the-job learning that is central to the YPP.

The 2<sup>nd</sup> rotation should, where possible, be in the type of work or in the organizational unit in which the YP hopes to find a regular staff position on a competitive basis. The Work Program should provide a suitable bridge between the development focus of the 1<sup>st</sup> rotation and the specialist nature of the 2<sup>nd</sup> rotation and the level of responsibility typical in a PL5 position.

During their 3<sup>rd</sup> and final rotation, YPs will have the possibility of securing a regular staff position. In the event that a YP is unable to secure a position, his/her contract will come to an end. CHRM, however, will use its utmost effort to work with VPU and assist YPs during the process.

During any one year rotation, the concerned department may decide to assign a YP to a field office for a limited period of time. Such assignments will be treated as part of the normal mission programs and costs will be borne by the Department in the same way as for other Bank staff.

## **5. TRAINING AND DEVELOPMENT**

YP training and development will include on-boarding, on-the-job learning and mentoring. YPs may also participate in job-related and soft skills training, as available in the Bank’s annual training Programs.

YPs will also be encouraged to participate in Bank language training classes as necessary to achieve fluency in their 2<sup>nd</sup> working language. Progress in achieving fluency in the 2<sup>nd</sup> working language will be reviewed as part of performance evaluation.

## **6. PERFORMANCE EVALUATION AND SALARY INCREASE**

Performance will be reviewed and evaluated at the midpoint and end of each rotation, to provide feedback to YPs and inform Management so that there will be a valid basis for determining annual salary increases and graduation from the Program.

Supervisors and YPs will be expected to agree on work Program objectives before the commencement of each rotation.

The timetabling and completion of reviews and feedback will be organised and monitored by CHRM.

## **7. GRADUATION AND CAREER PROGRESSION**

The Bank will no longer provide guaranteed PL5 positions to YPs upon their completion of the Program.

YPs will remain in the Program for a mandatory period of 2 years. During the 3rd year, YPs whose performance evaluations throughout the Program are at least “fully satisfactory” will be expected to compete for vacant positions.

YPs that do not succeed in obtaining regular positions by the end of the 3<sup>rd</sup> year will leave the Bank.

In the situation where no suitable vacancy exists, through no failing of the YP (e.g. where there is no skills match), CHRM will, working with the YP, use its best efforts to investigate an alternative solution. CHRM may request CSVP to review the situation on a case-by-case basis and CSVP may extend the duration of the contract in appropriate cases, subject to a maximum period of six (6) months. Ultimately, however, an appointment to a regular staff position cannot be guaranteed.

## **8. LEAVING THE PROGRAM**

Participation in the YPP terminates under any of the following circumstances:

- Promotion after the 2<sup>nd</sup> year of the Program on competitive basis, for any vacant position advertised by the Bank
- After 3 years (36 months) from the commencement of the Program exclusive of time spent on extended leave\*
- When a YP resigns from the Program and leaves the Bank.
- When a YP has more than one evaluation of less than fully satisfactory or fails to comply with the requirements for continuing participation as outlined in this policy or in any of the individual’s assignment agreements

\*Extended leave: In order to prevent interruption to the Program, YPs will not be eligible for non-active status or other leave under the Staff Rules and Regulations of a period exceeding 3 months in total (whether taken all together or in parts). It is not anticipated that YPs would take study leave while on the Program, but if granted, such absence will not exceed 3 months and will be treated as other forms of leave above. Cumulative leave of up to 3 months during the mandatory 2 year period of the Program will be considered ‘extended leave’ and the graduation date extended by the length of leave taken.

### ANNEX III

#### Geographical Representation of Young Professionals in the Bank June 2010

Angola	1
Benin	1
Botswana	1
Brazil	1
Burkina Faso	2
Canada	1
Central African Rep.	1
Denmark	1
France	4
Gabon	1
Germany	2
Ghana	2
Guinea Bissau	1
Italy	1
Japan	1
Kenya	1
Madagascar	1
Malawi	1
Mali	2
Morocco	1
Mozambique	1
Nigeria	5
Portugal	2
Senegal	2
South Africa	2
South Korea	1
Spain	1
Switzerland	1
Sudan	1
Tanzania	2
Togo	1
Uganda	2
UK	2
USA	5
Zambia	3
Zimbabwe	3
<b>Total</b>	<b>61</b>
<b>Under Represented</b>	<b>2</b>

## ANNEX IV

### **Young Professionals Steering Committee** **Terms of Reference**

#### **1. Background**

The Program for Senior Analysts (PSA) was reintroduced in 2002 after a 15-year break. It was re-launched in 2007 as the Young Professionals Program (YPP).

