

Human Resources Benchmarking

for telecommunication
organizations in
English-speaking
countries in Africa

Human Capacity Building

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in English-speaking countries in Africa**

September 2008

Acknowledgement

The Telecommunication Development Bureau (BDT) of the International Telecommunication Union (ITU) would like to express its gratitude to all who worked, in one way or another, towards the preparation and production of this Human Resources Benchmarking Report.

Special thanks go to Edward Mallango, former Director of the African Advanced Level Telecommunications Institute (AFRALTI), who compiled the report as an ITU Expert. He was supervised by Svein Tenningas, the ITU Senior Human Resources Advisor stationed at the Harare Area Office, and Mike Nxele, ITU Human Resources Officer in the Human Capacity Building Division of the BDT in Geneva.

We also wish to thank all the countries and institutions that responded to the questionnaire and supplied useful information on Human Resources Benchmarking. Without their input, this report would not have been possible.

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1. Introduction

The International Telecommunication Union (ITU), in its continued support of developing capacity building in the African Continent, sponsored the Human Resources Benchmarking study for telecommunications organizations in English-speaking Countries in Africa.

The study was supervised by the ITU regional human resources officer based in Harare and supported by the ITU human resources office in Geneva. The coordinator of the study was Edward Mallango, a former Director of the African Advanced Level Telecommunications Institute (AFRALTI) and ex-Director of Employee and Organizational Services in Tanzania Telecommunication Company Limited.

It is worthy to note that the questionnaires were completed by high-level staff, 85.7 per cent of whom were heads of human resources (HR) in their organizations. The participation rate and the level of staff completing the questionnaire possibly indicated the importance attached to the study and the need to benchmark among organizations in the telecommunication sector in the region. The questionnaire is featured in Annex 1 to this report.

The findings and views expressed in the report are those of the coordinator of the study and do not necessarily reflect those of the International Telecommunication Union or its regional human resources office for African English-speaking countries.

2. Invited and responding organizations

The study was conducted online and by e-mail. The questionnaire was e-mailed to 42 organizations located in 19 countries; however, seven were not successfully delivered. The organizations invited to participate in the study are listed in Annex 2.

Aware that this was the first human resource benchmarking study sponsored by ITU in the region, the questionnaire was deliberately made simple, with minimal HR metrics, for the purpose of encouraging a high participation rate.

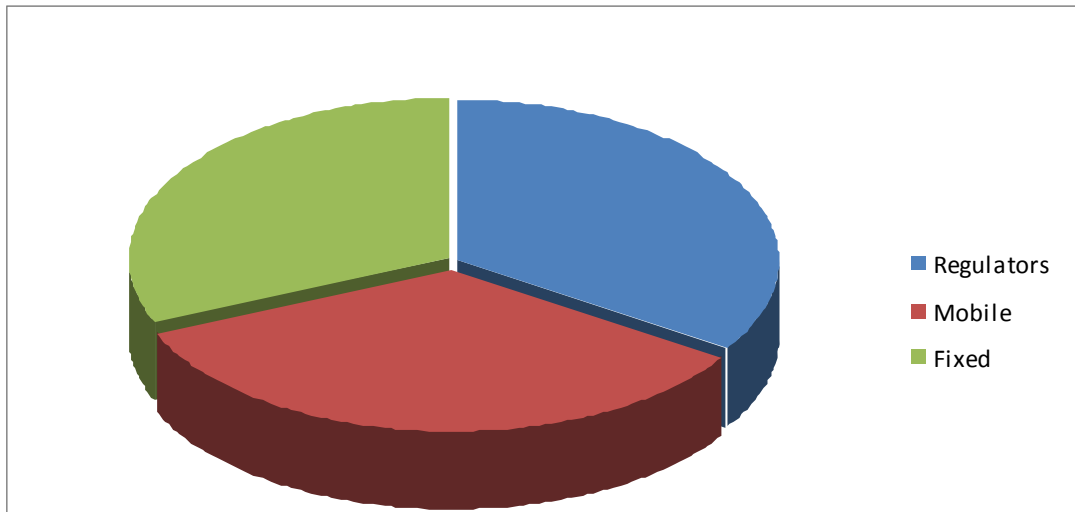
Fourteen organizations from 11 countries, totalling 40 per cent of the targeted participants, responded by submitting completed questionnaires to the coordinator. Two other organizations that had previously indicated their interest did not respond, even after extending the deadline twice. One questionnaire was received after the extended deadline of 6 September 2008, but was still included in the study.

Human Resources Benchmarking

The participation rate compares favourably with other comparable human resources benchmarking surveys for non-telecommunication organizations conducted elsewhere and have recorded a response rate below 20 per cent. The responding organizations are listed in Annex 3.

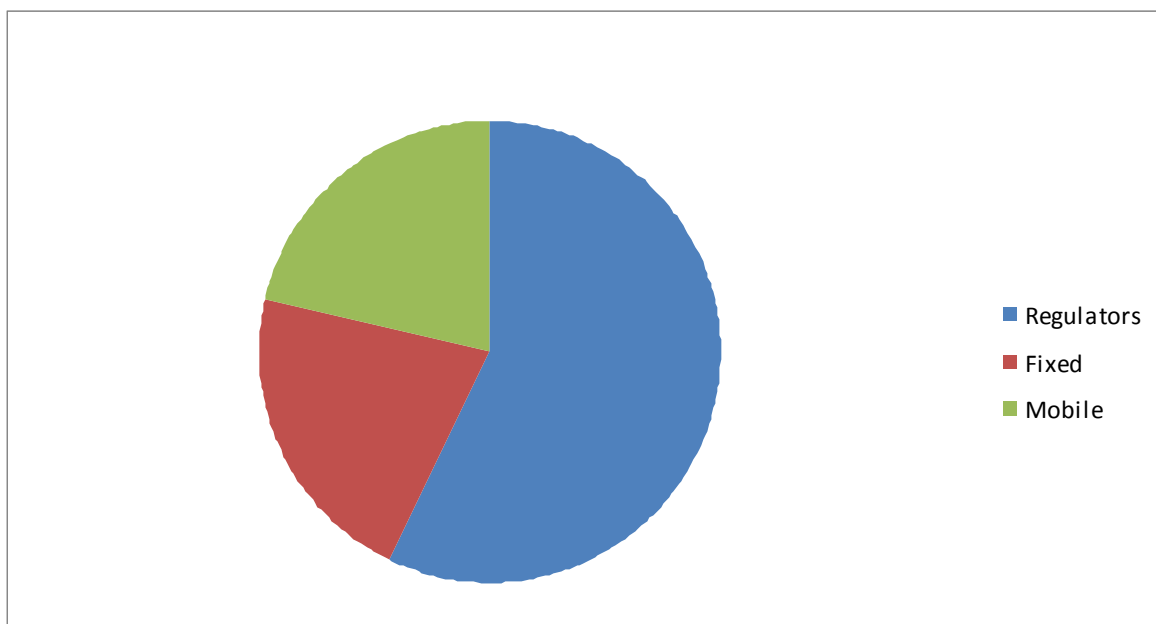
The types of organizations that were invited and responded are shown in Figures 1 and 2 below, classified on the basis of the dominant services they provide.

Figure 1 – Type of invited organizations



Note – Regulators: 12, Mobile: 12, Fixed: 11.

