

PN ABCU-699.

**SEMINAR ON HUMAN RESOURCE MANAGEMENT**

February 3-8, 1992

N'Djaména, Chad

**FINAL REPORT**

Submitted to

The Division of International Affairs  
University of Connecticut

Labat-Anderson Incorporated

and

USAID/CHAD

Markus R. Huet, Team Leader  
Submitted on Behalf of the Consortium for Development Management/  
University of Pittsburgh

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## INTRODUCTION

From February 3 until February 8, a team consisting of Dr. Aliou Samba Diallo and Mr. Markus Huet conducted a training seminar on Human Resource Management (HRM) for 22 Chadian civil servants at the Hotel Du Chari in N'Djaména.

The HRM Seminar was the fourth in a series of five training programs offered by the Consortium for Development Management (CDM) under the USAID/HRDA program. The participants in the HRM program were high-level government officials; ranging from Associate Directors to General Directors. Seminar participants were recruited from the Ministries of Agriculture, Rural Development, Plan, Civil Service and Tourism & the Environment. They were selected as a result of consultations between officials in the USAID Mission in N'Djaména and Chadian ministry officials. A participant roster is included as Appendix A.

This report describes the objectives, activities, resources, outcomes and evaluation of the program.

### Program Objectives

The training team was in N'Djaména on January 26; one week before the seminar was to start. During this time, the team met with members of the USAID/Chad Training Office, Chadian Ministry officials and the participants themselves. These interviews enabled the team to ascertain the problems the participants face concerning human resource management (from the Chadian perspective), and what their expectations were concerning the program. A list of participant expectations can be found in Appendix B.

The seminar's objectives were then tailored to meet the specific needs of the seminar participants. These objectives included:

1. Presenting a comprehensive analysis of the key factors of human resources management.
2. Analyzing in-depth the constraints to efficient human resource management.
3. Presenting the most efficient methods and techniques for human resource management.
4. Developing a series of strategies and propositions to logically and rapidly improve human resource management.

## PROGRAM METHODOLOGY

The program methodology combined three types of activities which were integrated into the program to maximize the assimilation of the results by program participants. These activities were:

1. Presentation of the basic themes, principles, techniques and methods of human resource management, followed by active interaction between the participants and the presenters.
2. Development of the capacity of the participants to analyze and resolve problems relating to human resource management, using exercises adapted for the Chadian situation.
3. A round table discussion on the problems relating to human resource management specific to Chad, and possible solutions to these obstacles and constraints.

## ACADEMIC PROGRAM

The Human Resource Program was composed of ten topics. These included:

1. General Problems in Personnel Management
2. Goal and Functions of Human Resource Management
3. Leadership
4. Communication
5. Delegation of Power
6. Motivating Personnel
7. Synergy and Team Building
8. Provisional Personnel Management
9. Evaluating Personnel
10. Training of Personnel

The discussion of all ten topics used examples specific to the Chadian situation. Numerous exercises were employed during the program, which were based on real situations. The results of these exercises were discussed by the participants.

### Daily Calendar

Participants were asked to express a preference concerning the daily schedule before the program started. The general consensus was to start the program at 9:00 a.m. and end at 3:00 p.m., with two fifteen minute breaks at 11:00 and at 1:00. This would allow the participants to spend about an hour in their offices at the start of each day. This schedule was confirmed during the first class by participants, and respected throughout the week. Those participants that arrived late, or were interrupted by office colleagues during classes, were obligated to buy Kola nuts for the rest of the group. A full academic calendar is included as appendix C.

The coffee breaks, provided by the Hotel Du Chari, assisted the program as they enabled the participants to enter into informal discussions among themselves, the instructor and program manager. This facilitated enormously the classroom discussion, and played a direct role in the success of the program.

