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Inter-Governmental Meeting of Proposed
North African Institute for Managements
Education and Training

Tangier, 7-11 January 1980

STAFFING OF THE INSTITUTE

I. Introduction

It might appear presumptuous to start thinking about staffing the North African Institute for Management, Education and Training when neither its structures as such have as yet been worked out nor its work programme established. Nevertheless, once the ECA Conference of Ministers endorses the decision to establish the Institute and its headquarters is chosen, action will need to be taken in a number of areas which will require the participation of some of the staff comprising the core personnel of the Institute. The staffing required will have to be viewed from the standpoint of the Institute's range of operations, structures and work programme. Consequently, it will be possible to make an accurate assessment of the Institute's immediate and future manpower only when the preliminary technical studies have been carried out and the work programme and curriculum prepared. To this end, it is planned to have the Director and some other members of the core staff participate in some background studies in consultations with the host Government and institutions and in the planning of courses and programmes. These activities are expected to take one year, beginning 1 January 1980 and ending 31 December 1980. The tentative work programme and programme budget established for the Institute take these general considerations and needs into account.

The purpose of this paper is therefore first to indicate what initial staff the Institute will require in 1980 and 1981 with their functions and qualifications and second to suggest a plan for recruiting that staff. It is hoped that the job descriptions outlined will make it easier to identify competent candidates for the posts approved by the Governing Council.

II. Core staff

In the report on mission responsible for conducting preliminary studies on the possibility of setting up subregional schools for higher education in management in Africa it is recommended that the education provided by such establishments should meet the education and training requirements of member States and should include management courses in agriculture, industry, finance, international trade, insurance, transport, planning, project research, the duties of consultants and teacher training.

In view of that recommendation, it is intended to share these courses out among five substantive departments, hereby, the Departments of:

- (1) Agricultural Engineering;
- (2) Financial Management;
- (3) Business Administration (Public and Private);
- (4) Human Resource Management (Personnel, Public Relations);
- (5) Commercial Techniques or Marketing.

Each of these departments out the Division of Administration and the Office of the Director will be staffed by qualified instructors and other specialists. There will certainly not be enough resources available to the Institute at the beginning to establish and equip all these departments at the same time; it will therefore be necessary to start gradually by establishing three or four in 1981, each of which will comprise a Head of Department and one or two senior instructors. An accounting section and an administration section will be absolutely necessary once the Institute has to manage its finances and personnel. Staff will also need to be recruited for secretarial and office work as well as for general services. Finally, a limited number of interpreters and translators will be required when the Institute begins to offer training courses.

All told therefore, the staff requirements for 1981 are one director, six leads of department, three or four administrative and accounting officers. Some fifteen support and general service employees. It is expected that such additional staff as source persons, technical advisers and consulting experts will be provided the programme support that the Institute hopes to obtain from international organizations involved in management education and training in Africa, and from regional co-operation agencies as ECA, CAFRAD, OAAU and OAU. More extensive recruitment will follow when the Institute's training and research programmes have been drawn up reflecting the number, type and level of the courses to be provided.

III. Quality of staff

Participants in the Expert Group meeting held in Tunis from 2 to 4 April 1979^{1/} agreed on a quota system for application in the recruitment of nationals from member States. Consequently, appointments will be made on the basis of the qualifications of African candidates. However, in order to take maximum advantage of the know-how available world-wide and to ensure the greatest

^{1/} Report of the Expert Group Meeting on proposed subregional graduate school of management for North Africa (PAM/MA/1/79).

possible diversity in the disciplines of teaching staff, Africans should not have a monopoly. It follows that the bulk of the technical, specialist and administrative staff should be composed of motivated Africans, who identify with the objectives and mission of the Institute. The staff recruitment policy of the Institute therefore allows for the engagement of non-African instructors and experts on short-term contracts who should preferably come from other developing regions of the world.

Not only should instructors share the philosophy of the Institute and be totally committed to it, they must also be thoroughly versed in subjects and be as highly qualified as possible in their fields and demonstrate an aptitude for teaching. Only those of the highest intelligence and competence will qualify for the staff of the Institute. They must be conversant with problems relating to development management and must have had experience in the application of technical know-how in enterprises and other production and services sections. Appropriate practical experience in a working situation should constitute one of the important requirements for appointment to the teaching staff of the Institute. Instructors are expected to possess the knowledge and special techniques needed to "communicate" and must know how to use their skills and knowledge to solve problems relating to development, management and production.

