

UNITED NATIONS
ECONOMIC
AND
SOCIAL COUNCIL



53474
Distr.
GENERAL

E/CN.14/419
E/CN.14/UAP/164

26 July 1968
Original: ENGLISH

ECONOMIC COMMISSION FOR AFRICA

REPORT ON THE SEMINAR ON THE METHODS AND PROCEDURES
TO IMPROVE PERSONNEL ADMINISTRATION

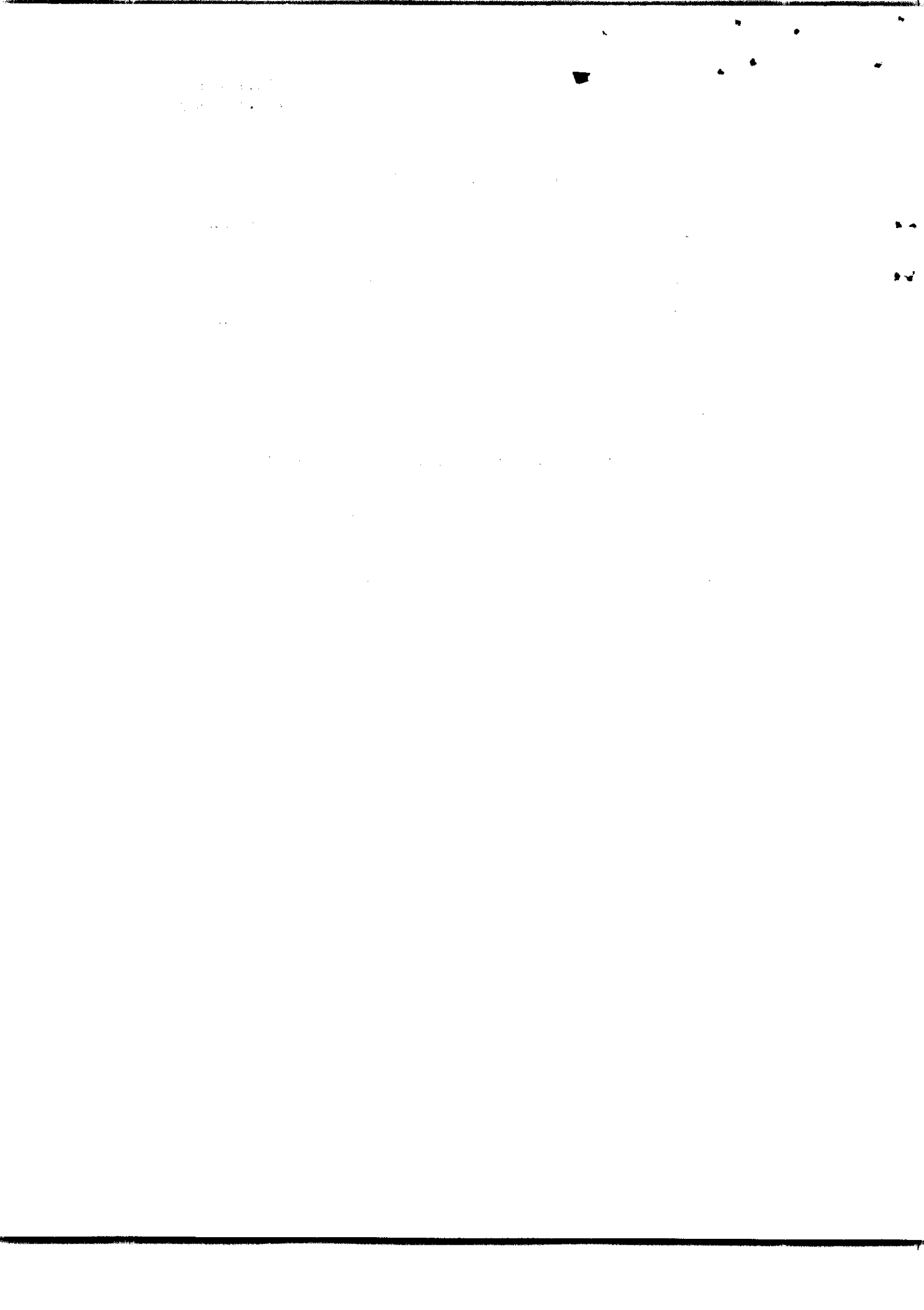
M68-1098

TABLE OF CONTENTS

		<u>Pages</u>
PART I	INTRODUCTION	1 - 3
PART II	SUMMARY OF THE DAILY SESSIONS	4 - 11
PART III	RECOMMENDATIONS AND COMMENTS	12 - 16