Figure 2 – Responding organizations

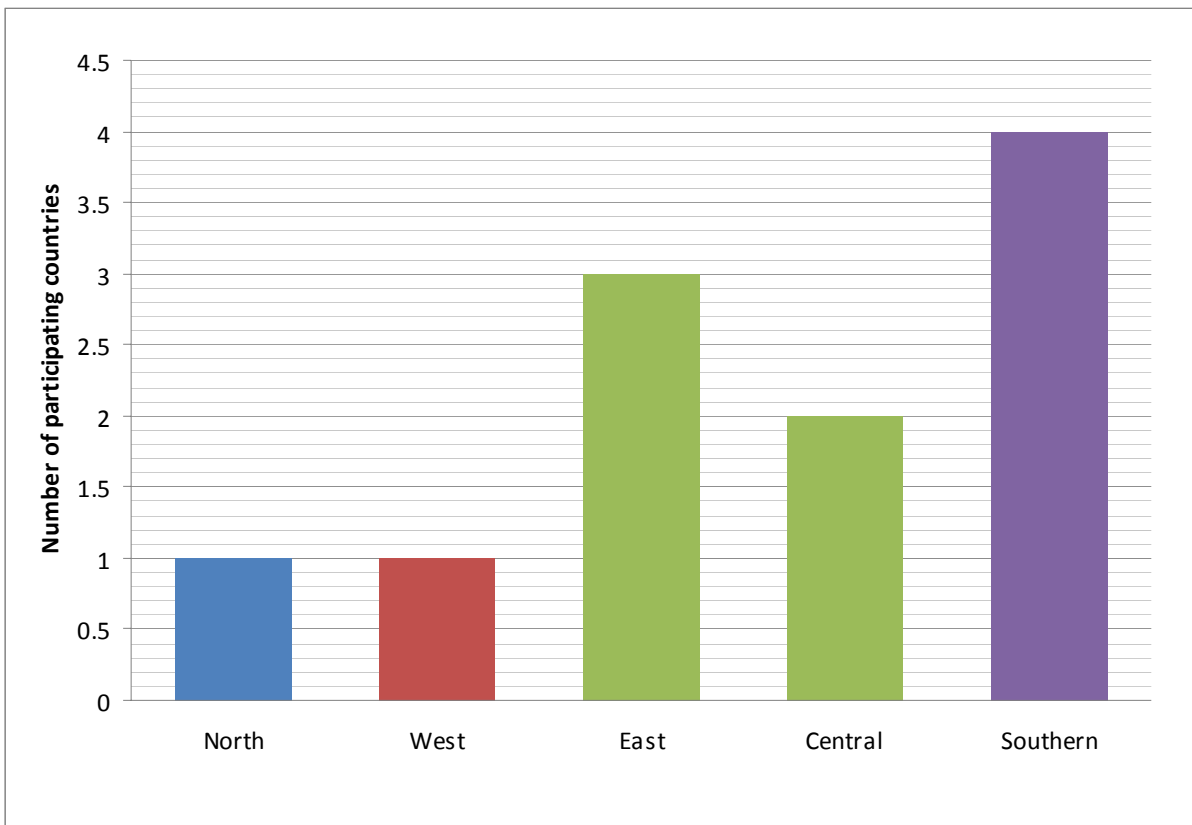


Note – Regulators: 8, Mobile: 3, Fixed: 3.

The high level of participation of regulatory authorities, 66.7 per cent, may possibly be attributed to their close working relationship with the ITU. On the other hand, the participation of mobile and fixed operators was deemed low, 25 and 27.3 per cent respectively.

It is gratifying that all African regions participated in the study, as shown in Figure 3.

Figure 3 – Participation by region



The regional breakdown of participants was as follows: three countries from East Africa, one country from West Africa, one country from North Africa, two countries for Central Africa, and four countries from Southern Africa.

3. Summary of key findings

- The questionnaire was completed by 42.8 per cent of the invited organizations. The participation rate compares well with other human resources surveys conducted elsewhere.
- Participating organizations were from all five African regions, namely North (1), West (1), Central (2), East (3) and Southern Africa (4).
- The participation level of invited organizations was 75 per cent for regulatory authorities, 25 and 27.3 per cent for mobile and fixed operators, respectively.

- The majority of questionnaires were completed by heads of human resources, who had been working for their organizations for less than six years.
- In nine of the responding organizations, heads of human resources reported to Chief Executive Officers.
- Fifty per cent of the responding organizations have developed strategic human resources plans.
- The most common internal surveys conducted by the responding organizations are reward surveys (64.3 per cent) and general employee satisfaction surveys (42.9 per cent); and the least conducted relate to leadership and impact of human resources policies; conducted by 21.4 and 14.3 per cent of the responding organizations, respectively.
- The most common performance review tool used by the responding organizations (10 of them, or 71.4 per cent) is the structured one-to-one performance review, with the traditional confidential performance appraisal coming a distant second with 4 or 28.7 per cent of the organization using it.
- The majority of the responding organizations conduct quarterly and/or half yearly performance reviews.
- Recruitment policies for top management are developed internationally or nationally, depending on the shareholding in the organizations, and for middle and lower management, the policies are developed nationally.
- External advertisement in the public media, internal advertisements and head hunting are the most common hiring methods used by the responding organizations.
- The most common interviewing methodology, used by 13 of the responding organizations (85.7 per cent), is the face-to-face interview with interviewing panels.
- The majority of the responding organizations conducts interviews but does not collect any other pertinent human resource data that are relevant to attracting and retaining talented employees in organizations.
- National benchmarking and job evaluation are the most popular factors in developing compensation structures in the responding organizations, followed by market factors.
- Only two organizations have adapted broadband salary structures. The remaining 12 organizations have salary structures based on narrow grades.
- Organizations that commented on the study consider it to be a useful vehicle for exchanging information and experiences.

4. Duration of service with organizations

Although in the past senior managers were normally career employees in organizations, this is not reflected in this study. Only two reporting officers, or 14.3 per cent, had more than ten years of service with their organizations. In fact 9, or 64.3 per cent, had six or less years of service with their organizations. The duration of service of the reporting officers confirms the current global

trend that talented people are always on the move and that this trend has also affected the human resources field in the telecommunication industry.

The current trend in many organizations of constantly bringing onboard new employees with the required talent and expertise, as opposed to the tradition of staff working for years on end for the same employer, has been greatly defining expectations in terms of salaries and benefits, career progression, organization culture and management styles, among others, and is not pension eccentric. This new brand of staff tends to be on the move if their expectations are not fulfilled. This trend is expected to pick up as the number of ICT players increases and networks or service provision expand, thus posing a lot of challenges relating to the attraction and retention of talented employees in most organizations.

5. The strategic role of human resources

5.1 Reporting level

The head of human resources in nine responding organizations reports to Chief Executive Officers, and in the five remaining organizations the head of human resources is a middle-management position.

It is worth noting that in three organizations where the head of human resources does not report to the CEO, the staff numbers less than 50. The small staff could be the key factor in determining the reporting level of the head of human resources in these organizations.

5.2 Strategic human resources plans

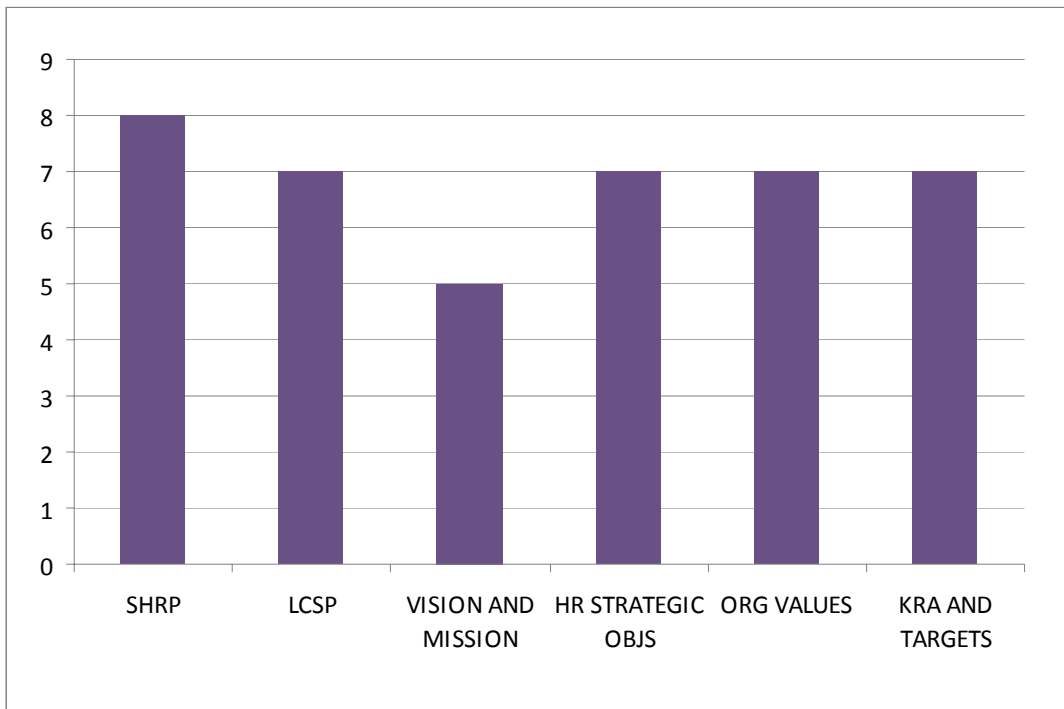
Fifty per cent of the respondents reported having strategic human resources plans that are linked to corporate strategic plans, and one organization has a strategic plan but was silent about whether it is linked to the corporate strategic plan. Considering the reporting relationship and the development of human resource strategic plans, it is becoming apparent that the human resources function is assuming a more strategic role in telecommunication organizations, thus moving beyond its traditional operational role. This development is critical for organizations that have realized that human resources make a major contribution to the competitiveness of an organization.