The opening ceremony was presided over by the Minister of Agriculture, and Mr. Bernard Wilder, Director of the USAID Mission in N'Djaména. There were also representatives from the USAID/Chad Training Office and the Ministries of Plan, Tourism & the Environment, Rural Development and Civil Service. The closing ceremony was again presided over by the Minister of Agriculture and the USAID/Chad Mission Director. Other notables at the ceremony included Ministers of plan, Tourism & the Environment, and Civil Service. Certificates were presented to the participants, and formal remarks were made by the Minister of Agriculture and Mr. Bernard Wilder, Director of the USAID Mission in N'Djaména. Mme. Khadidja Abel-Kader presented a synthesis of recommendations made by the participants.

Both the opening and closing ceremonies were recorded and broadcast by TeleChad and by Radio Chad, and included interviews with program participants. Reporters from three newspapers were also on hand.

### Program Materials

A training module was prepared in advance, in French, and transported from the University of Pittsburgh. The modules were distributed to participants along with pens and notepads. Flipcharts and stands were also brought from Pittsburgh, and were extensively used by both the instructors and participants. Copies of the module were left with the Ministries of Plan and Agriculture, and one was left at the USAID Mission.

In an attempt to tailor the program as much as possible to the Chadian situation, numerous handouts were collected and prepared in Chad, photocopied and distributed to participants. These materials included case studies and exercises.

### Training Team

The CDM/University of Pittsburgh training team consisted of Dr. Aliou Samba Diallo and Mr. Markus Huet. Dr. Diallo delivered all six sessions. Mr. Huet was responsible for logistical aspects of the program and prepared the training module that was used. In addition, the training team worked very closely with M. Ahmed Djereky, Chef de la Division de Recyclage with the Human Resource and Training Office in the Ministry of Rural Development, who set up meetings with various officials within the Ministry.

### Logistics

The efficiency of the logistical arrangements contributed greatly to the success of the program. All training materials transported from Pittsburgh arrived without incident. Dr. Richard Vengroff, Dean, Division of International Affairs, University of Connecticut and Mr. Markus Huet were in Chad in late September 1991. Besides solidifying the schedules for each of the five programs, they were able to make arrangements for local transportation for the five training teams.

The program was originally scheduled to take place at the Ecole Nationale d'Administration et de Magistrature (ENAM). The participants were all high level civil servants in their respective Ministries, and the AID training office feared that there would be too many outside distractions if the program was held in the capital. Ms. Anita Mackie, USAID General Development Officer proposed holding the seminar in Douguia, which is about 80 kilometers south of N'Djaména. Dr. Diallo, Mr. Huet and Mr. Isaac Tedambé, Training Specialist with AID's Training Office, visited the training site at Douguia. The facilities were suitable for the Human Resource Management seminar, but unfortunately were not available for the time specified.

As a result of the seminar lasting only one week, the high standing of the participants and the advent of the hot season, it was decided to hold the program at the Hotel Du Chari's conference room. Since the training team was staying at the hotel, it was easy to make the necessary arrangements. Holding the seminar in a non-government facility diminished considerably the number of interruptions the participants had from their offices. We further decreased interruptions by refusing to allow participants to call and receive calls from their offices during the program.

### Changes to Program Design

The program was originally scheduled to last over two weeks and was targeted for mid- to high-level government officials (i.e. Directeur de Projet and Chef de Division). When the training team arrived in N'Djaména, they were informed that the program would be cut back to one week, and the target group would be exclusively high-level government officials (i.e. Directeur Generals).

There was also a desire to alter the program design to meet the needs of the new target group. As a result of meetings held with Chadian Ministry officials, the prospective participants and the AID Training Office, the program was tailored to meet the expectations of all parties involved. This included a shifting of emphasis in the program to "Top Management."

### Evaluations

Two methods were used to measure the success of the program; a short daily evaluation and a final evaluation. The participants gave the seminar high ratings in both the daily and final evaluations.

The daily evaluation, or "Daily Temperature" was administered at the end of each day. Participants were asked to respond to one single question: *How did you feel about today's class?* The five choices as responses included; *Extremely Satisfied, Satisfied, Somewhat Satisfied, a Little Satisfied* and *Not At All Satisfied*. The responses on a quantitative scale range from 1 = *Not At All Satisfied*, to 5 = *Extremely Satisfied*. A sample of the Daily Temperature questionnaire is attached as Appendix D.

