

UNITED NATIONS
ECONOMIC
AND
SOCIAL COUNCIL



50982

Distr.
LIMITED



E/CN.14/TEL/3
OAU/TEL/3
14 January 1966

Original: ENGLISH

ECONOMIC COMMISSION FOR AFRICA
Joint Meeting of ECA and OAU
on Telecommunications in Africa
Addis Ababa, 7 - 12 March 1966

MANAGEMENT TRAINING FOR AFRICAN
TELECOMMUNICATION PERSONNEL

E/CN.14/TEL/3
OAU/TEL/3

* Important

See this series of courses
in the 10 year integrated
programme attached.

MANAGEMENT TRAINING FOR AFRICAN
TELECOMMUNICATION PERSONNEL

CONTENTS:

1. Summary
2. Introduction
3. Proposed Courses
4. Cost

1. Summary

The continued training of senior administrative and technical staff in modern management techniques is an important factor in the development of telecommunication services in Africa today.

Under the joint ECA/ITU action a series of annual management training programmes are proposed to start in 1965 concurrently with a series for telecommunication instructors.

This report concerns the training of senior administrative and technical staff (equivalent to director and assistant director levels) in up-to-date management techniques and instruction in training in management techniques in an effort to improve the over-all efficiency of the services and ultimately to overcome the dependency on foreign advisers in this field.

An initial training programme is set out for 200 executives over a period of 10 years utilizing the recently created facilities of the ILO Turin Centre for Advanced Training in Italy.

A schedule of operation is given together with cost estimates (Details of concurrent courses at the Turin Centre for instructors is given in the ECA/ITU document on: "Training of Instructors for African Telecommunication Institutes".....)

2. Introduction

At their sixth session, the Economic Commission for Africa drew attention to the urgent need for training personnel in the various branches of telecommunications.^{1/} The ECA/ITU propose setting up a number of training programmes and in particular one for training in management techniques.

While it is accepted that the lack of technically trained staff represents one of the most serious drawbacks to the development of telecommunications in Africa, it will be some considerable number of years

^{1/} Resolution 106(vi) on the Development of Telecommunications in Africa, paragraph (d)

before any major improvement will be felt from the training programmes currently in operation or planned. Because of the importance attached to the improvement of telecommunication services, coupled with the delay in providing technically trained staff, some positive action has to be taken to adopt the capabilities of existing staff to the growing demands. Results are necessary through the improvement of management services to train the administrative personnel in order to get the absolute maximum out of the staff and facilities which they have at their disposal.

Basically then, the problem is one of achieving the most efficient management with the relatively limited resources available at the moment. These rather unusual conditions present special problems and for this reason specially designed courses are proposed in this report. The courses would cover all management functions and activities - forecasting and policy making, planning, decision making, organization, managing and controlling - as applied to telecommunications.

Clearly it is not sufficient that they themselves should have sole access to this knowledge but must convey to their subordinates how to apply it. For this reason instruction is also proposed on training techniques so they may pass on their knowledge as well as apply it.

It is proposed to have each year alternately in French and English ten courses each for 20 executives. Four of the courses would be at director level for a period of two months and are intended as a refresher course and to keep directors up to date with new techniques. The remaining six courses would be for a period of six months for assistant director level and section heads and would comprise more basic training.

The trainees would be selected approximately four months before the beginning of the courses by means of questionnaires and interviews. Information is required regarding the health, occupational qualifications, character, behaviour, skill, knowledge and aptitudes, educational record and cultural background. This information would be checked by a joint committee of the interested government the ILO and ITU in the region as well as by the Turin Centre's testing experts.

3. Proposed Courses

The courses as proposed are for a period of 2 and 6 months based largely on those already suggested by the ILO under Public Administration and Services for senior executive staff preferably holding university degrees, or equivalent professional qualifications or long practical experience.^{1/}

It is proposed that a general curriculum be established so that each candidate should receive an insight into other fields. Five broad subject headings have been chosen each requiring roughly 20 per cent of the total time. They are:-

- (a) Engineering planning.
- (b) Finance and Statistics (including data processing)
- (c) Personnel Management.
- (d) Stores and Transport.
- (e) Miscellaneous (Committees, self expression, office procedures, legal, safety, security, sales, management teaching and general cultural activities).

The details are as follows:-

(a). Engineering Planning

General: Nature and purpose of planning, decision-making, operations research, long term planning and provisions.
Work organization, layout of work areas, costing.
Systems engineering.
Maintenance of equipment and buildings.

(b). Finance and Statistics (including data processing)

Financial: Budgeting, accounting, contractual arrangements, profit and loss, revenues and expenditures, assets and liabilities depreciation.

^{1/} ILO Technical Information Note 2 of ATC/NT 2 June 1964. International Centre for Advanced Technical and Vocational Training Turin.

Tariffs.

Machine accounting and billing, stock control.

Statistical methods and presentation of information, financial records, growth charts, traffic forecasting, use of computers.

(c). Personnel Management

Organization: Departmentation, line and staff authority relationships, assignment of activities, delegation of authority.

Staffing: Leadership and control, appraisal, training, selection and promotion.
staff records

Public relations: With community, press, Government, other organizations.

Unions: Types and functions of staff unions.

(d). Stores and Transport

Stores: Inventories and stock control, storage, packing, disposal of surplus and unwanted stocks, contractual arrangements.
Location and layout of stores, standard stock books, estimating requirements, material inspection, testing and acceptance, standardization of material.

Transport: Provision maintenance and control of vehicle fleet and mechanical plant.

(e). Miscellaneous

Committees: Nature and use, effective operation, chairing, agendas.

Self Expression: Oral

Written; preparation of correspondence (including dictation)

Fast reading techniques.

Office Procedures: Information retrieval, standard presentation and handling of correspondence, preparation of forms and drawings.

Legal: Radio, telephone, telegraph regulations; acquisition of property.

Safety and Security.

Sales

Management teaching: The learning process, basic and advanced training methods and their adaption to different levels, programme preparation and development of teaching aids.

General: Culture, instruction on self development and artistic activities.

4. The Cost

The cost of the fellowships is estimated at US \$2,500 per fellow, that is US \$50,000 per year for 20 fellows.

The initial programme covers a period of 10 years, that is a total cost of US \$500,000 covering the training of 200 executives.

