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BULLETIN ON PERSONNEL TRAINING AND DEVELOPMENT

(Document prepared by Volta River Authority Staff Training and Development)
(Ghana)

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Training Policy

It is the policy of the Authority to establish a trained and effective personnel. To achieve this the Authority will encourage employees, through in-service and institutional training, to equip themselves with the know-how that will enable them to perform their jobs more efficiently.

To sustain employees' morale and continued service, the Authority shall follow a policy of promotion from within the organisation and this can only be achieved by personnel training and development.

It must be noted that the emphasis will be on In-Service Training Programmes, and the use of local training institutions. Overseas training will be arranged for selected personnel, only when there is an urgent and apparent need for it and local training facilities cannot meet the training requirements.

The Authority expects only Heads of Departments to recommend employees for institutional training and will not sponsor employees who on their own accord decide to attend full-time institutions either in the country or abroad.

Organisation for Training

The training section will comprise the following units:

1. Institutional Training Unit; and
2. In-Service Training Unit.

The Training Officer will be responsible for the co-ordination of training programmes and shall liaise very closely with all heads of departments in respect of their training requirements and will, at the same time, be directly or indirectly involved with national and international agencies concerned with training and general education.

Training Section Functions

The Training Section will assist all levels of management on matters related to personnel development:

1. Study trends in development activities both within and outside the Authority; identify or anticipate Authority needs and develop and recommend suitable methods, principles and procedures.
2. Advise management in the field of development and present a proper appreciation of appropriate methods, principles and procedures.

3. Carry out a co-ordinating role in the planning, development and implementation and in the continuing application of development programmes.
4. Work in conjunction with the line organisation in developing solutions to particular problems and in developing appropriate development activities.
5. In the particular area of management development, carry out projects relating to the administration and supervision of people.
6. Sponsor and carry out courses where the need is common to a number of units, except in cases where the content is the functional responsibility of another Branch Head.
7. Administer conference and development centres, if established, to accommodate central courses and conferences.
8. Observe and report on the status of training development activities within the Authority.

Training Inter-Relationships

The Director of Personnel normally initiates the chain of inter-relationships in training by obtaining the approval of the Chief Executive on the programme of training requirements of departments in accordance with annual budget allocation.

Institutional Training Inter-Relationships

The Institutional Training will involve inter-relationship with:

1. Departments of the Authority in the determination of specific institutional training needs.
2. Local educational and training institutions such as polytechnics and business colleges and universities in the determination of available courses in engineering, administration, the sciences, vocational, technical, clerical and secretarial training.
3. Foreign agencies and governments with special technical assistance programmes for the Ghana Government, with the view to securing openings available for the training of VRA personnel.

In-Service Training Inter-Relationships

This training activity will involve contact with:

1. Departmental heads of the Authority - in determining each department's training needs.

2. Equipment manufacturers and suppliers for training aids (equipment, demonstration, instruction manuals etc.).
3. Local technical/vocational schools, for residential short courses.
4. Outside agencies prepared to offer training aids, personnel and other support.

Training Procedures

Under the direction of the Director of Personnel the Training Officer shall be given considerable latitude in developing and executing approved training programmes within budgetary limits.

Institutional Training Procedures

Although the following procedures would need much development, they would be useful as a general pattern:

1. Assessment and determination of departmental needs for institutional training through observation, meeting and formal requests from departments. A request from a department head may take the form of the memorandum or a formal requisition for institutional training, out-lining specific requests for academic, vocational or other institutional training (number of trainees, type of course work or degrees desired). It may also suggest institutions, and the expected date of course work completion.
2. Survey of institutions for specific course work, liaising closely with institutions or agencies handling such type of courses, determination of arrangements, costs and available openings, finalising arrangements, with institutions or agencies concerned.
3. Advising the Personnel Services Section to make necessary travelling arrangements for students.
4. Follow-up on student progress by correspondence or other contact.
5. Maintenance of records and reports, including rosters of institutional enrolments (lists and individual card file indicating personal history, education, training, general progress and ultimate completion).
6. Monthly and annual progress reports (summaries to involve individual and group progress for internal reporting to the department heads concerned and for publicity releases in the Voltascope).