Only five organizations reported having HR visions and missions. In seven organizations, HR plans have strategic human resources objectives, organizational values and key HR performance areas and targets.

Figure 4 reports on organizations that have strategic human resources plans (SHRP), the number of organizations that have the plans linked to the corporate strategic plan (LCSP), and the number of organizations that have indicated the components contained the strategic HR plans (based on the list provided in the questionnaire). Only three organizations indicated that they carry out a HR Swot analysis, but this is not included in the chart.

Based on the above, we can safely conclude that in at least 50 per cent of the responding organizations the HR function plays a strategic role, while in the other 50 per cent human resource functions still perform the traditional roles of recruitment, records management, discipline etc.

Figure 4 – Organizations that have strategic human resources plans and the components contained therein



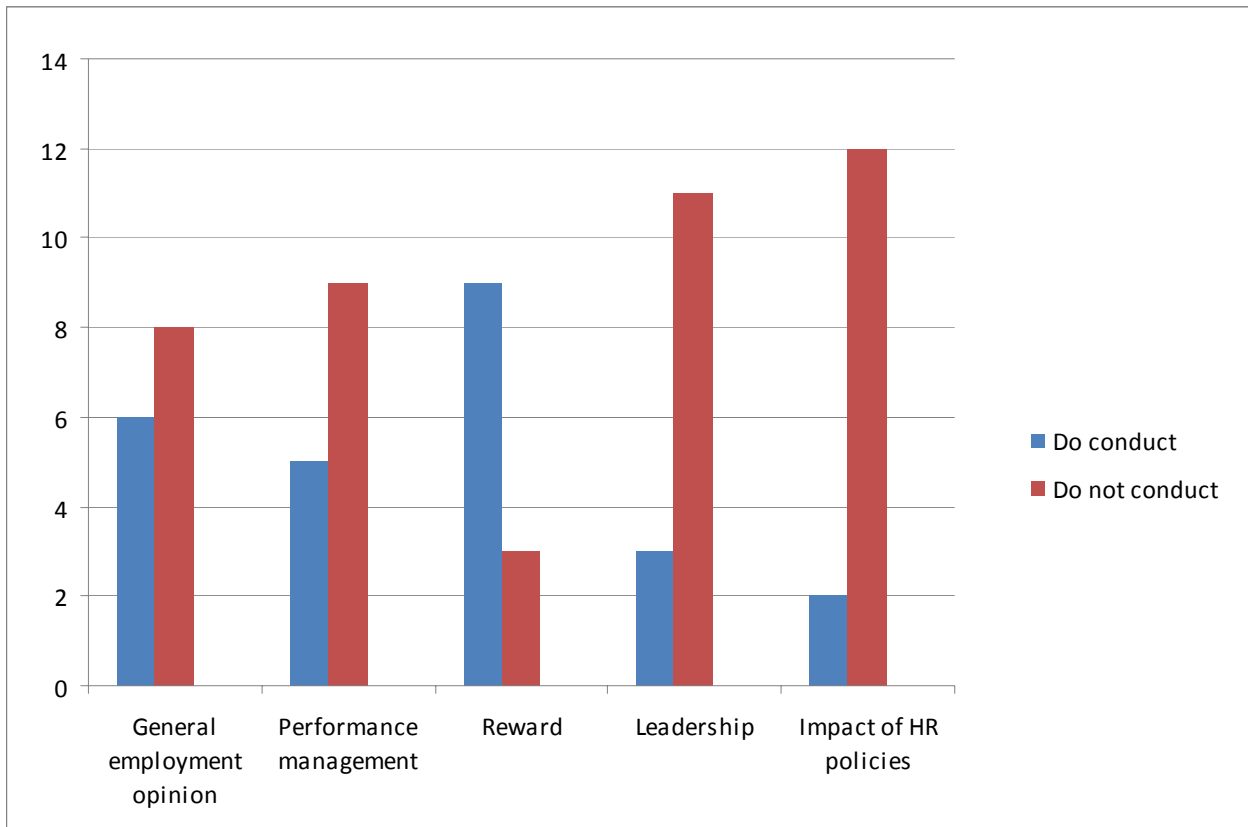
6. Internal surveys

Internal surveys are important in assessing the internal climate in an organization and assisting management to address issues of concern among workers. Working on staff concerns can be a contributing factor to the attraction and retention of employees in an organization.

It is good to note that a number of organizations do conduct some of the internal surveys listed in the questionnaire. However, only two organizations conduct all surveys, which we can take as a standard that other organizations should strive to emulate.

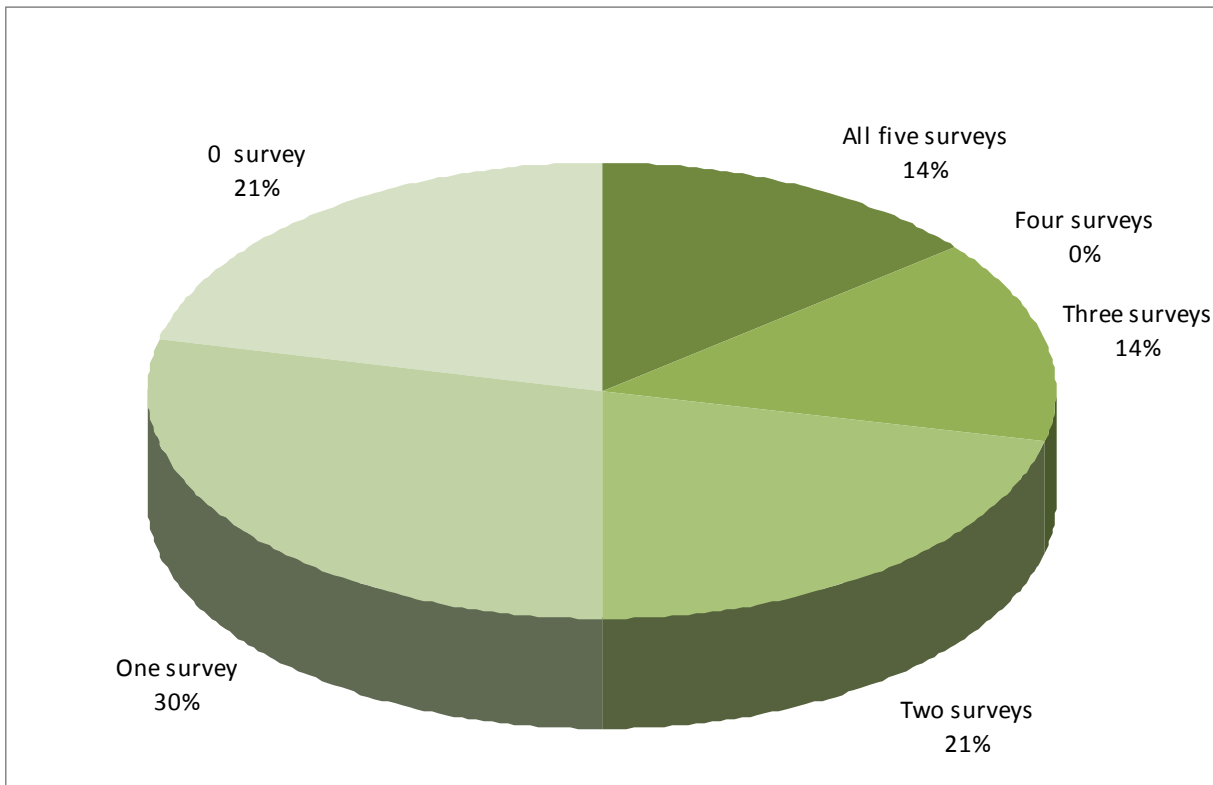
Figure 5 shows the number of organizations that conduct or do not conduct the surveys listed under question 7 of the questionnaire, while Figure 6 gives summaries on the number of surveys conducted by the responding organizations.

