A Systematic Approach to Human Development - Botswana
Medicines Regulatory Authority (BoMRA) Case Study

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A Decade of regulatory harmonization in Africa: Where are we? Where do we go from here?
Background

Botswana Medicines Regulatory Authority (BoMRA), set up through the Medicines and Related Substances Act of 2013, assumed all the regulatory functions that were carried out under Ministry of Health and Wellness and Ministry of Agriculture effective 1 December 2018.

Acknowledgements
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## Background

### Need for Adapting a Systematic Approach to Human Capital Development

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<th>BoMRA Strategy</th>
<th>HR issues arising from self assessment</th>
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| Required expertise for review of applications of new medicines and clinical trials; Inspections of manufacturing facilities; Analysis of medicines GWP. | Vision - Maturity Level 3 by 2024. In addition to collaborate & participate in harmonisation initiatives. | Human capital adequacy and skilled manpower to carry out mission critical functions?  
- Lack of objective tool to assess gaps in existing competence  
- Staff development initiatives not informed by evidence-based gaps.  
- Coordinated learning & effectiveness measures. | As part of the BOMRA IDP to address gaps identified through self-benchmarking exercise  
- BoMRA requested for WHO support in developing a systematic human resources development plan.  
- The outcome will also input the finalization of the global competency framework. |

### Challenges
- Defining profiles (Required competencies)
- Numbers required
- Exiting Competencies

### BoMRA Strategy
- Vision - Maturity Level 3 by 2024. In addition to collaborate & participate in harmonisation initiatives.
- Question Arose - Adequate competencies to support vision?
- WHO Global Benchmark Tool self assessment to assess: Right skills, tools, resources, mandates to reach Maturity Level 3? Questions could not be answered.

### Human Capital Adequacy and Skilled Manpower
- Coordinated learning & effectiveness measures.
The Framework

Tangible Results

- BoMRA competency manual adapted from the draft WHO global competency
- Skills Audit results
- Develop an institutional human resource development plan

Benefits for BoMRA

- Standardised reference for regulatory workforce development
- Effective recruitment and selection of new staff
- Guidance to write effective standardised job descriptions and alignment of skills and the needs of the organisation
- Align individual capabilities with the organisation strategy and business processes
- Support in implementing IDP to address the gaps from the self-benchmarking for the HR component
- Enable for effective participation and contribution to regional joint and work sharing activities.
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### Methodology

1. **Performance Analysis**
   - Organizational Analysis
   - Desired Performance

2. **Cause Analysis**
   - Gap Analysis
   - Environmental Analysis
   - Actual Performance

3. **Intervention Selection & Design**
   - Lack of Environmental Support
   - Lack of Repertory Behavior

4. **Implementation & Change Management**
   - Performance Support
   - Job & Work Design
   - Personal Development
   - Human Resource Development
   - Organization Design & Communication
   - Financial Systems

5. **Evaluation**
   - Formative
   - Summative
   - Confirmative

### Key Steps

- **Determining the current & future needs of the Authority**
- **Analysing current workforce**
- **Identify gaps between existing and required**
- **Causal Analysis**

### Strategic Solutions

- Human Capital Development Plan

### Implementation

- Assessment of improvement
- Learning Effectiveness
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**Research**
- Design, Development & Implementation research was undertaken
- Pilot framework designed and developed by WHO
- Subsequently – implemented by BOMRA

**Competence Mapping** (methodical process in determining current and future needs of the organisation)
- **Plotting** - determination of required competence for BOMRA categorised into:
  - **Mandatory** - behavioral competencies that provide foundational success in the world of work
  - **Core** - aligned to the Regulatory System in the GBT
  - **Job specific** - function based competencies
- **Prioritisation** - based on importance that are mission critical for BOMRA and are currently required and future needs.
- **Validation** - of every stage, consolidation and adoption of the Authority’s Competency Library.
Employee self assess against competencies from defined library, causal analysis & suggest possible interventions

Peer Discussion aimed at providing peers in the same cadre reflection platform on their comprehension of behavioural statements.

Joint assessment between the supervisor and employee to validate and agree on assessment and interventions

Self Rating Scale:
5- Excellent (can coach)
4- Very good (can do without support)
3- Average (can do with support)
2- Developing (demonstrates competence sometimes)
1- None / struggling (does not demonstrate competence at all)

Joint agreed assessment submitted to Human Resource for development of training plan on identified gaps.

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Results - Core Competencies for Reviewers

Competence levels:
- Excellent
- Good
- Average
- Developing
- None/starting

% Self Scores:
- Advanced beginner
- Skilled
- Proficient

African Union

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World Health Organization
Mandatory Competencies for Reviewers

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Lessons

Concerns and Fears

- Competency framework and assessment misconstrued to a performance measure
- Possibility of negative impact on job security
- Possibility of tool being used for pay benefit alteration
- Very lengthy exercise requires dedicated time, may be difficult to include in exiting programs

Mitigation of Concerns and Fears

- Clear communication of the objective of the Competency Framework
- Clear communication of performance assessment are done and clearly differentiate the two processes
- Clearly state the intended outcome – enabler for performance improvement
- Clearly documented and communicated competence framework and assessment process
Lessons

- Dunning Kruger effect is a common cognitive bias which was evident during the pilot—employees initially overrate themselves.
- Introduction of the peer discussion to the assessment process saw a reduced cognitive bias of overrating competence level.
- A tool that is user-friendly and performs analytics is required for results consolidations and analysis.
Comments and Questions

Thank you!