ANNEXES

I	LIST OF PARTICIPANTS, DIRECTING STAFF AND CONSULTANTS
II	LIST OF WORKING AND COUNTRY PAPERS
III	AGENDA AND DAILY WORK PROGRAMME



SEMINAR ON THE METHODS AND PROCEDURES
TO IMPROVE PERSONNEL ADMINISTRATION
Addis Ababa, 20 - 28 June 1968

PART I
INTRODUCTION

Objects and purposes of the Seminar.

1. The Seminar was convened by the Executive Secretary of the Economic Commission for Africa in fulfilment of project 124 (a) of the Programme of Work and Priorities for 1967-1968, which originated from resolutions 77 (V) and 172 (VIII) of the Economic Commission for Africa, and from the recommendations of the Seminar on Urgent Administrative Problems of African governments which was held in Addis Ababa in October 1962.
2. The Programme of Work and Priorities of the Commission described the aims of the Seminar in the following terms: "To assist the work of Civil Service Commissions, Central Establishment Offices, Central Personnel Agencies and similar bodies in improving the systems and procedures of personnel administration and to bring them into line with the latest procedures". In his letter of invitation to member States, the Executive Secretary pointed out that the Seminar would concentrate on the study of modern techniques of personnel management.

Organization and participation

3. The Seminar met in Addis Ababa from 20 to 28 June, 1968. As the French experts were not available at that time, the French speaking part of the Seminar had to be postponed: it will take place in Addis Ababa from 7 to 15 October 1968.
4. Sixteen African countries were represented by 23 participants, the majority of whom were senior officials in Central Personnel Departments and allied agencies.

5. The Consultants (one of whom acted as Co-Director and took the Chair throughout the Seminar) were provided by the Ford Foundation, H.M.Treasury (United Kingdom), the Kent County Council (United Kingdom), and the Institute of Public Administration (Achimota, Ghana), the Royal Institute of Public Administration (United Kingdom), and the Public Administration Section of the Economic Commission for Africa. (Working papers were contributed by the consultants, who introduced their own papers and took part in the discussions throughout the Seminar.

The Participants had been asked to produce country papers on the problems of personnel management.

A full list of consultants and participants is given in Annex I, and the titles of working and country papers are assembled in Annex II.

6. The Seminar was formally opened on 20 June, 1968, by Mr. R. K. A. Gardiner, Executive Secretary of the Economic Commission for Africa. The Executive Secretary in his address said that: "This Seminar is the third in a series which the Economic Commission is devoting to problems of personnel management. Though its title points to methods and practices, its aims are the improvement of the efficiency of the public servants, and the Seminar is thus a part of the overall programme of the Commission for the development of human resources ... Our endeavours are now leading us to present to you new methods and procedures which we hope you may be able to use in your efforts to modernize your personnel administration and to adapt it to its development tasks ... The programme of the Seminar has been devised to cover practical aspects of personnel management; but we must bear in mind that the instruments which we are trying to forge or improve are handled by men and are designed to further human progress".

The closing address was delivered by Mr. P. Rajaobelina, Deputy Executive Secretary, on 28 June, 1968.

7. The programme was spread over seven working days, each divided into four periods. The items covered were:

1. Public Service Laws and Regulations;
2. Organization of Establishment Offices;

3. Post Classification;
4. Manpower Assessment;
5. Some Financial Aspects of Personnel Administration;
6. Movements of Personnel;
7. Staff Management and the Individual */
8. The Use of Mechanical Processes and Machines;
9. Personnel Forms and Files.

The programme is reproduced in Annex III.

*/ This item also included Staff Assessment and Training which could very well constitute separate items in any subsequent Seminar.

P A R T II

SUMMARY OF THE DAILY SESSIONS

PUBLIC SERVICE LAWS AND REGULATIONS

(presented by Mr. J. NTI, Acting Principal,
Institute of Public Administration, Greenhill, Achimota, Ghana).

8. The Consultant pointed out that his emphasis had been concentrated upon standardization of such laws and regulations. The discussion, which took place in the whole group, was brisk from the outset. The usual settling in period, when strangers take a little time to get used to one another, was for once not in evidence.