Figure 5 – Number of organizations conducting and not conducting internal surveys



Based on the data collected, the most popular internal surveys conducted by the responding organizations relate to reward systems and structures. Nine organizations, or 64.3 per cent, conduct this type of survey. On the lower scale no more than three organizations, accounting for only 21.4 per cent, conduct leaderships surveys and surveys assessing the impact of human resources in the organizations. Human resource functions should consider conducting these two important surveys, as their input could assist in developing strategies for the improvement of competitiveness within the organization or the development of approaches to assess employees’ opinions on both.

Figure 6 – Organizations undertaking internal surveys, by percentage



It is unfortunate that only two organizations conduct surveys relating to how human resource policies and practices impacts on organizational performance.

It is important for human resources to undertake surveys relating to its functions in order to address negative personnel issues and ultimately create a positive working environment and improve human resources management in their organizations, so that they may continue to support organizational strategies.

7. Staff performance review

7.1 Performance review tools

Only four responding organizations use the confidential performance appraisal system.

Ten organizations use structured one-to-one performance reviews, including two that reported using confidential performance appraisal systems.

Two organizations that reported using one-to-one structured performance reviews also use the 360-degree performance review system. The latter provides opportunities for peers to participate in the review process.

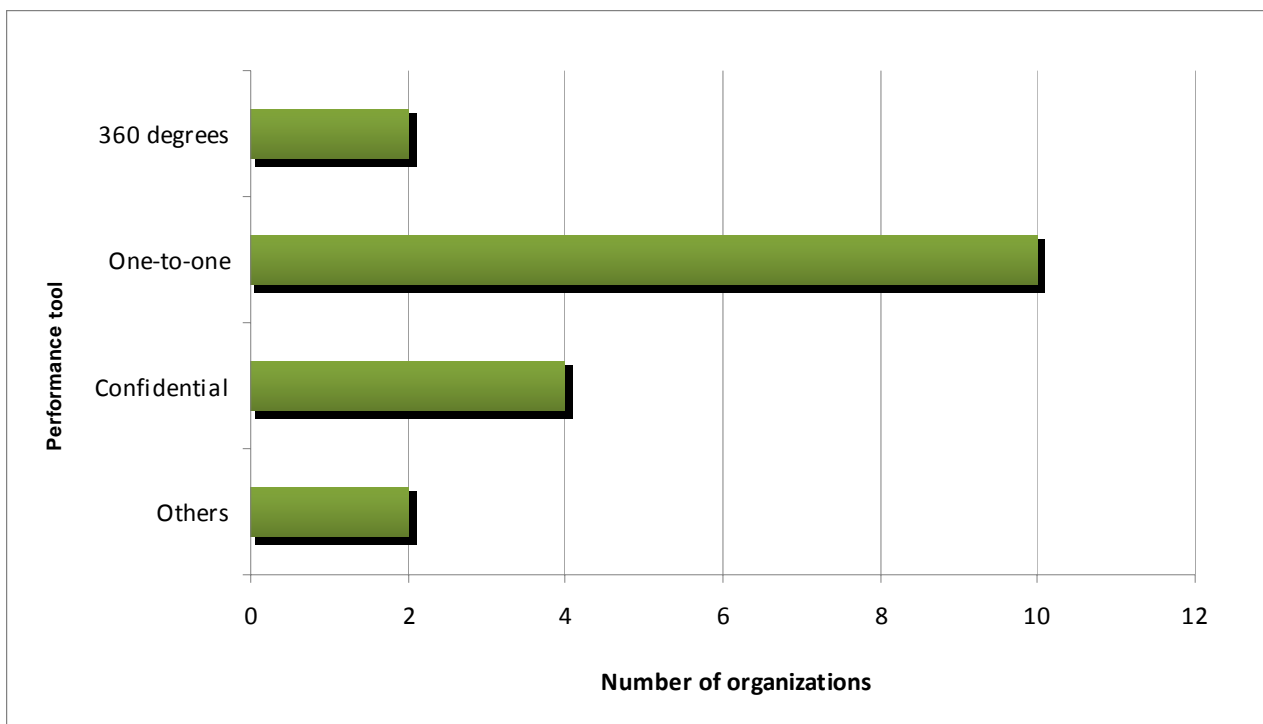
Two organizations reported using other types of review systems, but these are also objective reviews.

It is quite clear that many organizations have or are in the process of drifting away from traditional confidential appraisal systems and are embracing more structured and consultative performance review systems.

Consultative review systems, if well designed and periodically implemented, enable organizations to link individual and team performance to corporate goals and challenges.

The 360-degree feedback system, if properly designed, weighted and implemented can, in the long term, contribute to the development of good relationships and team spirit among staff at various levels and facilitate the establishment of a balanced, respectful working environment.

Figure 7 – How organizations use performance reviews



7.2 Frequency of reviewing staff performance

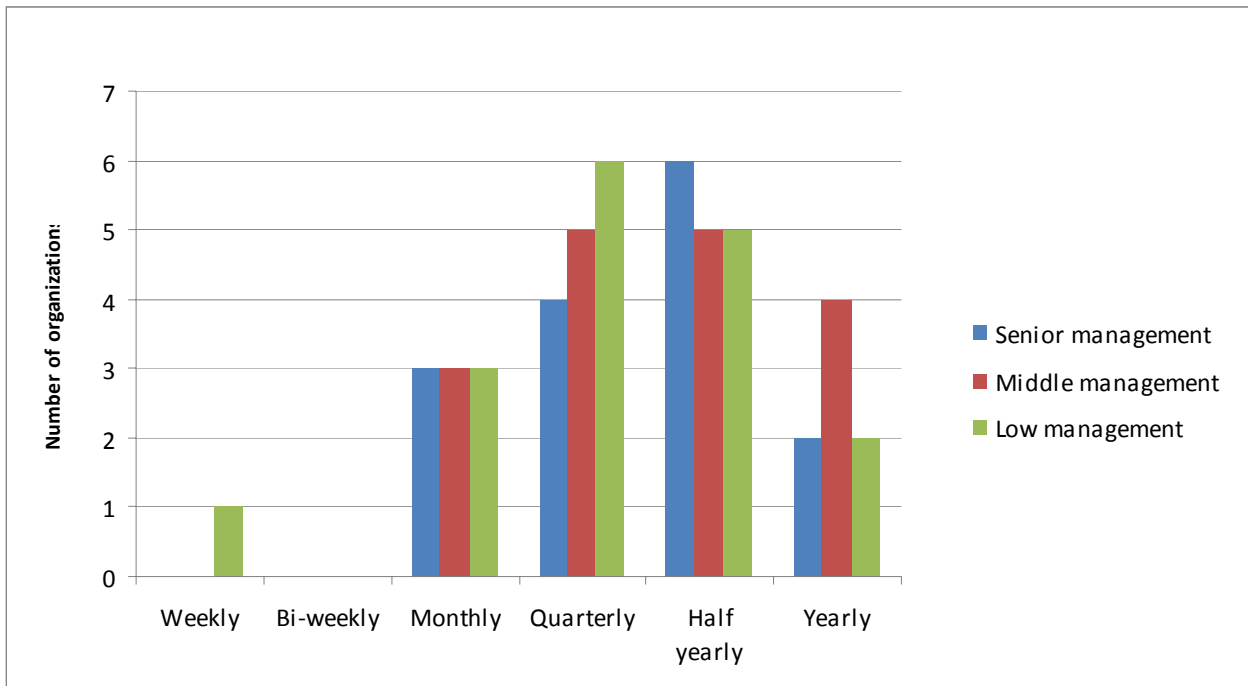
Periodic performance reviews, when appropriately used, can support organizations to minimize the impact of failures, address staff development and training issues, review organizational processes and systems, motivate and reward staff, among others.