All sections received an average between *Extremely Satisfied* and *Satisfied* for the daily evaluations. The General Problems in Personnel Management, Goal and Functions of Human Resource Management, and Leadership topics received a 4.41 average; the Communication sections was 4.48; the Delegation of Power and Motivation sections obtained a 4.67 average; the Synergy and Team Building sections received 4.41; the Evaluation of Personnel received a 4.41; and Training of Personnel received a 4.40 rating.

This information was utilized to supplement the information derived from the final evaluations. In addition, the *Daily Temperature* also provided the CDM team with up-to-date information concerning participant mood towards the program.

The final evaluation provided participants with an opportunity to assess the overall program. It also gave participants the opportunity to express their views on the strengths and weaknesses of the program, as well as provide the Consortium with input concerning the design and execution of future programs. A copy of the final evaluation questionnaire is included as Appendix E.

Overall, the participants were very pleased with the program. Dr. Aliou Samba Diallo received high praise for his efforts from all the participants. The most common complaint was the limited time available. Suggestions by the participants included expanding the scope of the audience to include all the government ministries, not just Rural Development, Civil Service, Plan and Tourism & the Environment. They also suggested that additional seminars be done for their colleagues within their respective divisions. Additional comments included:

- o This kind of seminar is important. It is necessary to do this type of seminar frequently, and over a longer time period.
- o Divide the program into individual topics and expand the time allocated to each topic. These should be offered every 3 or 4 months.
- o The instructor possesses a mastery of the subject. He has good experience in dealing with problems relating to human resource management
- o A follow-up evaluation to this seminar should be done to measure impact and plan future programs.
- o Our colleagues and supervisors should have the opportunity to participate in this type of seminar.
- o Other seminars should be organized for high level managers in the government.

Additional information concerning the final evaluation of the program can be found in appendix F.

### Lessons Learned

There are many components that contribute to the success of in-country programs. These include adequate planning, good classroom material, an experienced trainer, a suitable training site, a homogenous audience and sufficient logistical support. All six were present during this seminar. As a result, the training went smoothly from start to finish.

The presence of the training team in N'Djaména before the program started served several purposes. The team was able to perform a needs assessment, which enabled the team to ascertain the needs of the participants within the Chadian context. This flexibility allowed the team to tailor the program to meet the expectations expressed by participants, Chadian Ministry officials and the AID Training Office. The needs assessment enabled the training team to prepare case studies and exercises specific to the Chadian situation.

The needs assessment also permitted the training team to explore alternate training sites. The facilities at the Hotel Du Chari were excellent, and the Hotel management was willing to

negotiate. The facilities at Douguia were also acceptable for hosting a seminar. Since Douguia is a popular resort, it is suggested that they are contacted well in advance to reserve their facilities. Inquiries concerning Douguia can be done by contacting the Hotel Du Chari.

### Recommendations

No major problems were encountered during the execution of the program, which can be directly attributed to the time the training team spent interviewing participants, Ministry and USAID officials during the needs assessment. It is recommended for future programs that the training teams arrive three to six days in advance and work closely with the Mission and Chadian government officials to finalize seminar arrangements. This will enable the team to pre-screen participants to ensure homogeneity among them and collect relevant information concerning program content.

HRM program participants expressed a desire to improve the efficiency and effectiveness of implementing decisions made during the planning process. In future management programs, which include high-level government officials as participants, it is suggested that the topic "action planning" be included as part of the program design. This topic will introduce program participants to the essential elements of action planning, provide them with tools of reference for implementing changes and establish a system with which to evaluate the planning process and end results.