It was agreed that standardization did not necessarily mean uniformity and that flexibility was essential if the system was not to become hidebound. The proper object was to establish guidelines.

While it was generally agreed that such rules must stem from basic law (Act of Parliament, etc.) it was felt that a good deal of discretion in application should be left to the departments. Here some of the participants clearly had fears that there was a danger that rules might sometimes be interpreted, or even ignored, according to the whim of the responsible officials, who might be influenced by either personal or political motives. Thus at this early stage the group were showing a deep and practically unanimous concern over the ill-effects that undue political influence could have upon their work, in this case in the achievement of the effectiveness and impartiality that the rules were designed to bring about.

The point was made of the importance of the staff's awareness to the rules and their reaction to wrong interpretation. Some of the participants felt that the staff were not brought in at a sufficiently early stage, that often they became aware of new rules affecting them personally only when the matter was already a 'fait accompli'. The value was recognized of a system of staff consultation on Whitley lines, although not necessarily so sophisticated as the British system.

This points to another theme that was recurrent through the Seminar; namely, a realization that solutions had to be geared to particular situations, which were bound to vary from country to country (whose great variety was exemplified in the case of this Seminar by Gambia on the one hand and Nigeria on the other).

Discussion of the topic had got off to an early start in the morning at the conclusion of introductory business and continued in the afternoon. Time was now found for the seminar to visit the ECA Operations Room, where Mr. I. S. Fraser, Programme Co-ordinator, by means of a series of striking charts showing inter alia the production and manpower situation in a number of African countries, gave the group a stimulating introduction to the work of the Section and its means for keeping pace with development taking place throughout the continent.

ORGANIZATION OF ESTABLISHMENT OFFICES

(presented by Mr. D. A. ANDERSON, Ford Foundation, Nairobi, Kenya).

9. The Consultant pointed out that the Central Personnel Agency was not necessarily a permanent feature. Discussion concentrated upon the need for a Central Personnel Agency, or otherwise of both a Central Personnel Agency and a Public Service Commission, and their relationships with the Government and other supporting bodies, like Institutes of Public Administration.

Many participants were again very much concerned with the ill-effects of political interference, while even those who seemed quite happy with their own experience in this connection nevertheless became deeply involved in the discussions. It was thought that, in view of the strictly professional nature of personnel management, there was little place for a Minister to have responsibility for the Central Agency. The Seminar had varied views as to the appropriate location of the Central Personnel Office.

The chart of such an office reproduced in the working paper was generally acceptable, though certain additions were suggested, but the Consultants pointed out that such a chart was only for general guidance and that such matters as the size of the particular service and the extent of its operations would influence the pattern actually adopted. He also

emphasized the importance of the welfare function of the Central Office (and of course of all those involved in personnel management). The question of career development was brought up by other Consultants, but neither points were seriously probed by the participants. Time only permitted the introduction of such ideas, and it is to be hoped that participants will themselves be sufficiently interested to return to them later.

For these first two discussions Rapporteurs appointed from the group provided supplementary reports showing how the discussions appeared from the participants viewpoint. It was now decided (in response to requests by some of the consultants and participants) to conduct the following discussions in syndicates, and for this purpose the participants were divided into three syndicates, asked to select their own chairmen and recommended to see that this office circulated for future sessions.

POST CLASSIFICATION

(presented by Mr. J. NTI)

10. After the Consultant had picked out certain points for special consideration the syndicates were briefed and asked each to concentrate upon those problems that concerned them most. In the event, discussion in each case concentrated upon the relative merits of the two systems of classification referred to in the working paper (namely, duties classification and the ranking approach). Argument was concentrated mainly on discovering the precise differences between the two systems and how they worked in practice. The consensus was that elements from both systems must figure in any practical scheme of classification.

Discussion in the groups, which all the consultants had visited, was vigorous and it was unanimously agreed that the session had been well-worth while even if no clear-cut solution had emerged.

MANPOWER ASSESSMENT

(presented by Mr. D. R. LIGHT, Establishment Officer,
Kent County Council, United Kingdom).

11. In presenting his paper, on the morning of the third day, the Consul-

tant explained that although it had covered individual assessment (including staff reporting) this subject was appropriate to the later session on Staff Management and the Individual, and would be deferred till then.