The majority of the responding organizations conducts quarterly and half yearly performance reviews.

One organization conducts only the annual performance review, while another conducts weekly, monthly and quarterly staff performance reviews for different categories of staff.

Figure 8 summarizes how frequently responding organizations review their staff's performance.

Figure 8 – Frequency of performance reviews



One organization does not undertake any sort of performance review. Although it appears that few organizations conduct annual performance reviews, it is reasonable to assume that the monthly or quarterly reviews are cumulated for the purpose of getting the annual assessment. In the years to come, organizations intending to adapt to truly performance-based cultures must conduct reviews more frequently in order to ensure that performance is closely monitored and remedial action taken promptly. However, the introduction of such reviews will depend on a number of other organizational factors, if they are to be effective and sustained.

The majority of the responding organizations have established key performance areas for various levels of staff and employees agree on periodic targets to be assessed in their direct reports. Except for one organization that did not respond to the relevant question, and one that reported that only top management does so, the other 12 organizations all have key performance areas and targets set by the CEO for the supervisory and professional level staff.

8. Recruitment

8.1 Recruitment policy formulation

The development of recruitment policies for the various management levels seems to depend on the ownership of the organizations, or their geographical presence.

Results from the study indicate that in organizations of a regional nature or those with a foreign sharing component, recruitment policies for top management are done from outside the organizations and, in most cases, from outside the countries where they are located.

However, one national organization, owned by the government, also reported that the policies for all management levels are done internationally. This practice is considered out of the norm and was therefore not considered further in the analysis.

8.2 Recruitment market

International recruitment is done for top management posts within organizations of a regional nature or with foreign shareholding, with nationals of the country in which the organizations are located competing internationally. Two organizations fall in this group.

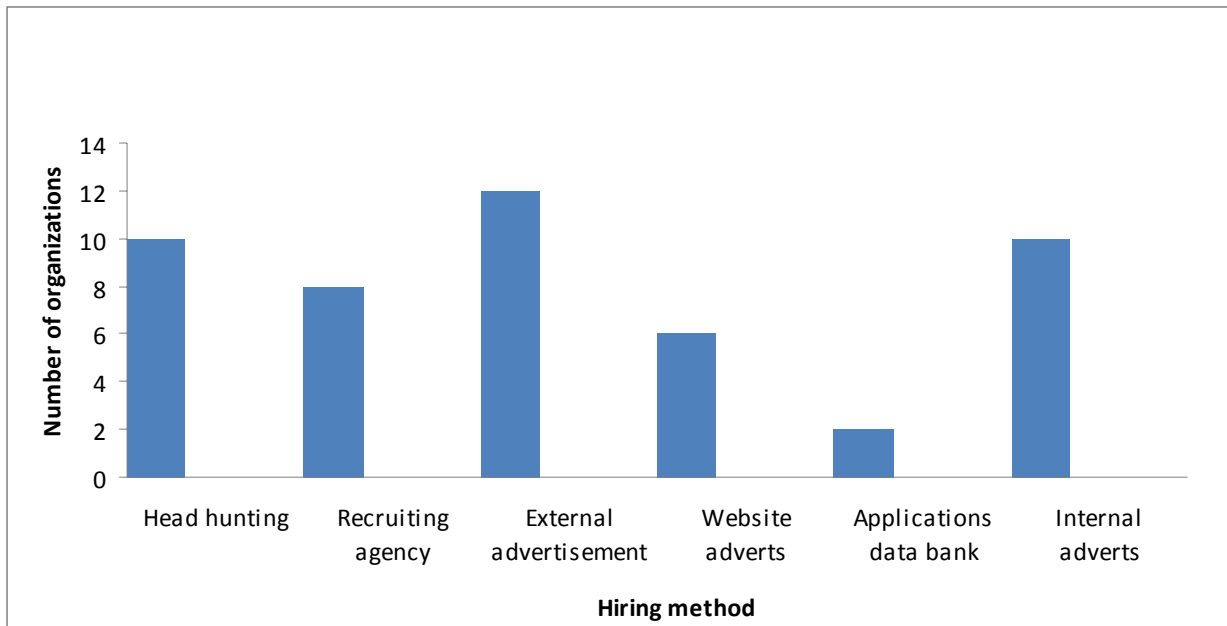
The remaining organizations develop their policies internally and either recruit staff nationally or redeploy.

Whether recruitment policies and practices take place at national or international levels, the battle to get people with the right expertise is fierce. The "time in the service of current employer" of survey participants will speak a lot about the attitude towards keeping staff onboard. Talented employees are always on the move; they do not wait for employers, employers are the ones continuously hunting for talent.

8.3 Hiring methods

In this connection, we looked at the hiring methodologies that responding organizations employ.

While some organizations are endeavouring to adapt to new approaches of recruitment, the majority still uses the traditional recruitment method of advertising in public media, which is generally time consuming. Figure 9 indicates how different hiring methods are being applied by the responding organizations.

Figure 9 – Different methods that organizations use in hiring employees

The prevailing hiring methods in the responding organizations are external advertisement in the public media, head hunting and internal advertisement. Using recruitment agencies seems not to be very popular among responding organizations, possibly because it is generally expensive and some organizations are of the view that the type of people and talent needed can only be found in the organizations themselves.

Unfortunately, online advertisement and online applications through the organizational website seem not popular as yet. Both could be very quick and economical methods of recruiting certain categories of staff, if done properly, and could be the appropriate methods in the future.

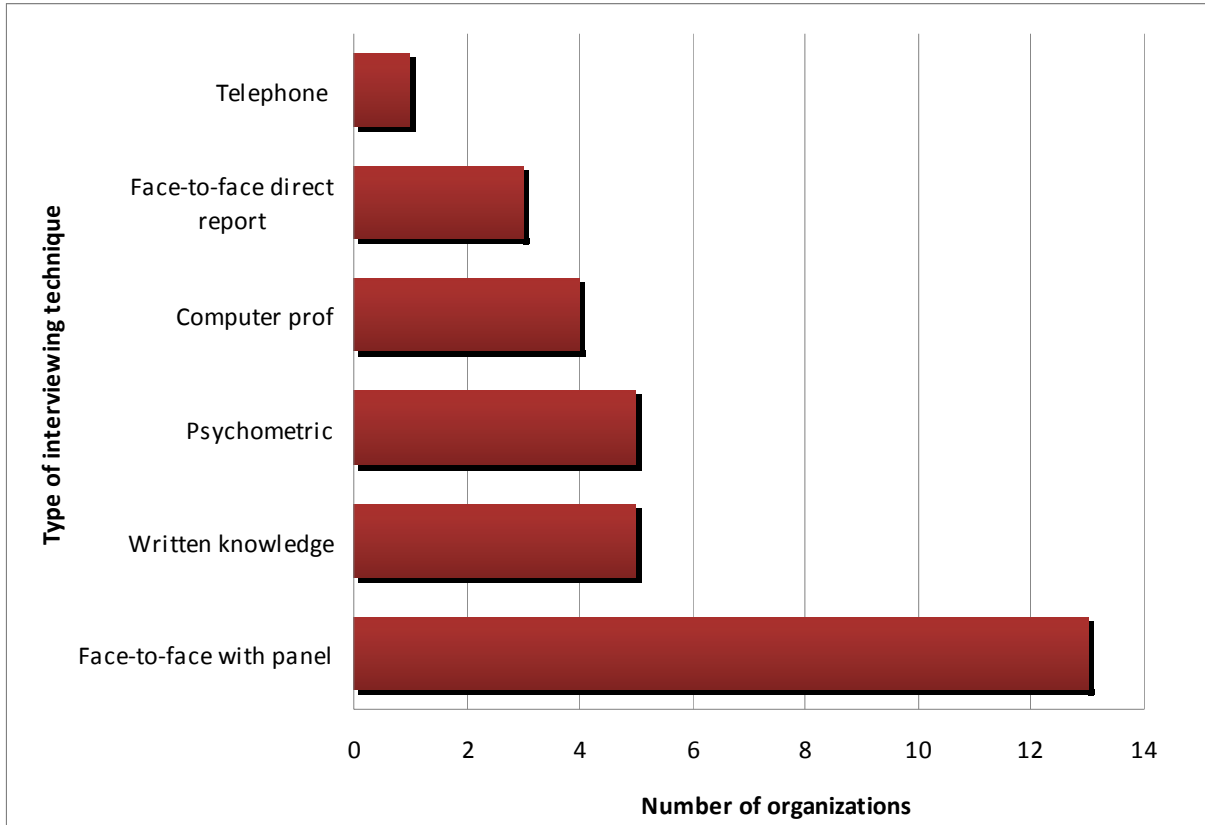
8.4 Interviewing techniques

Another recruitment element that the questionnaire attempted to look into is interviewing techniques. Some organizations undertake preliminary interviews or more than two interviews, while others conduct one interview on the basis of which suitable candidates are selected.

