

GEO

GUYANA ECONOMIC OPPORTUNITIES

Human Resource Development Plan for the Guyana National Bureau of Standards

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TABLE OF CONTENTS

Executive Summary	iii
SECTION I Introduction	1
SECTION II Methodology	3
SECTION III Findings and Analysis	5
SECTION IV Conclusions and Recommendations	10
SECTION V Training Plan 2002-2006	17
ANNEX A Summary Training Plan 2002	23
ANNEX B Summary Training Plan 2003	25
ANNEX C Summary Training Plan 2004	27
ANNEX D Summary Training Plan 2005	29
ANNEX E Summary Training Plan 2006	31
ANNEX F Trainee Action Plan	33

EXECUTIVE SUMMARY

This human resource development plan provides a framework for the Guyana National Bureau of Standards (GNBS) to implement its staff training program and improve the performance of its employees. The plan is designed to assist the Bureau in prioritizing and scheduling training. Sections of the plan can be used to seek financial support and to provide a description of the training services the Bureau wants.

In early 2001, the Bureau identified training needs for every employee and developed a matrix of 56 training needs. The consulting team used this existing GNBS training needs assessment and assisted the Bureau in prioritizing training needs. The team also reviewed the job descriptions of occupied and vacant positions at the GNBS. Through discussions and observation, the consulting team analyzed jobs, tasks, current skills and performance, and expected performance.

The GNBS should link job descriptions, performance appraisals, and training to improve employee performance. GNBS training programs should focus on the following areas:

- Communication skills such as writing and presentation
- Supervisory skills such as delegating, conducting appraisals, setting performance standards, and career planning
- Work management skills such as strategic planning, decision making, and problem solving
- Software skills such as Windows, email, word processing, database, and spreadsheet
- Technical skills and knowledge such as standardization, quality assurance, and conformity assessment

The annual training plans for 2002-2006 are presented in Annexes A-E. These plans address 54 of the training needs from the GNBS matrix. Staff agreed that two items from the matrix could be addressed through procedures or systems rather than training.

The degree to which the GNBS as an organization will benefit from training programs for its staff depends on:

- Ability to apply new skills and knowledge in the workplace
- Accountability to demonstrate a change in job performance
- Ability to retain trained staff

The GNBS should emphasize results in managing its staff training program. The Bureau has organizational goals. It needs to set up a system that will make changes happen. Before an employee attends a training course, he should develop an action plan that would describe how he will apply the new skills or knowledge on the job. The employee should be held accountable to demonstrate those results.

SECTION I

Introduction

GEO funded an institutional assessment and a communications strategy for the Guyana National Bureau of Standards, both of which recommended training for GNBS staff. To further these institutional strengthening initiatives, a bureau of standards specialist and a human resource development specialist worked with the GNBS from October 22-November 2, 2001 to develop a five-year human resource development plan. The purpose of the plan is to provide the GNBS with a framework from which it can implement training for its 44 employees.

The GNBS wants to enhance the knowledge, skills, and attitudes of its staff so that the Bureau can better serve consumers and industry in Guyana. Bureau clients include, among others, companies working with forest products, furniture manufacturers, gold jewelry producers, and importers of used tires. The Bureau has made consumer protection a priority, and needs to increase and improve its communications with companies that want to clear imports or to export.

The Bureau, along with Guyana's Environmental Protection Agency; Food and Drug Administration; Ministry of Tourism, Industry and Commerce; and Ministry of Health; is responsible for the establishment and management of a regulatory framework for goods and services. Meeting international standards is imperative if Guyanese industries are to compete in world markets. The production of quality goods in Guyana will lead to increased export potential and increased consumer confidence.

The GNBS has five departments:

- Administration and Finance. This group manages personnel, transportation, records, finance and accounting, human resource development, and facilities.
- Engineering, Metrology, and Compliance. The department is responsible for the verification of measuring instruments and for responding to consumer complaints. The Compliance Department monitors the quality of 16 imported product groups and plans to focus on locally manufactured goods and exports in the near future.
- Information Services. The department is responsible for standards information, public awareness, metrication, and the filing of documents by ISBN.
- Management Systems. The department provides support to companies in quality management systems, laboratory licensing (including issuing permits and performing renewal audits), environmental management, and product certification (including issuing and renewing permits and surveillance inspection).

- Standardization. The department coordinates standards writing, standards promotion, Codex, regional trade matters, and international standards matters.

SECTION II

Methodology

The consulting team's methodology was to use the existing GNBS training needs assessment and to assist the Bureau in prioritizing those needs. The goal was to develop a focused plan that fits with the GNBS's organizational strategy. The plan is based on the observations and recommendations of the GNBS Director and staff. This plan does not address management issues, nor does it address access to computers, the internet, a network, or software.

A. Reviewed GNBS Position Descriptions

The consulting team reviewed the job descriptions of the 44 people who are currently employed by the GNBS and of vacant GNBS positions. The job descriptions include essential duties and responsibilities, and education or experience requirements.

B. Interviewed Employees and Supervisors on Skills and Needs

The team met with each of the five GNBS departments to better appreciate the challenges employees face. Staff described their experience and education, the skills they brought to the job, their orientation process at the Bureau, and the job skills they wish to improve. The team analyzed employee skills and motivation.

C. Reviewed GNBS Training Matrix

At the beginning of 2001, the Bureau identified training needs for every employee and developed a matrix of 56 training needs. The consulting team reviewed the matrix and met with staff to discuss training needs in detail.