Manpower could be regarded as one of the two main resources - money and people - and its planning was vital to the personnel manager. The ill-effects of defective planning in this field were demonstrated with figures on the blackboard, showing how the inflow and outflow of a staff grouping in a particular organization, set out by age-groups for a three year period, added up to a complete overturn of the entire group during the period, with all the consequent waste in personnel costs, training and acquired experience.

The Seminar again went into syndicates. Discussion was vigorous and the results interesting. Each group made a detailed examination of the several basic factors affecting, or to be taken into account, in manpower planning, and while the general view that the manpower situation varied too much from country to country for a generally applicable solution to be drawn, could have been predicted at the outset, nevertheless, arising as it did as the result of a series of vigorous discussions, the conclusion was significant.

In opening the general discussion after the three syndicates had reported, the Consultant pointed out that no plan ever solved anything and that planning had to be flexible in order to cope with an ever-changing situation. Furthermore, in this activity as much as any, the Personnel Manager needed to know much more about the habits and attitudes of the individual worker.

In the subsequent discussion the importance of the prevailing housing situation was emphasized by a number of the participants. Another point raised by many was the difficulty of defining the qualifications required of expert advisers provided under Technical Assistance. In practice some of those actually provided failed to make the sort of contribution that had been expected and the result had often been a dead loss. It was not clear, from the discussion, where the real fault lay.

SOME FINANCIAL ASPECTS OF PERSONNEL ADMINISTRATION
(presented by Mr. G. W. WATTERS, Management Services,
O and M, The Treasury, United Kingdom)

12. In introducing the paper, in the afternoon, the Consultant suggested that time was money and that people meant money, hence the relevance of finance to the subject under review. He went on to emphasize the importance and difficulty of inculcating cost consciousness in members of the staff, not confined merely to the top levels.

The discussions in syndicate maintained their vigour and were even more wide-spreading than hitherto. Thus the report of one of the syndicates contained the following conclusions:

- (i) that the Central Personnel Agency should set a good example in demonstrating the need to avoid waste in the employment of staff;
- (ii) that the cost factor was not easily understood by subordinate staff; and
- (iii) that, therefore, supervisors should be trained in cost consciousness so that they could instil the idea in their subordinates, and that this could best be done at the very beginning of their employment.

The group reports provided an excellent review of the subject but were so comprehensive that there was little time to pursue the points at issue in the closing discussion.

It was clear that the idea of cost consciousness had stimulated a good deal of interest and that the question of special training needed to be further explored. The Consultant suggested that new training techniques might well be involved.

MOVEMENTS OF PERSONNEL
(presented by Mr. J. NTL)

13. In briefly presenting this topic on the morning of the fourth day of the Seminar, the Consultant emphasized the need for a postings policy and

of the importance of injecting new blood into the organization.

Discussion in the syndicates was again vigorous. The question of transfers (involving also a questioning of the precise meaning of the term which varied as between the several countries) and the loss of seniority that was often involved, stimulated much discussion and the latter rule criticized as restricting mobility. One syndicate proposed that Ministers and Permanent Secretaries be discouraged from taking staff with them when moving from one department to another. The question of postings to remote areas was examined and the need for special incentives expressed.

It was found that young officers, with few responsibilities and, therefore, more easily transferable, were often the least prepared to move. Early retirement in the public interest was widely supported. In the closing discussion the question of bonding was pursued with a good deal of heat although no clear conclusion emerged.

It is interesting to note that in this instance two of the syndicates again treated the paper as a whole and attempted to cover the entire ground, as far as time permitted, while only one syndicate obviously made an effort to select those points that presented the greatest problems to members of the group. Nevertheless, it is clear that all were very much involved in the matter under discussion and that this mutual probing of difficulties should lead the participants to take a fresh look at their root problems on the spot.

STAFF MANAGEMENT AND THE INDIVIDUAL

(presented by Mr. D. R. LIGHT)

14. In the afternoon the Consultant enlarged upon some of the important points set out in his paper on this subject (to which the question of "Staff Assessment" had been added, as promised in (11)). He then propounded three specific questions, one for consideration by each syndicate - a variation upon our previous practice. The question dealt respectively with (i) how the Personnel Department could best ensure purposeful and effective selection; (ii) the actual meaning of staff assessment, how to ensure its objectivity while encouraging the self-development of the

PART III

RECOMMENDATIONS AND COMMENTS

It had been decided not to circulate a formal questionnaire for this purpose but to draw out the views of the seminar in open discussion. The following recommendations emerged from this discussion which followed on logically from the foregoing discussions. There can be little doubt from the favourable reactions of the group that members were well satisfied with the outcome of the Seminar as a whole.