All 13 organizations conduct the traditional face-to-face interviews using interviewing panels. However, it is quite surprising that only five organizations use three or more of the six interviewing methodologies listed in the questionnaire. Only three organizations allow the potential direct report to conduct one-to-one interviews with the applicants.

Figure 10 indicates the number of organizations that use the interviewing techniques that were listed in the questionnaire.

Figure 10 – How organizations use interviewing methods



All five interviewing techniques are important and can be effective methods for selecting applicants to fill posts at various levels and professions. It is currently becoming normal to conduct more than one interview, as long as they are arranged within short periods. This allows organizations not only to get candidates that can do the job well but can also fit in with the corporate working environment and appreciate the organizational culture. This is an important aspect on staff retention.

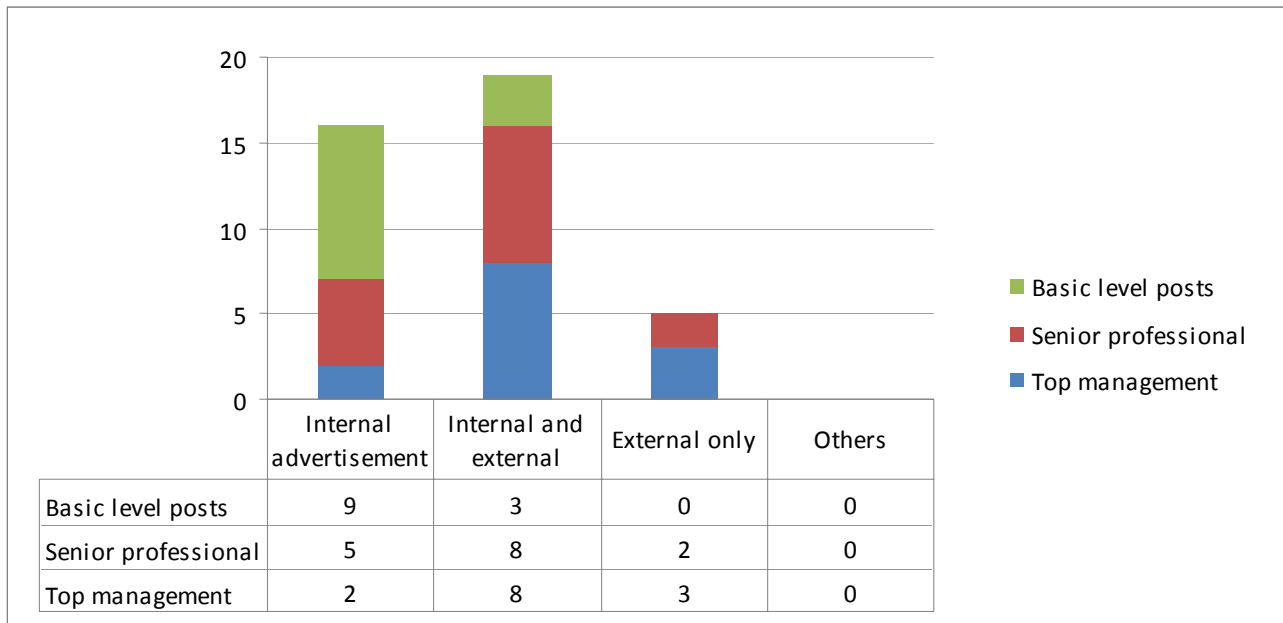
Telephone interviews may grow in popularity in the future as a means of screening applicants and coming up with a shortlist. Business or functional managers will also start demanding to have more say in the selection process by conducting one-to-one interviews with potential applicants outside the standard interviewing panels. This may also include written tests to assess job knowledge.

Furthermore, many organizations are aware that applicants hire consultants to craft tailor-made CVs and therefore are looking for other ways to assess the suitability of applicants to fill vacant posts. The use of written tests to assess job knowledge and psychometric tests to measure certain aspects of the applicant’s personality may start being used more frequently by organizations in the future.

8.5 Advertising of vacant posts

As to how organizations advertise vacant posts, most basic to senior professional posts are advertised internally first, or both internally and externally at the same time, a good indication that most of them give priority to the development of internal resources. Figure 10 shows how organizations advertise vacant posts.

Figure 11 – How organizations advertise vacant posts



9. Human resource metrics

The survey requested for the following specific elements regarding recruitment:

- Average time it takes to fill vacant posts from the time a post is advertised,
- Percentage of successful candidates that decline to take up appointments,
- Percentage of new recruits that leave the organization before completing two years of service,
- Whether organizations conduct interviews with candidates that do not take up appointments,
- Whether organizations conduct exit interviews.

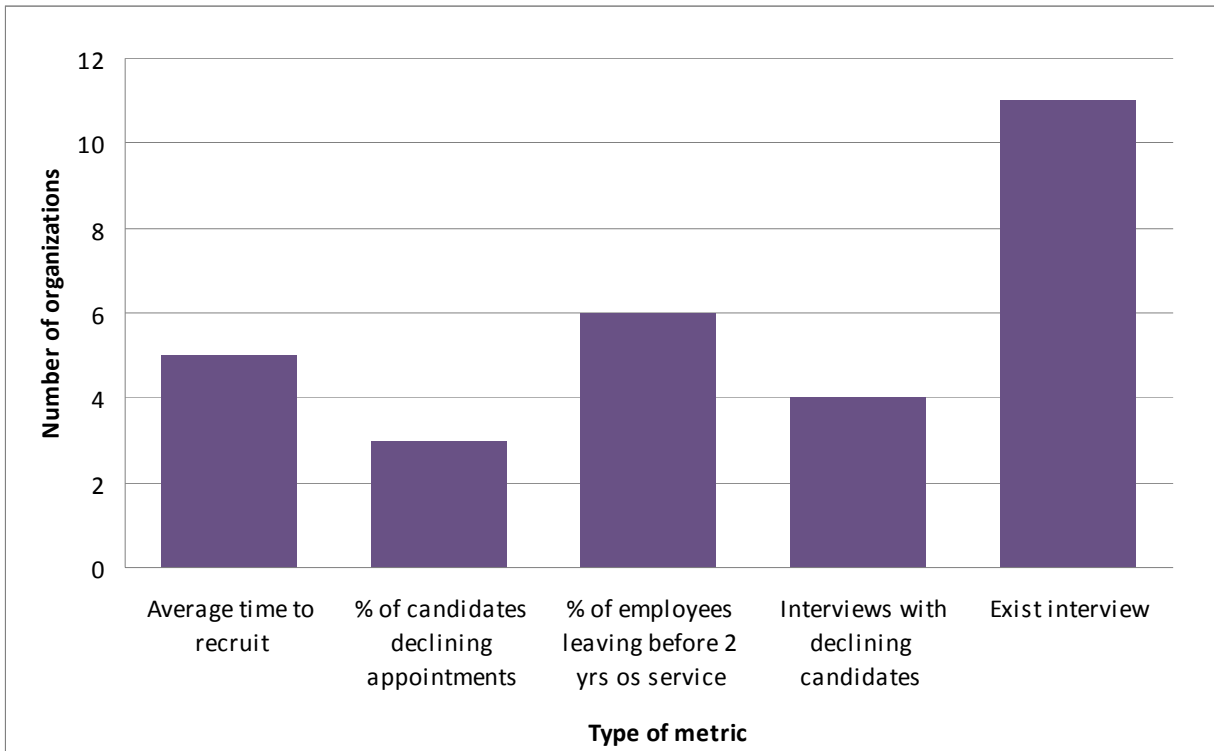
Only one organization reported to be collecting data on all aspects and gave the actual data, another two collect data on four of the five elements that were requested. Seven organizations collect data on two or less elements.

