



Background

The Skills in Business Programme aims to address these issues by enhancing SMEs' capacity to recruit and retain skilled young workers through work-based learning.

The project promotes a previous phase of work where People 1st International and EBRD developed an SME Human Resource Competency Framework, comprising 15 standards linked to specific outcomes and KPIs and provided training to local HR consultants across 8 countries to equip them with the tools and know-how to support local small businesses to increase the effectiveness of HR management in line with international best practice.

Skills in Business Standards



Recruitment and Retention	1. Developing Strategies	2. Competency Frameworks	3. People Policies	4. Employability Programmes	5. Market Insights
	6. Recruitment and Selection	7. Inclusion	8. Retention	9. Performance Management	10. Leavers
Work-based Learning	11. Induction	12. Career planning	13. Learning Needs	14. Learning Approaches	15. Measuring Impact

Through the European Bank for Reconstruction and Development (EBRD) funding, People 1st International have been engaged in a cross-regional intervention to provide businesses with the HR skills required to effectively manage their business.

The EBRD emphasises economic inclusion for development, measuring how economic institutions and education systems provide equal opportunities. Businesses face barriers when employing youth due to high unemployment and education gaps, impacting transitions to work. SMEs struggle to attract skilled labour, worsening labour force challenges.



Daily, Georgia

People 1st International collaborated with Daily, a prominent chain of convenience stores and supermarkets in Georgia, through the European Bank for Reconstruction and Development (EBRD) funded Skills in Business intervention from April to October 2023. The primary objective of the collaboration was to enhance human resource management effectiveness at Daily, enabling the organisation to attract, develop, and retain skilled labour in the growing retail industry.

Objectives / Challenges

The collaboration began with virtual and in-country meetings at Daily's Tbilisi offices, establishing strong relationships with the HR team and a local consultant. Despite Daily's success with 468 permanent staff and 200 stores, they lacked formal HR processes. The project aimed to address this gap by introducing mission, vision, and value statements, and implementing a comprehensive HR strategy with seven key priorities. These priorities included guiding Daily to standardise recruitment processes, recognise in-store job roles, and implement a performance evaluation system.

Outcome / Impact

An important outcome of the project was Daily's commitment to expanding its HR team early on. The newly appointed HR director was joined by an additional nine team members, ensuring the effective implementation of the project's recommendations.

Key outputs from the collaboration included the adoption of a new HR strategy, a review and refinement of job roles and organisational structure, recommendations and sample people policies, the development and implementation of performance evaluation policies and processes, and the definition of SMART objectives and understanding of KPIs.

Additionally, training materials and workshops were delivered on performance evaluation, communicating strategies, and measuring impact. Overall, the intervention contributed to strengthening Daily's human resource management practices and positioning the organisation for continued success in the competitive retail industry

Testimonial

"Through the partnership with People 1st International and the European Bank for Reconstruction and Development (EBRD), our Daily team in Georgia has embarked on a transformative journey towards enhanced HR management. With a focus on nurturing talent and fostering inclusivity, our collaboration underscores the importance of investing in our workforce and aligning with global best practices. From refining recruitment processes to championing diversity and implementing robust performance evaluation systems, our commitment to excellence shines through. Together, we pave the way for sustained success in the competitive retail landscape, empowered by the expertise and support of People 1st International and the EBRD." – Salome Godzelandze, HR Director – Daily.





About People 1st International

People 1st International has been providing world-class skills solutions for over 50 years. Our expertise is trusted by organisations globally and is proven to:

- Increase staff retention
- Maximise the potential of the workforce
- Increase productivity and competitiveness
- Create effective people strategies
- Build a strong commitment to vocational lifelong skills



For more information,
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THE EBRD

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IN BUSINESS**