IV. Career development

In carrying out its training and research programmes, the Institute will recruit both seasoned and less experienced instructors, all of whom will be expected to develop quotas proficiency as they teach, that is to say, junior and intermediate instructors are to broaden their horizon and increase their knowledge of their fields of interest while the more experienced officers and the managerial staff will be required to keep abreast of new developments in their fields and be on the look-out for new ideas and techniques which might strengthen their curricula.

Consequently it is important for the Institute to work out a career development policy and programme right from the out set. Fellowships which might be provided by co-operating agencies and those offered by the Institute should be used in the effort to advance the staff in their field and to teach them new management techniques.

V. Recruitment schedule

In the hope that before the end of June 1980 a final decision will have been taken on the matter of the location of the Institute and the financial support needed to operate it smoothly will have been obtained from the external sources to be approached. It is intended to adopt the following schedule in recruiting the initial staff of the Institute:

- 4.1 - Advertisement of vacancies - May 1980 - February 1981
- 4.2 - Review and establishment of list of candidates - August 1980 - June 1981

- 4.3 - Meeting of selection and appointments - September 1980 - March 1981 committee
- 4.4 - Recruitment and appointment of - September 1980 - April 1981 candidates

In view of the foregoing, the proposed recruitment schedule could be set out as follows:

(a) <u>Staff of the Institute</u>	<u>Strength</u>	<u>Recruitment period</u>	<u>Entry on duty</u>
(i) Director Deputy Director	1 1	May-July 1980 March-May 1981	September 1980 July 1981
(ii) Heads of Department	3 or 4	May-July 1980	September 1980
(iii) Administrative Assistant	3	May-July 1980	September 1980
(iv) Language staff	4	March-May 1981	July 1981
(v) Bilingual Secretary/ Administrative Assistant	1	May-July 1980	September 1980
(vi) Other clerical staff	5	September- December 1980	February 1981
(vii) Service staff	4	September- December 1980	February 1981
(b) <u>Project personnel - other</u> <u>Sources of financing 1/</u>			
(i) Chief Technical Adviser	1	March-June 1980	July 1980
(ii) Consultants or a firm of consultants for preliminary studies	3 or 4	February-June 1980	July 1980
(iii) Teachers - Lecturers	3 or 4	August- December 1980	January 1981
(iv) Short-term consultants	2 to 4	March- September 1980	October/ December 1981

1/ To be negotiated with the co-operating organizations and agencies concerned.

As the main co-ordinator of the support activities involved in the establishment and development of the Institute and as the executing agency should UNDP, UNESCO other international organizations contribute to the project, ECA will be responsible for initiating recruitment action as outlined in the above schedule. Consequently, the Secretariat will work out recruitment and more detailed and precise elements in the appointment action and ensure that the schedule is observed. It is needless to emphasize the point that action at this stage will be strictly limited to the initial posts approved by the Governing Council.

VI. Proposals for the recruitment of permanent staff for the period 1981-1984

Annex I contains proposals for the recruitment of permanent staff for the period 1981-1984.

As specified in the note, these proposals are only indicative and can be modified in substance and number in accordance with the real needs of the Institute.

VII. Job description

Summary job descriptions of the first recruits are contained in Annex II.

NORTH AFRICAN HIGHER INSTITUTE FOR MANAGEMENT EDUCATION AND TRAINING

Proposals for the recruitment of permanent staff for the period 1980-1984

<div>Department</div> <div>Staff Category</div>	Administrative Service Management	Administrative Department or Division	Agricultural Engineering Department	Financial Management Department	Business Management Department	Human Resource Management Department	Commercial Techniques or Marketing Department	TOTAL PER CATEGORY	OBSERVATIONS
Director	1							1	
Deputy Director	1							1	
Heads of Department		1	1	1	1	1	1	6	
Teachers/Lecturers			2	2	2	2	2	10	
Administrative staff		3						3	
Language staff (Interpreters/Translators)								4	
Accountants		3						3	
Head of Administration		1						1	
SUB-TOTAL	2	12	3	3	3	3	3	29	
Secretary Administrative Assistant and technical assistants	1	1	1	1	1	1	1	7	
Secretaries and Typists	2	3	1	1	1	1	1	10	
Office clerks and assistant accountants		5						5	
Messengers, drivers and cleaners		10	1	1	1	1	1	15	
SUB-TOTAL	3	19	3	3	3	3	3	37	
GRAND TOTAL	15	31	6	6	6	6	6	66	

NOTE: These proposals are merely indicative and are to be changed in both substance and number according to the real needs of the Institute.