17. RECOMMENDATIONS

- A. The Seminar expressed the view that the efficiency of Personnel Administration was being diminished by the amount of political interference occurring in personnel matters, and that the ECA might like to recommend to member Governments that they should consider the extent of this problem in their own countries.
- B. The Seminar welcomed the opportunity provided for a constructive exchange of views about personnel practices and problems in the African countries and considered that there is a need to provide a continuing stimulus to the development of appropriate and effective systems of personnel administration in all African countries. It recommended, therefore, that ECA should consider ways of meeting the need and of providing for a continuing exchange of information about the practices that have made an effective contribution towards solving the personnel problems which face the developing African countries.
- C. The Seminar considered (i) that existing differences in standards of academic qualifications awarded by Universities, Institutions and Professional Bodies throughout the world were causing serious Personnel Administration difficulties in African countries, (ii) that the evaluation of such standards should be a matter for guidance by the United Nations, and (iii) that the ECA should consider the best way to achieve the necessary evaluation and standardization.

~~D. The Seminar were of the opinion~~ that, to enable Public Administration Section of ECA to aid more effectively African countries in improving their Personnel Administration, the staff of the Section should be strengthened by the reinforcement of the field organization, through which improved liaison can be maintained with the Personnel organizations of several African countries.

E. With regard to the arrangements for the Seminar itself it was suggested that:

- (i) The papers from both Consultants and participants should be in the hands of all contributors to the Seminar well in advance of the meeting of the Seminar (but the difficulties involved in achieving this were fully appreciated);
- (ii) The Consultants should have come from different countries and not solely from those with a British background and that they should all have had African experience. (This was in fact a small minority view);
- (iii) The Consultants in presenting their subjects should refer to books and other printed matter that would be helpful to the participants (this was in fact done in some cases, and it was agreed that it was not lengthy book lists that were wanted).

F. The participants considered that there should be more opportunities for senior members of personnel branches to visit their opposite numbers in other African countries, to enable them to examine on the spot what is being done there. Such arrangements should normally be made on a mutual basis, but, for obvious reasons, support by the United Nations of the policy of such exchanges would be helpful.

COMMENTS BY THE CONSULTANTS

18. Meeting subsequently, the Consultants felt that, within the limits of time and resources available, the Seminar had been a success, though it had to be admitted that this was a general impression that could not easily be

evaluated. So much must depend upon the way the participants used their experience after their return to their several countries and, particularly, the degree to which they passed down such experience and lessons to those who had to grapple with the day-to-day problems in their offices.

The question of follow-up by the ECA was discussed. It was considered an essential but could hardly be undertaken with the present staff resources. Not only were follow-up visits by members of the staff desirable, but some form of training was needed for those middle range staff of personnel offices who had direct responsibility for seeing that the methods and procedures were properly implemented. To reduce the expense of bringing together such groups at a central point, and possibly to facilitate attention to problems peculiar to certain areas, it would seem desirable to organize such training on a sub-regional basis and the strengthening of the Commission's organization with such ends in view was strongly recommended.

19. COMMENTS BY THE CO-DIRECTOR (Dr. E. N. Gladden)

Apart from the wide and varied experience of the Director and Co-Director, the Seminar seems to have been very well served by the compact team of four experts, who were able not only to deal with all points of difficulty as they arose but also to contribute new material and impressions whenever such supplementation was needed. The broad and well-founded experience and knowledge of African Personnel Administration of Messrs. Anderson and Nti are too well known to need further emphasis; the experience of Mr. Light in the field of public corporation and local government in Britain as well as his wide knowledge of the broader aspects of personnel management considerably broadened the viewpoints of the Seminar; while Mr. Watters' up to date experience of the O and M and Management Services work of the British Treasury, which is in the forefront of the activities in the public field anywhere in the world provided the group with the sort of experience and expertise that they needed.

20. PROCEDURE

It was at the outset decided to hold discussions in open session, although it was clear that a group of over twenty was too large for the best results to be obtained by this means. In fact the results of the first two sessions, which were dealt with in this way, were highly satisfactory, better than one had a right to expect.