These programs have been a valuable part of the Bank's Talent Management strategy by ensuring a regular intake of high potential young professionals who, in the longer term, will help the Bank build institutional capacity and assist succession planning by filling senior positions. The current YP program is strongly supported by managers in all areas of the Bank. It brings the following benefits:

- Creation of a qualified and talented pool of high potential staff for better succession planning in the Bank;
- Introduction of professional staff with skills in new and emerging disciplines;
- Contribution to the Bank's diversity program – all YPs are under 32 years of age when recruited and there is a good balance of gender and geographical representations among the YPs.

Over the past two years there have been discussions about ways of improving the effectiveness of the YPP and aligning the program to key areas of focus as outlined in the Bank's Medium-Term Strategy (MTS). Senior Managers, managers of YPs, those who mentor YPs, and current and previous YPs have been consulted. As a result, a revised new YPP Policy Paper has been presented to the Board for discussion in December 2010.

A Steering Committee, led by CSVP, will be put in place to monitor the implementation of the YPP Policy, and provide advice and recommendations where necessary.

#### **2. Objectives**

The Committee will work with CHRM, and in particular with the Staff Planning and Recruitment Division to:

- Ensure that the guidelines for the 2010 YPP Policy Paper are being adhered to;
- Provide input on the performance evaluation process for the YPs;
- Provide input on the various training programs proposed to the YPs;
- Provide input on the work programs and the training needs of the YPs;
- Provide guidance and advice to the YPP Recruitment team as needed;
- Provide guidance on matching the profiles of the YPs finishing the Program with the existing and incoming vacancies in the Bank;
- Provide assistance to CHRM in incorporating the needs of graduating YPs in the Staff Planning Process;
- Evaluate the performance of the YPP based on the performance indicators identified in the Results-Based Framework (Annex V) every two years.

The Committee will be actively involved in several stages of the YPP recruitment process:

- Will be briefed at major milestones of the status of recruitment;
- Review the list of evaluators from the Bank for the long listing process;
- Assist in the development of questions for the pre-screening and panel interviews;
- Control for the adhesion to the diversity policy of the Bank in terms of gender and geographical representation during the short and long listing stages;
- Ensure that the Bank's strategic priorities and cross-cutting themes are given priority in screening candidates, credentials and experience;
- Ensure a transparent approach to the selection process.

### **3. Expected Outputs**

- A transparent and consistent recruitment program that achieves its goals in a strategic manner;
- A final list of YPs with qualified and motivated candidates, in line with the Bank priorities and requirements.
- Matching the profiles of the YPs who are in their third year with vacancies in the Bank.

### **4. Methodology**

- The Steering Committee shall meet immediately to agree on its internal way of operation and elaborate on its work program;
- Identify actions required to finalize its duties, assign actions to individual members or sub-groups within the Steering Committee as needed;
- Be part of the major stages of the selection process, along with CHRM and other designated Staff;
- The Steering Committee has a Chair and a Co-Chair. CHRM will provide the secretariat;
- The Manager of CHRM.1 should provide the necessary support and ensure that all the appropriate elements are provided to the Steering Committee for its duties;
- The Director of CHRM should monitor the overall process and ensure the adherence to the Banks HR policy;
- The outputs and any strategic key issues will be submitted to the VP of CSVP.

### **5. Duration of Service for Committee Members**

Each committee member is asked to commit to at least one year of service, starting on January 1<sup>st</sup> and ending on December 31<sup>st</sup>.

### **6. Steering Committee Composition**

The Committee should be composed of 12 members. Compulsory membership includes a Chair and a Co-Chair, COBS, GECL and YP Liaison Team representatives and the YPP Coordinator from CHRM. The balance of the Committee should be comprised of staff from various departments across the Bank.