To insure viability of past and future programs, it is recommended that an evaluation is done six to nine months later of program participants. The information collected will provide the Mission insight on the effectiveness of the program on the daily work of the participants, and insight on the design of future programs with similar content. The AID Training Office has expressed an interest in looking more closely at the impact of such programs. Several participants to the Human Resource Program expressed an interest in follow-up activities to the program. This type of follow-up will insure effective usage of USAID resources.

## APPENDIX A

### HUMAN RESOURCE MANAGEMENT PROGRAM PARTICIPANTS

#### PARTICIPANTS

1. Danyom Gondje Madji  
Chief of Human Resource Division  
Ministry of Plan  
B.P. 286, N'Djaména, Tchad  
Tel: 51-59-18  
51-47-36
2. Siniki Souillanriba  
Administrative Director  
Ministry of Rural Development (ONDR)  
B.P. 896, N'Djaména, Tchad
3. Abbe Mady  
Director of Research and  
Agriculture Technology  
Ministry of Rural Development
4. Lassou Kourdina  
Director of Pisciculture  
Ministry of Tourism &  
the Environment
5. Dr. Bichara Cherif  
General Director  
Ministry of Rural Development  
B.P. 441, N'Djaména, Tchad  
Tel: 51-37-63
6. Mahamat Moctar Ali  
Regional Delegate  
Ministry of Rural Development  
B.P. 441, N'Djaména, Tchad  
Tel: 51-21-48
7. Mahamat Bouka  
Chief of Administrative Division  
Ministry of Rural Development (SODELAC)  
B.P. 782, N'Djaména, Tchad  
Tel: 51-35-03

8. Issaka A. Haggar  
Director of Programming  
and Exterior Aid  
MPC  
B.P. 286, N'Djaména, Tchad
9. Mahamat Adamou  
Administrator, Office  
of Coordination  
Ministry of the Civil Service  
B.P. 434, N'Djaména, Tchad  
Tel: 51-56-60  
Poste 314
10. Nadjo Abdelkerim  
Director of Rural  
Engineers  
Ministry of Rural Development  
B.P. 47, N'Djaména, Tchad  
Tel: 51-59-80  
51-49-07
11. Namba Yallah  
General Director  
of Administration  
Ministry of Rural Development  
B.P. 441, N'Djaména, Tchad  
Tel: 51-21-48  
51-37-63
12. Sakaoua Abba Mei  
Director of FIR  
Ministry of Rural Development  
B.P. 454, N'Djaména, Tchad  
Tel: 51-49-03
13. Alkhali Saleh  
National Director  
Ministry of Rural Development  
B.P. 101, N'Djaména, Tchad  
Tel: 51-28-98

14. Aboubakar Ousta Ourde  
Director, Division of  
Human Resource and  
Ministry of Rural Development  
B.P. 624, N'Djaména, Tchad  
Tel: 51-28-98
15. Youssouf Maïna  
National Director, BIEP  
Ministry of Rural Development (BIEP)
16. Ali Adoum  
Director, DPPASA  
Ministry of Rural Development  
B.P. 441, N'Djaména, Tchad  
Tel: 51-61-05
17. Mme. Khadidja Abel-Kader  
Associate Director, Division  
of Human Resource and Training  
Ministry of Rural Development  
B.P. 624, N'Djaména, Tchad  
Tel: 51-28-98
18. Ngabaye Baye  
General Director  
Ministry of Tourism &  
the Environment  
B.P. 86, N'Djaména, Tchad
19. Anoue Dingaobey  
Associate Director of Training  
Ministry of Civil Service  
B.P. 637, N'Djaména, Tchad  
Tel: 51-56-56  
Poste 320

20. Kamougue Guidufar  
Delegate, South-West Region  
Ministry of Rural Development  
B.P. 441, N'Djaména, Tchad  
Tel: 51-28-98  
51-55-32
  
21. Ngare Mahamat Abba  
Director, D.P.V.C.  
Ministry of Rural Development  
B.P. 441, N'Djaména, Tchad  
Tel: 51-25-77
  
22. Boubakari Hamadou  
Delegate, South (2 Logones & Tandjile)  
Ministry of Rural Development  
B.P. 896, N'Djaména,  
Tel: 51-33-62

## APPENDIX B

### Participant Expectations

1. What is human resource management?
2. When and how to delegate responsibility
3. Emphasis on "leadership" during the program.
4. How to do manpower planning.
5. What should be included in personnel records?
6. Methods to improve communication within a division.
7. What techniques can be employed to motivate personnel?
8. How to manage meetings.