However, in response to the views of some of the consultants, supported by members of the Seminar, the syndicate method was adopted for subjects (3) to (7) and again the results were highly satisfactory. Discussion in the smaller groups were lively and constructive and much enjoyed by the participants, but the time factor was against making the most of the final report and discussion stage. The syndicate method requires more planning and more time than the straight discussion, and in this sense we could hardly expect to get the best out of it.

A mixture of the two approaches may well have been the best solution, while breaking the monotony of continuous discussions by the inclusion at appropriate intervals of a well conceived case-study or other exercise would be worth consideration for a future Seminar, where resources permitted.

Within the limitations placed upon this Seminar I am of the firm opinion that the high degree of co-operation forthcoming from the participants both indicated and contributed to ensure a high degree of success.

21. TIME FACTOR

The time available for this Seminar - seven working days, all quite exhausting for those participating - during which a good deal of domestic business had also to be executed - was too short to cover the very wide field of enquiry. Many of the topics could have been extended and it would have been helpful to have had time to discuss the country papers (from which of course numerous points were brought up, or could have been brought up, by their sponsors in the course of the discussions).

A suggestion that the entire Seminar should have been organized on the basis of these country papers (a reaction that is by no means novel on such occasions) would not, I feel, be very successful. To obtain a clear picture

such a broad subject needs to be broken down into sectors or aspects and those chosen in the present instance follow very much normal practice. On the other hand the subject approach should certainly not preclude special attention being given to the country papers, and the Chairman's intention to do this in the present instance was defeated by lack of time. A careful reading of the papers indicated that there were still many points that deserved discussion. Another couple of days could have brought dividends if devoted to this purpose.

22. A word must be spared for the participants for their high degree of cooperativeness, unfailing good humour, and assiduity in attendance. It was clear that they had come to contribute as much as they could and to derive the maximum of benefit from the formal discussions and the equally fruitful informal interchanges of experience and ideas. A Seminar that started off with such a great advantage could hardly fail to succeed.

23. It could be well concluded from the general tenor of the report that the discussions tended to keep up in the air, as it were. Certainly the majority of participants were deeply concerned with the political aspects and more could certainly have been made of their detailed day-to-day experience and problems, though this is a quite normal reaction to such discussions. This does not of course mean that these specific problems and difficulties were not being borne in mind and placed in their proper perspective in relation to the actual discussions. Obviously they were, and it is to be hoped that, on their return to their own countries, the participants will find themselves in a much better position than they were previously to advise their colleagues and guide their subordinates in achieving the prime object of the Seminar, i.e. making more effective their methods and procedures to improve the efficiency of personnel management in the public field.

ANNEX I

LIST OF CONSULTANTS AND PARTICIPANTS

(i) Consultants

Dr. E. N. Gladden	Ischia, 79 Bulwer Road, New Barnet, Herts, England. Co-Director of the Seminar.
D. R. Light	Establishment Officer, Kent County Council.
J. Nti	Acting Principal, Institute of Public Administration, Greenhill, P.O.Box 50 Achimota, Ghana.
D. A. Anderson	Staff Development Adviser, The Ford Foundation, P.O.Box 1081, Nairobi, Kenya.
G. W. Watters	Management Services (O & M), The Treasury, London, United Kingdom
J. H. Gilmer	Head, Public Administration Section, Economic Commission for Africa, P.O.Box 3001, Addis Ababa, Ethiopia. Director of the Seminar.

(ii) Participants

ETHIOPIA

Telahun Andarge	Deputy Commissioner, Civil Service Commission, <u>Addis Ababa.</u>
Teferi Abitew	Director General of Administration Department, Ministry of National Community Development and Social Affairs - <u>Addis Ababa.</u>
Gebremariam Abishe	Director of Personnel, Ministry of Agriculture, <u>Addis Ababa.</u>
Makonnen Eunatu	Director Ministry of Finance, <u>Addis Ababa.</u>
Makonnen Nurlign	Assistant Minister of Personnel Administration, Ministry of Interior, <u>Addis Ababa.</u>

GAMBIA

F. E. Grante	Higher Executive Officer, Establishment Office, <u>Bathurst.</u>
--------------	--

GHANA

G. T. Oddoye	Secretary to the Civil Service Commission, <u>Accra.</u>
--------------	--

KENYA

S.R. Karunditu

Chief Personnel Officer, Vice-President's Office and Ministry of Home Affairs, Nairobi.