7. Maintenance of individual file of correspondence and documentation for every student.
8. Maintenance of data files on institutions for training and education and for related agencies assisting in overseas training.

In-Service Training Procedure

The procedure for in-service training will vary according to each in-service training project carried out. The following procedure can be considered as guide lines for procedural development:

1. Determination of departmental need for in-service training by observation, and formal requests by the department heads.
2. Survey of technical, administrative and vocational facilities and institutions available for the Authority's in-service trainees.
3. Assessment of available facilities.
4. The planning and determination of curriculum and course progression in close liaison with department heads to provide for the trainees orderly progress through a selection of courses in specific course of study in order to qualify for advancement within grade and promotion to higher job position.
5. Formalising arrangements for short courses in available technical or other schools for in-service employee trainees; making arrangements for extension courses or part-time training for in-service employees; setting up where possible, the Authority's own school for employees/trainees assigned to long term courses. In this direction -
 - (a) assembling teaching staff from -
 - i. the Authority's own professional, technical and administrative staff;
 - ii. other technical and vocational institutions;
 - iii. overseas and international sources.
 - (b) setting up non-teaching organisation for -
 - i. general school administration, housing and feeding;
 - ii. overseas and international sources.

6. Maintaining a follow up system on student progress in the Authority's schools, correspondence course and technical/vocational schools.
7. Maintain records of all students and ensure that necessary reports are issued for the information of department heads.

Akosombo International School and Day Nursery

The Training Officer will provide assistance to the Superintendent Operations Engineer and the Director of Personnel in the formulation of general educational policies on the running and administration of the Akosombo International School the Authority's kindergarden school.

VOLTA RIVER AUTHORITY STAFF TRAINING AND DEVELOPMENT

The VRA provides two forms of training: In-Service Training and Specialised Off-the-Job Training both locally and overseas.

In-Service Training

Formal In-Service-Training has been restricted to trainees especially engineers and technicians.

- i. Form of Training
 - (a) Theoretical training in classroom or at place of work.
 - (b) Practical training on the job i.e.
Generating Station, Plant and Vehicle Workshop,
Transmission grid etc.
- ii. Method of Training
 - (a) On the job instruction and participation in jobs being undertaken.
 - (b) Classroom instruction through training manuals VRA Staff have supervised all training.
- iii. Period of Training
 - (a) Engineers do a two-year training programme after which they are assessed for permanent assignment in one of the engineering sections.
 - (b) Technicians (Minimum of Intermediate City and Guilds) do a 2 to 4 year programme depending upon the area of specialisation e.g. Operating, Line, Mechanical or Electrical Maintenance and Protection and Control.
- iv. Size of Student Body
 - (a) Between 1963 and 1965 (the dam was commissioned late 1965)

Engineers	8
Technicians	100
 - (b) After 1965:

Engineers	28
Technicians	50

Off-the-Job-Training

In line with the Authority's personnel planning and development staff are regularly being sent out for training.

i. Form of Training

- (a) Special functional courses organised locally or outside Ghana.
- (b) Attachment to other organisations to study special aspects of a job.

ii. Period of Training

Normally not more than 1 year but exceptions are made in the case of courses requiring longer periods.

iii. Numbers of Staff given Off-the-Job Training

(a) Institutional Courses

- 1. Administrators including specialised areas like Personnel, Purchasing, Public Relations etc. - 19.
- 2. Accountants, Finance Officers and Non-professional Accounting Staff - 22.
- 3. Engineers - 15
- 4. Technicians - 13
- 5. Health Personnel and Scientists - 7
- 6. Social Scientists - 2
- 8. Secretarial Staff - 9
- 9. Clerical Staff - 27
- 10. Artisans - 17
- 11. Nursery School Attendant - 1
- 12. Telephonist - 2

(b) Attachment

- 1. Lawyer - 1
- 2. Accountants - 2
- 3. Administrators - 1
- 4. Engineers - 8

So far results obtained have been adequate and successful. The volume of staff training and the review of present training methods will depend upon the staff requirements of the Authority.