**ANNEX V: RESULTS-BASED FRAMEWORK FOR EVALUATING THE YOUNG PROFESSIONALS PROGRAM  
(DRAFT 1)**

<b>Objective</b>	<b>Performance Indicator</b>	<b>Target and Time Frame</b>	<b>Risks &amp; Assumptions</b>
1. Diversity – Gender	At least 50% female recruits each year	Annually	Assumption: Availability of sufficient high quality female candidates  Risk: Rejection of more competent male candidates in order to increase female numbers
2. Diversity – Age	Global Bank % under 45 continues to increase, year on year	Annual comparison to Global Bank statistics	
3 a) Diversity – Geographical  Regional vs. Non Regional			Assumption: Availability of sufficient high quality candidates in target countries  Risk: Rejection of more competent candidates in order to increase numbers from target countries
3 b) Diversity – Geographical  Under-represented countries			Assumption: Availability of sufficient high quality candidates in target countries  Risk: Rejection of more competent candidates in order to increase numbers from target countries
4 a) Institutional capacity building – Knowledge	% of recruits with qualifications in Bank’s priority areas	Annual comparison to Bank priorities	Risk: Staff planning may not identify target skills in time for candidate long- and short-listing
4 b) Institutional capacity building – Succession planning	YPs progressing to PL3 and PL2 positions faster than staff recruited direct to PL5 positions	Establish benchmark by a) measuring progress of PSAs 2002-2005 to PL2 and PL3 levels b) measuring progress of PL5 staff hired since 2002 Measure YP progress annually from 2011 onwards	

## **CAHR – Young Professionals Program Policy 2010**

### **Questions and Observations**

#### **1. Field Office Rotation**

a) Reasons why YP's should not commence their first rotation in the FO?

- The first YP rotation is meant to be a stretch assignment which functions as on-the-job training to allow YPs to get a detailed institutional understanding of the Bank and its operations. When YPs commence their programs with a HQ rotation, this enables them to get a firm understanding and broader overview of the institution's operations before embarking on field office assignments.
- Several Field offices are not sufficiently staffed to provide the requisite supervision and coaching to YPs who are unfamiliar with the work of the Bank; YPs may learn by immersion the main principles cited above, but they would be at risk if exposed to governments and donors without adequate training.
- YPs at other IFI's such as the IMF, World Bank and IAD do not typically start their assignments in the field even though, like the Bank, their YPs participate in regular or extended missions after gaining the required experience.
- Starting all YPs in the field will be prohibitively costly for the Bank in view of high per-diem rates and/or housing costs, etc.

b) What will be the cost of a YP rotating into a FO?

- YPs are paid per diem to cover their cost during FO rotation. Annual cost of rotation in a FO varies from 68,000 to 74,000 UA per YP depending on the duty station.
- Airfare for a return ticket would be about 1,750 USD or more depending on the location of the duty station.

#### **2. Graduation from PL6 to PL5**

a) Management to consider flexibility on the 'drop dead date', on automatic termination.

- The YPP coordinator will work closely with the YPs to help them identify suitable vacancies to compete for.
- CHRM will be more proactive in marketing the YPs to hiring organizational units.
- CHRM will work closely with annual staff planning team and senior management at the beginning of each annual budget preparation to sensitize organizational units the skills mix of the graduating YPs.
- CHRM will market the YPP across the Bank to gain broad support. The YPP is not a CHRM program only, but the Bank's program and therefore should be supported by all organizational units in the Bank.

#### **3. Training & Development**

a) Establish a training curriculum for YP's – Professional Development Series

Succession planning will enable the African Development Bank to employ staff with the right skills; develop and deploy high performing staff to fill key roles within the organization. Succession planning is an integrated organizational process that emanates from candidate

identification to training and development, performance management, monitoring and coaching, career path planning to internal promotions.

CHRM has developed and is currently deploying the following processes in two stages (short term and long term) to entrench Succession Management process in the African Development Bank.

#### **Short term Processes:**

- Deployment of a transparent Performance Management System
- Deployment of the Career Development Framework (CDF) which empowers staff to take effective control of their career pathing
- Launch and implementation of the Leadership and Management Development Program ( LMDP); this program aims to train current leaders and develop upcoming leaders in the African Development Bank
- Deployment of the Learning Management System (LMS) grants ADB staff universal access to skills and knowledge development and enhancement learning course wares and programs
- In-situ promotions will increase the retention rate of staff and therefore create a larger pool of high performing staff that can be selected for higher positions

#### **Long term Processes:**

- Strengthen the performance management process by integrating performance plan and workforce plan with training and development plans
- Require individual development plans for all employees
- Use rotational and developmental assignments as professional developmental tools
- Encourage the movement of personnel between TRA and the field offices to enhance technical and professional development and deployment
- Expand and provide leadership opportunities to shape future executives, through the design and implementation of an “Emerging Leadership Program”
- Create Communities of Practices; this will ensure that technical knowledge in ADB is current and deployable.
- Entrench a robust coaching and mentoring culture, this will ensure generational knowledge transfer that will enable the younger generation of workers grow into higher roles and responsibilities
- Use vacancies in key positions as opportunities for rotational or developmental assignments

These processes will ensure that succession planning will become an integral corporate process that will link with the overall ADB business strategy. This linkage will give succession planning the opportunity to affect ADB’s long-term goals and objectives.