S. B. Akatsa

Acting Deputy Director of Personnel, Office of the President, Nairobi.

LESOTHO

E. M. Makbetha

Senior Executive Officer, Civil Service Commission, Maseru.

LIBERIA

A. D. Peabody

Co-Chairman, Public Administration Service in Liberia, Monrovia.

LIBYA

M. Abuzayan

Director of Personnel, Ministry of State for Civil Service Affairs, Tripoli.

NIGERIA

F. Abisola Fawehinmi

Senior Labour Officer, Federal Ministry of Labour, Lagos.

SIERRA LEONE

A. R. Jones

Assistant Establishment Officer, Establishment Secretary's Office, Freetown.

SOMALIA

Mohamed Ismail Kanin

Director of Personnel Department, Directorate of Personnel & Establishment, Mogadishio.

SUDAN

Abdelwahab Ibrahim

Senior Inspector, Establishment Branch, Ministry of Finance, Khartoum.

Abdelmoneim Nadeem

Assistant Managing Director of Personnel Administration, Public Agricultural Corporation, Khartoum.

SWAZILAND

Kunene

Administrative Officer Secretary-Designate, Public Service Commission, Mbabane.

TANZANIA

V. Kilandeka

Establishment Officer, Central Establishments Division, President's Office, Dar es Salaam.

UAR

Yousef Mohamed-Sadek Kholoussi Director General of Planning, Central
Agency for Organization & Administration,
Nasr City, Cairo.

UGANDA

E. B. Aboce Principal Assistant Secretary, Public
Service Commission, Entebbe.

ZAMBIA

A. M. Phiri Permanent Secretary, Establishments
Division President's Office, Lusaka.

ANNEX II

LIST OF WORKING AND COUNTRY PAPERS

I. Consultant's papers

E/CN.14/UAP/155	The Organization of Establishment Offices.
E/CN.14/UAP/156	Guidelines to Manpower Assessment.
E/CN.14/UAP/157	Movements of Personnel.
E/CN.14/UAP/158	Standardization of Public Service Laws, Regulations, etc.
E/CN.14/UAP/159	Post Classification.
E/CN.14/UAP/160	The Use of Mechanical Processes and Machines.
E/CN.14/UAP/161	Personnel Forms and Files.
E/CN.14/UAP/162	Individual Acts of Management.
E/CN.14/UAP/163	Some Financial Aspects of Personnel Administration.

II. Country Papers

No. 3	United Arab Republic.
No. 5	Somalia
No. 6	Uganda
No. 8	The Gambia
No. 9	Lesotho
No. 12	Ghana
No. 15	Sudan.
No. 17	Libya
No. 18	Sierra Leone
No. 19	Liberia
No. 20	Kenya
No. 21	Nigeria
No. 22	Tanzania
No. 23	Ethiopia
No. 24	Zambia.

ANNEX III

SEMINAR ON THE METHODS AND PROCEDURES
TO IMPROVE PERSONNEL ADMINISTRATION

Addis Ababa, 20 to 28 June 1968

AGENDA AND DAILY PROGRAMME

	09.30 - 11.00	11.30 - 13.00	15.00 - 16.15	16.45 - 18.00
THURSDAY JUNE 20	Registration of participants - Seminar opening - Address of welcome	Registration of participants - Seminar opening - Address of welcome	Public Service Laws and Regulations (1) NTI	General discussion (1)
FRIDAY JUNE 21	Organization of Establishment Offices (2) ANDERSON	General discussion (2)	Post Classification (3) NTI	General discussion
SATURDAY JUNE 22	R E S E R V E D F R E E			
MONDAY JUNE 24	Manpower Assessment (4) LIGHT	General discussion (4)	Some Financial aspects of Personnel Administration (5) WATTERS	General discussion (5)
TUESDAY JUNE 25	Movements of personnel (6) NTI	General discussion (6)	Staff Management and the Individual (7) LIGHT	General discussion (7)
WEDNESDAY JUNE 26	The use of mechanical processes and machines (8) WATTERS	General discussion (8)	Personnel Forms and Files (9) WATTERS	General discussion (9)
THURSDAY JUNE 27	F O R U M			
FRIDAY JUNE 28	R E C O M M E N D A T I O N S			General Review of the Seminar and Closing Address