## APPENDIX C

### Human Resource Management Seminar

Daily Calendar  
February 3 - 8, 1992

#### Monday, 3 February

15h00 - 16h00	Discussion of classroom rules Finalizing daily schedule Discussion of Program Objectives
16h00 - 16h30	Official Opening Ceremony
16h30 - 17h30	General Problems in Personnel Management
17h30 - 18h30	Goals and Functions of Human Resource Management
18h30 - 19h30	Leadership

#### Tuesday, 4 February

09h00 - 09h20	Introduction of participants and training team
09h20 - 10h10	Leadership exercise and discussion of results
10h10 - 11h00	Interpersonal Communication
11h00 - 11h15	Break
11h15 - 12h15	Effective Communication
12h15 - 13h00	Communication exercise and discussion
13h00 - 13h15	Break
13h15 - 15h00	Running Effective Meetings

#### Wednesday, 5 February

09h00 - 11h00	Delegation of Power
11h00 - 11h15	Break
11h15 - 12h00	Delegation of Power
12h00 - 13h00	Motivation
13h00 - 13h15	Break
13h15 - 15h00	Motivation

**Thursday, 6 February**

09h00 - 11h00	Synergy
11h15 - 11h15	Break
11h15 - 13h00	Team Building
13h00 - 13h15	Break
13h15 - 15h00	Team Building exercises and discussion

**Friday, 7 February**

09h00 - 11h00	Provisional Personnel Management
11h00 - 11h15	Break
11h15 - 13h00	Evaluating Personnel
13h00 - 13h15	Break
13h15 - 15h00	Evaluating Personnel - Chadian Perspective

**Saturday, 8 February**

09h00 - 12h30	Training of Personnel
12h30 - 13h30	Formal Closing Ceremony
14h00 - 16h00	Informal Closing and Dinner

## **APPENDIX D**

### **Daily Temperature**

**Comment Appreziez-vous la journee d'aujourd'hui?**

1. **Tres Satisfaisant**
2. **Satisfaisant**
3. **Moyennement Satisfaisant**
4. **Peu Satisfaisant**
5. **Pas Du Tout Satisfaisant**

## APPENDIX E

### FICHE D'EVALUATION

Cette fiche d'évaluation permet de mesurer l'intérêt général et l'impact du program. Vos réponses seront strictement confidentielles.

INSTRUCTEUR : Dr. Aliou Samba Diallo

SUJET : Management des Ressources Humaines

A. En arrivant au séminaire, ma connaissance du thème sus-mentionné était: (encercler s'il vous plaît)

- |                       |                  |                              |
|-----------------------|------------------|------------------------------|
| 1. Très Satisfaisante | 2. Satisfaisante | 3. Moyennement Satisfaisante |
| 4. Peu Satisfaisante  | 5. Faible        |                              |

B. Le matériel mis a votre disposition a été dans l'ensemble: (encercler s'il vous plaît)

- |                      |                     |                             |
|----------------------|---------------------|-----------------------------|
| 1. Très Satisfaisant | 2. Satisfaisant     | 3. Moyennement Satisfaisant |
| 4. Peu Satisfaisant  | 5. Pas Satisfaisant |                             |

C. Le thème proposé avoir un impact positif dans l'accomplissement de mon travail quotidien: (encercler s'il vous plaît)

- |                      |                         |                |
|----------------------|-------------------------|----------------|
| 1. Très Certainement | 2. Certainement         | 3. Moyennement |
| 4. Peu d'Impact      | 5. Pas d'Impact du Tout |                |

ii.