#### ➤ Emphasis on the mentoring programme

CHRM will reinforce the Mentoring Program whereby Senior Managerial staff are assigned to mentor and coach YP’s by evaluating the effectiveness of the Mentoring Program annually. We will also provide coaching and training to the mentors.

➤ Importance of management participation.

We are redesigning our marketing/advertisement materials in order to present YP candidates with a realistic picture to illustrate that while YPs are highly valued, their expectations of the program must be effectively managed.

➤ Reasons behind resignations.

The following reasons for resigning were cited by the five YPs that have resigned in 2010: (i) 2 YPs left for better career opportunities; 2 YPs left for further studies after obtaining full scholarships to pursue PhDs; and one cited family reasons.

➤ Degree equivalents

We will apply the degree equivalents stipulated in the Recruitment Manual, which is applicable to recruitment of all the PL positions in the Bank.

#### **4. YPP Coordinator**

##### **a) Define role**

CHRM will assign a dedicated YPP Coordinator to administer the YP cohorts in their rotations, performance evaluations, trainings and career counselling, and also to manage the recruitment of new cohort. The YPP Coordinator will work with senior management to identify the number of YPs required for each year and their skills mix. The YPP Coordinator will ensure the implementation of short-term and long-term skills needed by the Bank as identified by senior management, by advertising in appropriate media and managing the recruitment process.

The YPP Coordinator will implement the Mentoring Program Buddy Program and assess their effectiveness. He/She will also play a key role in working with the organisational units in the Bank to ensure that the agreed-upon work programs are properly implemented, the YPs are objectively evaluated, and that the training and development needs of the YPs are taken into consideration. The Coordinator will also be responsible for reporting to the Board annually on the current status of the Program. Most importantly, the YPP Coordinator will play a major role in helping competent YPs identify vacant positions within the Bank that they would like to compete for. This can be facilitated by strengthening the working relationship with and garnering the assistance of the annual staff planning team, senior management and Steering Committee.

##### **b) Annual report to the Board**

YPP coordinator will evaluate the YP Program at the end of each fiscal year, and present a report to the Board. The Report will cover the following aspects:

- Training and development
- Performance evaluation
- Recruitment and outreach
- Challenges and areas for improvement

##### **c) Establish a working relationship with the YPP Steering Committee**

The YPP Steering Committee, led by CSVP, will be put in place,. The Committee will monitor the implementation of the YPP Policy, and work with the YPP Coordinator and CHRM to identify challenges and areas for improvement. The

Committee will also advise on the ways to absorb competent YPs into the Bank's regular positions on competitive basis.

## **5. Recruitment**

- a) Discrepancy of the number recruited and the positions available e.g. 22, 24, 26 etc.
  - CHRM tries to allow some flexibility within the recruitment numbers to balance those YPs who have prematurely separated from the Program.

## **6. Representation**

- a) Strategies to increase the number of unrepresented groups.
  - CHRM makes a concerted effort to advertise the Program in under and non-represented countries.
  - CHRM will manage the annual recruitment outreach campaign more strategically with a view to target applicants from under-represented groups.

CORRIGENDUM - ENGLISH VERSION

The changes, which is reflected in the highlighted text, are based on the figures as at 14 February 2011:

**I. 2.1 Achieving the objectives of the policy**

There are currently **66** ~~61~~ YPs in the Bank, in three cohorts:

<i>Status</i> \ <i>Cohorts</i>	2007	2008	2009	2010	Totals
Recruited	37	21	24	<b>26</b>	<b>108</b> <del>82</del>
Resigned	6	1	<b>3</b> <del>2</del>		<b>10</b> <del>9</del>
Graduated**	<b>29</b> <del>12</del>	<b>2</b>			<b>32</b> <del>12</del>
<b>In program February 2011</b>	<b>1</b> <del>19</del>	<b>18</b> <del>20</del>	<b>21</b> <del>22</del>	<b>26</b>	<b>66</b> <del>61</del>
<b>2011 Rotations (Feb 2011) (June 2010)</b>					
OSVP	3	<b>2</b> <del>7</del>	<b>3</b> <del>6</del>	<b>5</b>	<b>10</b> * <del>16</del> *
ORVP	<b>1</b> <del>8</del>	<b>4</b> <del>5</del>	<b>7</b> <del>2</del>	<b>7</b>	<b>19</b> * <del>15</del> *
OIVP	6	<b>11</b> <del>7</del>	<b>9</b> <del>5</del>	<b>5</b>	<b>25</b> * <del>18</del> *
OPEV	<b>2</b>				<b>2</b> *
CSVP			<b>1</b>	<b>2</b>	<b>2</b> <del>1</del>
ECON			<b>1</b>	<b>1</b>	<b>1</b>
GECL			<b>2</b>		<b>2</b>
SEGL			<b>1</b>	<b>1</b>	<b>1</b>
PRST		<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b> <del>2</del>
<b>VP/COO</b>			<b>1</b>	<b>1</b>	<b>2</b>
FNVP			<b>1</b> <del>3</del>	<b>3</b>	<b>4</b> <del>3</del>

\* **81.8%** ~~84%~~ of YPs are currently on rotation in Operations

\*\* Refers to YPs who are in regular staff positions during or at the end of the 3 year program in the Bank.

