

THE HAWASSA INDUSTRIAL PARK CAREER DEVELOPMENT UNIT

**To be established and managed
by the Hawassa Industrial Park Investor Association**

The lack of adequately qualified workforce from the lower to middle management level is particularly challenging for the companies in the HIP and is one of the main barriers towards seeing the full potential of HIP. At present, business and industry are not sufficiently engaged and linked to the education sector to influence skillset of fresh graduates. Poorly trained managers contribute to low productivity and high staff fluctuation which hinders efficient production. Most companies therefore continue to resort to using international staff. This is expensive, creates frustration among local staff, contradicts the development goals of Ethiopian authorities and international donors, and finally diminishes business profitability.

Training that is provided at educational institutions is generally not practice-oriented and lack the necessary links to industry. New graduates are not adequately prepared to work in an export-oriented factories and have limited imagination what their career could look like. It is questionable if HIP will become fully successful as long as these challenges are not addressed. Therefore, the HIP Investors Association (IA) has decided to establish a Career Development Unit (CDU) at HIP which will link the educational sector with the industry, which will close skills gaps by providing job preparation training, which will provide centralized placement services, and support appropriate career guidance for lower and middle managers.

Structure and Workflow of the CDU

The CDU will be managed by one experienced manager and will have a Career Service Centre (CSC) where actual training will be conducted. One main trainer will be employed and a pool of short-term trainers will be managed on a roster and deployed as required.

An online database will be set up where graduates can enter their data independently or at their educational institutions. HIP factories will submit staffing and training requests to the head of the CDU who is then able to select an appropriate candidate from the database. The candidate will undergo skills set assessment and receive training at the CSC based on the result. Every candidate will undergo a Job Application Training and will then introduced to the factory. This process should take one month.

In case the factory accepts the candidate, the CDU can provide follow-up support and might provide additional training if needed for at least 6 months post employment. Regular impact

assessments will be conducted. The outcome will be provided to the educational institutions regularly and jointly analysed to close the feedback loop.

Resources available

- The concept (being finalised).
- An equipped training room at from IPDC at HIP with 50 seats (costs not determined yet).
- Job profiles have been developed on which the selection and training needs assessment of potential candidates will take place.
- Soft skills training modules for the trainings at the CSC are in completion.
- Linkages with training institutions have been established, e.g. the Hawassa Polytechnic College.

Resources needed

For the following elements of the current concept resources respectively funding is secured yet.

- Staff
 - Head of the CDU.
 - Lead trainer of the CSC.
 - Budget to contract specialized short-trainers from a pool of trainers for the CSC.
- Establishment of online database where graduates and other candidates can register themselves and from which the CDU can select candidates.
- Rent for the equipped training room at IPDC.
- Future expansion of concept to include hard skills training.

This paper is intended to provide interested project partners and potential funders with initial information about the CDU and the HIP IA CSC concept. It is not yet finalized and future project partners can participate in the finalization and contribute their own objectives.

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