POST DESCRIPTIONS

General information on the Institute

The North African Institute for Management Education and Training is a post-secondary autonomous intergovernmental institution. The idea of creating it was adopted at Tunis in April 1979 on the understanding that it will serve all member States in the subregion. Its main objective is to promote management education and training in North Africa and to adapt programmes and techniques to the socio-economic conditions of the subregion. It will provide post-secondary courses in subjects that do not overlap with national training programmes in management; train educators, lecturers, research workers and monograph writers in its field of competence and devise and distribute training equipment and teaching methods for management education adapted to national, subregional and regional conditions. It will endeavour to provide management courses in Arabic and to co-ordinate management training programmes in Arabic and Arabic terminology relating to management and used in various countries. It is therefore expected that the Institute will be capable of innovation in its programmes and provide a common point of reference for other management training institutions. It should make every effort to combine theory with practice in its programmes. There are plans for the Institute to establish and foster inter-agency co-operation in management education at the subregional, regional and inter-regional levels.

The Institute will enjoy international status and its operations will be financed in part through contributions from member States. Construction of the Institute will start from the drawing board. However, the Institute will probably be able to make full use, on a temporary basis, of the facilities of an existing establishment while gradually acquiring its own buildings, machinery and equipment. It is expected that the Institute will be able to start the trial runs of its short courses by the second half of 1981.

Since it is an intergovernmental institution, its financing, control and management will devolve principally on member States. However, co-operation with several bilateral and multilateral agencies and institutions will be negotiated actively with a view to securing substantial financial support for the programmes.

The Institute will be under the control and authority of a Governing Council and an Academic Board. The Director will be the administrative and academic head of the Institute; i.e., he will be responsible for the implementation of the programmes approved by the Governing Council.

- I. Post title: Director
- Level: L.8
- Duration: 4 years on first appointment
- Annual salary: US\$30,000 (provisional)
- Application Deadline: 31 May 1980
- Duty station: To be determined
- Entry on duty: September 1980
- Functions:

Overall responsibility for programming and developing the work of the Institute, managing its funds, staff recruitment and development, relations between the Institute and the authorities of the host country, ensuring the services of a secretariat for the Governing Council and all its subsidiary bodies development of consultancy services and research programmes; mobilization of financial resources for carrying out the activities on the work programme of the Institute preparation of annual reports and budgets; any other administrative and management functions ensuring the effective performance of the Institute and contributing to the pursuit of its objectives and the implementation of the programmes approved by the Governing Council.

Qualifications:

Higher degree with honours and specialization in the science and technology of management, business finance, chartered accountancy, trade and technical training and education awarded by reputable educational institutions; a minimum of between 10 and 15 years work experience in technical education programme development and the training of managers; should have demonstrated ability to manage scholarships and teaching fellowships in post-secondary educational institution; school also have thorough-going professional experience including experience in the training of technological manpower in developing countries; should possess an outstanding capacity for leadership and the ability to manage men and materials in an educational institution; must be committed to the objectives and philosophy of the Institute and be prepared to work for the achievement of its goals.

Language skills: Proficiency in English, French or Arabic with a good working knowledge of the other two languages.

Applications to be addressed to: North African Institute for Management Training
c/o Economic Commission for Africa
P.O. Box 3001
Addis Ababa
ETHIOPIA

II. Post title: Head of Department (senior lecturer chief technical instructor)

Four posts:

- (a) Department of Financial Management
- (b) Department of Business Management
- (c) Department of Manpower Development
- (d) Department of Commercial Techniques or Marketing

Level: L.6
Duration: 3 years on first appointment
Annual salary: US\$24,000 (provisional)
Application Deadline: 31 May 1980
Duty station: To be determined
Entry on duty: September 1980

Functions:

Under the direction and supervision of the Director, a head of department will be responsible for the design, planning, development and effective implementation of the training and research programmes of his department; the preparation of annual programmes and budgets; staff development and supervision of students, evaluating staff performance and programme relevance and the management of funds allocated to his Department. He will participate in teaching in his areas of specialization and conduct examinations and other tests. Finally, he will undertake all other duties as may be ordered by the Director to ensure full and effective realization of the objectives of the Institute as pertain to his department.