Considering that most organizations do not conduct internal staff surveys and collect important metrics, it means top management is being denied pertinent information on the basis of which personnel issues can be addressed effectively.

There are many human resource metrics that the HR function should be collecting and analyzing to enable top management to make informed decisions and therefore allow the HR function to effectively fulfill its strategic role.

Figure 11 shows the number of organizations collecting data on the elements listed in the questionnaire.

Figure 12 – Number of organizations collecting data on HR recruitment aspects



10. Compensation

Compensation is one of the key factors for organizations to attract and retain talent. The HR function plays a crucial role in developing and administering the employee compensation structure. Implicitly, the HR function is a major player in attracting and retaining employees.

The main responsibility of the HR function is therefore to come up with a creative and innovative compensation structure that is aligned with business strategies, supports or strengthens a performance culture and attracts most, if not all, employees to remain in the organization.

In this connection, the benchmarking study dwelt on a number of issues linked to compensation, including how the employee compensation structures are determined, looking into the benefits offered, the attractiveness of the salary structures and how performance-based payments are addressed, among others.

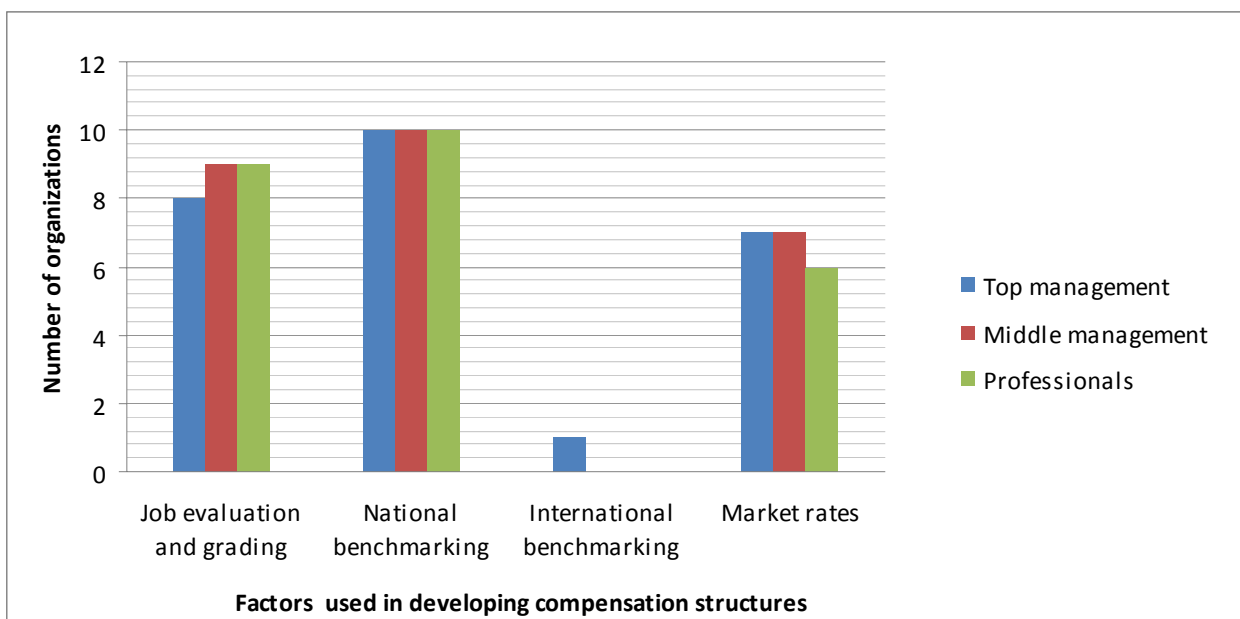
10.1 Developing compensation structures

Different organizations use varying methods in developing compensation structures. However, the most common approaches are through conducting job evaluation and grading, national benchmarking and aligning the structure to the market rates.

Nine of the responding organizations (64.3 per cent) reported using a combination of approaches in developing their compensation structures but the most popularly used are national benchmarking (10 organizations), job evaluation and grading (8) and market rates (6). These approaches are used in developing compensation structures for all categories of staff.

No organization reported offering individual based compensations, an indication that maybe most, if not all, organizations pay for the level or post but not the individuals unless there exists other innovative ways to pay the talent and expertise.

Figure 13 – Number of organizations using different approaches to develop compensation structures



10.2 Salary structures

Furthermore, most organizations have reported that their salary structures are based on narrow grades. Only two organizations can be considered to have adapted broadband salary structures.

The former is mainly limited to paying for experience while the latter provides the necessary flexibility for recognizing and rewarding talent and different levels of employee performance, and could therefore be one way of retaining talent in an organization.

10.3 Benefits

Benefits are part of the compensation structure in most organizations and it is normal that potential employees ask to know the benefits offered by the employer before they join in.

With regard to the benefits listed in the questionnaire, two organizations offer consolidated payment and some other benefits that were not listed.

The most common benefits offered to Chief Executive Officers of the responding organizations are organizational car or fuel allowance, residential security, payment of professional fees and entertainment allowance. Others are housing or house allowance, and residential support staff.

As for top management, the most common benefits reported were car or fuel allowance and payment of professional fees, while professional fee was the most commonly reported for professional staff.

Housing or house allowance, transport allowance and relocation allowances were reported to be paid to all staff.

However, fuel allowance and transport allowance may mean the same in different organizations and it is very possible that education allowance was mistaken for training costs, and paid holidays for paid leave. It is apparent from the returns that the relevant questions could have been better crafted.

It is worth noting that six organizations offer from eight to nine of the benefits listed in the questionnaire and three of them rate their organization to be in the upper quartile in terms of compensating their employees.

10.4 Pay additions

The responding organizations have also reported making pay additions to their employees. In this connection, one organization stands out of the crowd by paying all the seven listed pay additions to its employees. The next two pay four of the seven pay additions, while one pays three of them. The rest pay less than three pay additions. By coincidence, three of the above have topped the payment of benefits and are in the upper quartile in terms of compensating their employees.

10.5 Compensation rating and reviews

As for the rating of compensation, seven organizations have rated themselves in the upper quartile, five in the median quartile, one in the lower quartile and one did not respond to the relevant question. With stiff competition for talent in many professions, it is important that ICT organizations move into the upper quartile in order to be able to attract and retain competent employees.

As for the frequency of reviewing their compensation structures, three organizations do so more than once a year. However, all these organizations are from the same country – as it appears,

this is dictated by external factors beyond their control. Five organizations have reported that they undertake reviews once annually; three organizations do so once every two years and one every three years. One organization did not respond to the relevant question and two have not conducted reviews for more than three years!

From what the responding organizations have reported, it appears that a yearly review could be considered as the standard.

10.6 Compensation surveys

As for participating in compensation surveys, two organizations participate in market compensation surveys conducted by consulting firms, surveys initiated by the organization or the networking group they belong to, at least once every two years. Seven others participate in two surveys and two others in one. Two organizations do not participate in any survey and one responding organization did not report on the relevant question.

11. Comments and suggestions

The following comments on the questionnaire were received:

- i) The questionnaire was comprehensive and interesting, but more time was required to work on it.
- ii) The questionnaire was well designed and participants could share their knowledge and experience.
- iii) Good questions captured all aspects related to human resources.

Suggested areas for future benchmarking were as follows:

- a) Staff ratios, e.g., cost per employee, revenue vs. operational costs, turnover, productivity index, etc.
- b) Gender mainstreaming
- c) Knowledge management strategies
- d) Performance management systems
- e) Remuneration
- f) Staff development and training
- g) Incentive schemes

12. Conclusion

The participating organizations took this study seriously and despite the short deadline, senior officers took time to complete the questionnaire.

Finally, we sincerely thank all the responding organizations for participating in this study and all the officers that completed the questionnaire for making this study a reality.

Annex 1

Human Resources Benchmarking Questionnaire

Please tick as appropriate or provide information to the best of your knowledge. Where no official data or information is available, give an estimate or a good guess. Please submit any additional information that you feel will be of use in this study in a separate word document.