D. La présentation du thème proposé a été dans l'ensemble: (encerler s'il vous plaît)

1. Très Satisfaisant
2. Satisfaisant
3. Moyennement Satisfaisant
4. Peu Satisfaisant
5. Pas Satisfaisant

E. Par rapport au sujet proposé et la discussion qui en a découlé, l'instructeur a mon avis, a fait montre de: (encerler s'il vous plaît)

1. Beaucoup de Maîtrise du Sujet
2. Une Maîtrise Moyenne du Sujet
3. Peu de Maîtrise du Sujet
3. Aucune Maîtrise

F. Si je devais globalement qualifier ce thème du point de vue de son intérêt général et l'impact qu'il pourra avoir dans mon travail, je dirais qu'il a été: (encerler s'il vous plaît)

1. Très Enrichissant
2. Enrichissant
3. Peu Enrichissant
4. Pas Enrichissant
5. Pauvre



## Appendix F

### Final Evaluation Results Human Resource Management Program

A. In arriving to the seminar, my knowledge of human resource management was:

Very Knowledgeable:	5%	Knowledgeable:	45%
A Little Knowledgeable:	25%		
Weak	10%		

B. The material provided was overall:

Very Satisfying:	30%	Satisfying:	65%
Somewhat Satisfying:	0%	Minimally Satisfying:	5%
Weak	10%		

C. The subject proposed could have a positive impact in accomplishing my daily tasks:

Very Certain:	45%	Certain:	50%
Possibly	5%		

D. The presentation of the proposed subject was overall:

Very Satisfying:	55%
Satisfying:	45%

E. Concerning the subject matter and the discussion during the program, the instructor in my opinion:

High level of mastery of the subject:	100%
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F. If I should globally qualify the theme of the program of its general interest at the impact it could have in my work, I would say was:

Very Enriching	75%
Enriching	25%

## Miscellaneous Comments by Seminar Participants

"L'instructeur a beaucoup contribué à la réussite de la séminaire par son savoir, savoir-faire et son expérience."

"On aurait souhaiter disposer de plus de temps pour le discussion en groupes.. Les objectifs du séminaire sont atteint.. souhaite qu'un autre séminaire du genre soit organisé."

"Le thème du séminaire est très intéressant.. Le séminaire lui-même a été très court à mon avis. Il serait intéressant de faire ce séminaire pendant deux semaines."

"Ce genre du séminaire est important à juste titre. Il faudra que ça sont fréquent avec plus de temps. Il faudra ça sont organiser parfois."

"Le séminaire est court. Etablir les différents modules sur plusieurs mois à intervalle 3-4 mois si possible."

L'intérêt de ce séminaire n'est pas à démontrer. Le temps mis semble être insuffisant. Il serait souhaitable pour les prochaines séminaires de prévoir plus. Je suis véritable puissance de la manière que l'instructeur a dominé pendant le 6 jours."

"L'instructeur possède la maîtrise du sujet. Il possède une expérience suffisante pour traiter de ce genre de problème, mais le thème traité est très vaste. Il conviendrait dans l'avenir approfondir chaque chapitre, le temps et de la documentation."

"Je souhaiterais que la durée du séminaire soit un peu plus long pour permettre aux participants de mieux en discuter chaque thème."

"Je aurai souhaité que le temps imparti soit plus long (trois semaines). Il faudrait un suivi du séminaire."

"A mon avis, l'instructeur a bien maîtrisé le sujet. Je lui apporte tout mes encouragements. Je souhaiterais que la durée du séminaire soit un peu plus long pour permettre aux participants de mieux en discuter chaque thème."

"Je aurai souhaité que le temps imparti soit plus long (trois semaines). Il faudrait un suivi de séminaire."

"Dans l'ensemble le séminaire est bien déroulé sauf que le temps était court. Certaines passages méritent d'être approfondir (leadership, la fonction personnel, etc...) Quand l'instructeur il a été formidable, il maîtrisé sa matière."