Qualifications:

Higher degrees with honours and specialization in engineering technology or management from a reputable educational institution as relevant to the requirements of the department for which application is made; from 10 to 12 years of relevant experience at least in involving teaching, research, consultancy and programme development and management specific to the department under consideration; must be able to show that training of technicians and he has had experience in the technical instructors or in the development of curricula and education programmes have proven himself as an accomplished and dedicated treasurer able to lead and supervise staff; he should be convinced of the importance objectives and philosophy of the Institutes.

Language skills:

Proficiency in English, French or Arabic, with a good working knowledge of one of the other two languages.

Applications for be sent to:

North African Institute for Management
Training
C/O Economic Commission for Africa
P.O. Box 3001
Addis Ababa
ETHIOPIA

III. Post title: Principal Administrative Officer

Level: L.4

Duration: 3 years on first appointment

Annual salary US\$18,000 (provisional)

Application

Deadline 31 May 1980

Duty station: To be determined

Entry on duty: September 1980

Functions:

Under the over-all direction and supervision of the Director, the Principal Administrative Officer will be responsible for staff recruitment and personnel administration and for general services, ensuring the efficient management of the Institute's financial and material resources; responsible for the most effective use of the Institute's accommodation and training facilities; he will share the responsibility for staff development and training and be wholly responsible for the provision of conference, translation and interpretation facilities and for implementing all other management resources as well ensure the efficient operation of the Institute and the effective use of its resources.

Qualifications:

Higher degrees with specialization in administration or management from a reputable university, including a post-graduate diploma in the administration of educational institutions; at least 10 to 12 years relevant work experience in government or an educational institution; must be particularly skilled in the management of people and materials; leadership qualities essential; proficiency in English, French or Arabic with a good working knowledge of one of the other two languages.

Applications to be sent to:

North African Institute for Management
Training
C/O Economic Commission for Africa
P.O. Box 3001
Addis Ababa
ETHIOPIA

IV. Post title: Language staff : four posts: interpreters/translators
Level L.3
Duration 3 years on first appointment
Annual salary US\$15,000 (provisional)
Application Deadline 15 May 1981
Duty station: To be determined
Entry on duty: July 1981

Functions:

Translation, interpretation and editing services for the Institute and its subsidiary bodies, other ad hoc language services as instructed by the Director or his representative.

Qualifications:

A very good university degree in languages and professional training as translator or interpreter or translator/interpreter with appropriate certification from a reputable language institute and a recognition by appropriate professional association; at least eight years professional work experience as translator/interpreter; high proficiency in English and French and a good knowledge of Arabic or Spanish.

Applications to be sent to:

North African Institute for Management
Training
C/O Economic Commission for Africa
P.O. Box 3001
Addis Ababa
ETHIOPIA

V. **Post title:** Accounting Officer
Level: L.2
Duration: 3 years on first appointment
Annual salary: US\$12,000 (provisional)
Application Deadline: 15 May 1980
Duty station: To be determined
Entry on duty: September 1980
Functions:

Under the over-all direction of the Director and the supervision of the Head of the Division of Administration, the Accounting Officer will be responsible for maintaining the financial accounts of the Institute custody of financial records; preparing annual budgets; payrolls; arranging banking transactions and undertaking other activities connected with the financial management and accounts of the Institute.

Qualifications:

A good university degree or appropriate professional qualifications in accounting; membership of a recognized professional accounting association; accounting practice in government, an educational institution or international organization of at least five years; proficiency in English, French or Arabic and a good working knowledge of one of the other two languages.

Applications should be sent to:

North African Institute for
 Management Training
 C/O Economic Commission for Africa
 P.O. Box 3001
 Addis Ababa
 ETHIOPIA

VI. Post title: Bilingual Secretary/Administrative Assistant

Level: SS.9

Annual salary: US\$6,000 (Provisional)

Application

Deadline: 31 May 1980

Entry on duty: September 1980

Functions:

Will serve as Secretary and Administrative Assistant to the Director; responsible for office management, opens and maintains office files; takes notes and prepares minutes of meetings held by the Director and provides any other administrative assistance and secretarial services as may be directed.

Qualifications:

Full secretarial training with advanced diploma in secretarial practice and office management; a university education would be an advantage; at least two years secretarial experience in government, an educational institution or an international organization; previous experience as administrative secretary in a responsible position would be an advantage; proficiency in English and knowledge of other languages.

Applications to be addressed to:

North African Institute for Management
Training
C/O Economic Commission for Africa
P.O. Box 3001
Addis Ababa
ETHIOPIA