1. Organizational information

Please circle what is relevant to your organization or complete as appropriate.

Name of organization	
Type of business/service	Fixed operator/mobile operator/regulator
Ownership	Public/private
Management of organization	Management contract/strategic investor/government appointees/shareholders appointees
Gross turnover in last financial year in US Dollars	
Number of customers	
Ratio of corporate vs individual customers	
Number of full-time employees	
Average number of monthly part-time employees	

2. Particulars of officer completing the Questionnaire

Name	
Position/Title	
Number of years worked with the organization	
Contact telephone	
e-mail address	

SECTION A

This section covers general policy matters, practices and reporting relations.

3. Do you have a strategic human resources plan?

Yes

No

4. If yes, is the plan linked to the corporate strategic plan?

Yes

No

5. If you have a strategic human resources plan, which of the following elements are embodied in the plan?

- HR vision and mission
- HR strategic objectives
- Organizational values
- HR corporate KRA and targets
- HR SWOT analysis

6. The corporate head of human resources reports to

- Chief Executive Officer
- Chief of Finance and Administration
- Chief of Finance
- Chief of Corporate Services
- Other (mention) _____

7. Which of the following surveys do you conduct at least once every two years?

- General employee opinion survey
- Performance management survey
- Reward survey
- Leadership survey
- Survey on the impact of HR policies and practices on the organizational performance

SECTION B. Performance management

Performance management systems are important management tools for improving organizational performance and creating competitive advantage

8. Which of the following performance review tools do you use in your organization? (you can tick more than one)

- 360-degree feedback
- Structured one-to-one performance reviews
- Confidential performance appraisal reports
- Others (mention) _____

9. How frequently do you conduct formal performance reviews/appraisals in a year for the specified staff below?

Senior management (SM), middle management (MM) and lower management (LM)

	SM	MM	LM
Weekly			
Biweekly			
Monthly			
Quarterly			
Half yearly			
Yearly			

10. Are performance targets mutually agreed between the reporting officers and their direct reports at the following staff levels?

- | | Yes | No |
|--|--------------------------|--------------------------|
| • Chief Executive Officer | <input type="checkbox"/> | <input type="checkbox"/> |
| • Top management staff | <input type="checkbox"/> | <input type="checkbox"/> |
| • Middle management senior professional staff | <input type="checkbox"/> | <input type="checkbox"/> |
| • Supervisory and professional staff and above | <input type="checkbox"/> | <input type="checkbox"/> |
| • All staff | <input type="checkbox"/> | <input type="checkbox"/> |

SECTION C. Recruitment and compensation

Proper recruitment methodologies and the level of compensation offered play important roles in securing and retaining talent in an organization

11. At what level is the development of human resource policies on recruitment and compensation for the following staff coordinated?

	Top management	Middle management	Lower management
• Coordinated at international level			
• Coordinated at regional level			
• Centrally within the organization			

12. From where do you recruit staff at the levels mentioned below?

	Top management	Middle management	Lower management
• Internationally			
• Regionally			
• Nationally			
• From within the organization			

13. Which of the following hiring methodologies are used in recruiting or filling professional and senior management posts? (You can tick more than one box)

- Head hunting
- Recruiting agencies
- External advertisement in public media
- Website advertisement
- Applications data bank
- Internal advertisement
- Others (mention) _____

14. Which of the following interviewing methods are used in your organization when filling professional or managerial posts? (You can tick more than one box)

- Telephone interviews
- Face-to-face interviews with interviewing panels
- Face-to-face interviews with direct report
- Written tests for job knowledge
- Psychometric tests
- Computer proficiency

15. Which process do you employ in filling posts at the various levels indicated below?

	Top management	Senior professional staff	Basic level staff
• Advertise internally first			
• Advertise both internally and externally			
• Advertise externally			
• Others (mention)			

16. Indicate in which of the areas below you regularly collect data/information.

- Average time it takes to recruit staff at various levels and professions
- The percentage of candidates offered appointments that decline to take up appointments
- Percentage on new recruits that leave your organization after being in employment for less than two years
- Conduct interviews with candidates that decline to take up appointment
- Conduct exist interviews with employees that terminate/resign from employment

17. How do you determine your compensation structure for the various staff categories?

	Top management	Middle management	Professional staff
• Job evaluation and grading			
• National benchmarking			
• International benchmarking			
• Market rates			
• Individual-based payment			
• Grade and closed range			
• Grade and open range			

18. What sort of benefits do you offer to the following staff?

	CEO	Top management	Professionals	All staff
Education allowance				
Housing/house allowance				
Car/fuel allowance				
Transport allowance				
Entertainment allowance				
Fully/partially paid holidays				
Professional fee				
Relocation allowance				
Residential security				
Residential support staff				

19. What is the typical percentual difference between the minimum and maximum base pay for posts in the following groups? (DO NOT PROVIDE THE ACTUAL SALARIES)

- Top management%
- Middle management%
- Senior professional cadres%
- Initial professional cadre%
- Support services junior cadres%

20. Which of the following pay additions are incorporated in your compensations system?

- Annual bonuses
- Competence pay
- Shareholding option
- Outstanding performance awards/pay
- Hardship allowance
- Post adjustment allowance
- Extra working hours pay

21. How frequently do you normally review your corporate compensation structures?

- More than once annually
- Once annually
- Once every two years
- Once every three years
- Once in more than three years

22. Which of the following surveys does your organization participate in or undertake at least once every two years?

- Market compensation surveys conducted by consulting firms
- Salary surveys initiated by your organization
- Member of a networking group of organizations in similar businesses
- Compensation surveillance intelligence

23. How do you rate your organization against other organizations in your country in compensating its employees?

- 90th percentile
- Upper quartile
- Median quartile
- Lower quartile

24. Comments and suggestions on the questionnaire.

Please give your personal comments on the questionnaire and suggest what should be improved in future surveys.

You can create a separate word document and e-mail it to the Coordinator or to the ITU Regional Human Resources Officer based in Harare, Zimbabwe.

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25. Please indicate other areas that you recommend to be benchmarked with other organizations.

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26. CONCLUSION:

Thank you for taking your valuable time to complete this questionnaire.

Annex 2

List of invited organizations, by country

Angola

Angola Telecoms

Botswana

Botswana Telecommunication
Authority

Eritrea

Eritrea Telecommunication Corporation

Ethiopia

Ethiopia Telecommunication Authority
Ethiopia Telecommunication
Corporation

Gambia

Public Utility Regulatory Authority
Gamcel

Ghana

Ghana Telecoms

Kenya

Communication Commission of Kenya
Safaricom
Zain (Celtel)

Lesotho

Lesotho Telecommunication Authority
Lesotho Telecommunication
Corporation

Malawi

Malawi Communication Regulatory
Authority
Zain (Celtel)

Mauritius

Mauritius Telecoms

Mozambique

Telecomunicações de Moçambique
INCM
Mcel

Namibia

Namibia Communication Commission
Telecom Namibia

Sudan

Sudan Telecoms
National Telecommunication
Corporation

Swaziland

Swaziland Posts and
Telecommunication Corporation

Tanzania

Tanzania Communication Regulatory
Authority
Tanzania Telecommunication Company
Ltd

Uganda

Uganda Communication Commission
MTN
Zain (Celtel)

Zambia

Communication Authority of Zambia
ZAMTEL

Zimbabwe

Posts and Telecommunication
Regulatory Authority of Zimbabwe
TelOne
NetOne
Econet

Annex 3

List of responding organizations

Botswana

Botswana Telecommunication
Authority

Eritrea

Eritrea Telecommunication Corporation

Gambia

Public Utility Regulatory Authority

Kenya

Communication Commission of Kenya

Lesotho

Lesotho Telecommunication Authority

Malawi

Malawi Communication Regulatory
Authority

Namibia

Namibia Communication Commission

Swaziland

Swaziland Posts and
Telecommunication Corporation

Tanzania

Tanzania Telecommunication
Company Ltd

Uganda

Uganda Communication Commission
MTN

Zimbabwe

Posts and Telecommunication
Regulatory Authority of Zimbabwe
TelOne
NetOne