<b>YPP Analysis*, 2007 – 2010</b> <del>2009</del>			
		YPs	Bank-wide ratio <b>2010</b> (Including PL & EL) <del>2009</del>
<b>Gender</b>	Male	<b>41%</b> <del>39%</del>	<b>71.37%</b> <del>73%</del>
	Female	<b>59%</b> <del>61%</del>	<b>28.62%</b> <del>27%</del>
<b>Geographic Representation</b>	Regional	<b>65%</b> <del>64%</del>	<b>75.23%</b> <del>85%</del>
	Non-Regional	<b>35%</b> <del>36%</del>	<b>24.77%</b> <del>15%</del>

Geographic representation is widely distributed, with most countries having only one representative. Exceptions are Nigeria and USA (5), Ghana and France (3) (4), Angola, Benin, Burkina Faso, Canada, Central Africa, Guinea Bissau, Japan, Morocco, Senegal Switzerland, Senegal, Tanzania, Uganda and Zambia (2), and Zimbabwe (4) (3). 31 26 YPs (out of 66 64) are from under-represented countries.

The full list is provided in Annex III.

**Age:** YPs are less than 32 years' of age when recruited. All 66 64 of the YPs in the Program are less than 35 years' of age – this helps to reduce the global age profile within the Bank. The latest Diversity Report shows that since 2006, the proportion of staff younger than 45 years' of age has improved from 34% to 43%; the recruitment of YPs is contributing to this improvement.

**Qualifications:** The YPs are multi-disciplined; the most widely represented disciplines are Economics & Business, Banking & Finance, Development Studies, Public Policy, Engineering, Environmental Management, and Law.

**\*Analysis of the 66 YPs currently in the Program**

**II. 3.5.5** Budget provision currently exists for 88 YP positions:

28 reallocated (borrowed) from various Departments in 2007 to facilitate the establishment of the YP Program with the recruitment of a relatively large group (37) of YPs

20 for the 2008 recruits (approved by the Board)

20 for the 2009 recruits (approved by the Board)

20 for the 2010 recruits (approved by the Board) for recruits due to join the Bank in the 4th quarter of 2010

88 in total

Over the 3-year period, some YPs resigned and some were promoted to higher level positions in the Bank. The positions vacated by these YPs were used to recruit additional YPs in 2008 – 2010 cohorts. Only 1 19 2007 YPs remain in the Program by February 2011 June 2010. Once management has made a decision on the reallocation of the remaining 2007 YPs by the end of September with the assistance of COBS, the The remaining positions can then be ring-fenced for the YP Program. Therefore, the Board will not need to approve additional headcount each year.

### III. ANNEX III

#### Geographical Representation of Young Professionals in the Bank February 2011 June 2010

Algeria 1

Angola	2 †
Austria	1
Belgium	1
Benin	2 †
Botswana	1
Brazil	1
Burkina Faso	2
Canada	2 †
Central African Rep.	2 †
Chad	1
China	1
Denmark	1
Djibouti	1
Ethiopia	1
France	3 4
Gabon	1
Germany	1
Ghana	3 2
Guinea Bissau	2 †
Italy	1
Japan	2 †
Kenya	1
<del>Madagascar</del>	<del>1</del>
<del>Malawi</del>	<del>1</del>
Mali	1
Morocco	2 †
<del>Mozambique</del>	<del>1</del>
Nigeria	5
Niger	1
<del>Portugal</del>	<del>1</del>
Rwanda	1
Saudi Arabia	1
Senegal	2
<del>South Africa</del>	<del>2</del>
South Korea	1
<del>Spain</del>	<del>1</del>
Switzerland	2 †
Tanzania	2
Togo	1
Uganda	2 †
<del>UK</del>	<del>2</del>
USA	5
Zambia	2 3
Zimbabwe	4 3
<b>Total</b>	<b>66 61</b>
<b>Under Represented</b>	<b>31 26</b>