D. Analyzed Jobs, Tasks, Activities, and Programs of the Bureau

Through discussions and observation, the team analyzed jobs, tasks, current skills and performance, and expected performance. The team examined how well current employee performance is meeting the job description.

To integrate the training plan with the priorities and initiatives of the Bureau, the team reviewed the GNBS's Work and Strategic Plans for 2001, Budget, Annual Reports, Administrative Manual, and the draft Quality Manual. The team analyzed organizational and departmental goals, resources, and constraints.

E. Distributed and Analyzed a Training Needs Verification Questionnaire

The team distributed a questionnaire to all staff to verify the needs identified in GNBS's training matrix and to prioritize them. The questionnaire explained that training should address the gap

between Bureau employees' current skill level and the desired skill level. The questionnaire asked each GNBS employee to consider the following questions:

- What are your specific job requirements?
- What skills do you need to perform your job?
- Do you have any performance problems that make it difficult to do your job?
- What are the possible solutions to your performance problems?
- If you received training, what goals would you set to apply what you have learned?

The questionnaire asked the individual to list and prioritize his training needs and to describe a goal for his improved work product or performance. Department heads reviewed the forms and completed one form summarizing management's perspective on training priorities for each department.

F. Determined Whether Training will Solve the Problem

GNBS staff agreed to eliminate some items they had identified as training needs that could be addressed through other means (e.g. the establishment of a policy, procedure, or system such as occupational health and safety, and records management).

G. Prioritized Training Needs with GNBS Staff

The needs verification questionnaire helped the team work with GNBS staff to update and prioritize training needs and design the training plan.

SECTION III

Findings and Analysis

GNBS staff identified many concerns that were of great importance to them such as the infrastructure, working conditions, limited computers and internet access, limited transportation to inspection sites, absence of testing facilities and equipment, and compensation. Since these factors can not be addressed through human resource development or training, the consulting team's recommendations will focus on items that can.

A. GNBS Does Not Have a Human Resource Development Department

The GNBS does not have a Human Resource Development Department or a Personnel Department. The Head of Administration and Finance position is currently vacant. The GNBS Quality Manual identifies the Head of Administration and Finance as the person responsible for:

- coordinating and implementing training procedures
- establishing a yearly training plan
- identifying funding agencies to supplement GNBS resources

The Administrative Officer is currently coordinating the training of Bureau staff. This responsibility, however, is not listed in the Administrative Officer's job description. The Administrative Officer is responsible for oversight of the GNBS personnel section, including recruitment, interviewing, and assisting with human resource development. Personnel administration is part of the Head of Administration and Finance's job description.

B. Job Descriptions Not Widely Distributed

The GNBS has job descriptions for each key position, and the existing job descriptions are adequate. Many employees of the GNBS reported that they do not have a copy of their job description.

C. New Staff Need More Comprehensive Orientation

Some staff said they received an excellent orientation to the Bureau and individual responsibilities; others reported that they had not. Staff expressed the need for an overview of the duties of the technical secretaries and standards writers.

D. Probation Reviews Are Not Completed on Time

The consulting team interviewed many GNBS staff who had joined the Bureau in the last three months. Several of these individuals said that they had not been appointed, despite the fact they had completed the probation period.

E. Staff Desire Career Path Discussions

Some staff mentioned a desire for career planning and career path guidance. Career path discussions could help employees and supervisors recognize opportunities for advancement, which might help the Bureau retain staff longer. Advancement is not limited to change in job title, but includes development of new skills or competencies, increased responsibility, or increased salary.

F. Training Policies and Procedures Exist

The GNBS has comprehensive training policies and procedures. The GNBS Manual on Administrative Systems, Concerns, and Policies states that new entrants will have mission and vision statements, the organizational chart, duties and responsibilities of each division, duties of the person holding the post, and procedures related to each duty performed. The recruitment and selection section of the Manual states that on-the-job training shall be put in place to improve performance.

The Quality Manual states that the Bureau shall outline the qualifications and experience for all positions. The GNBS training matrix outlines the training needs for each staff member.

G. GNBS Staff Attend Training Seminars

Based on the consulting team's review of GNBS annual reports for 1999 and 2000 and discussions with staff, it appears that employees have participated in a total of approximately 20 training seminars per year. A significant number of individuals who attended training, however, are no longer with the Bureau. The Bureau has invested staff time and money on training, but has not seen the results it may have expected due to staff turnover. High staff turnover, however, is the norm in many agencies and businesses, which makes continuous training and re-training all the more necessary.

H. GNBS Training Priorities

GNBS staff identified the following areas as priorities:

- Communication and writing
- Supervision and management
- Software skills
- Technical skills and knowledge

I. Communication Skills Need Improvement

I1. Presentation Skills

GNBS staff working directly with consumers and industry should have the ability to hold people's attention and be taken seriously. They should possess self-confidence.

I2. Customer Service

GNBS communications need to be consumer focused. The Engineering, Metrology, and Compliance Department receives consumer complaints through a telephone hotline, in written correspondence, and from people who come to the Bureau in person to lodge complaints against merchants. Inspectors working in the Compliance Department conduct investigations and perform weights and measures control. The Compliance Department plans to inspect locally manufactured goods in the near future.

The Engineering, Metrology, and Compliance department wants to respond to consumer complaints by phone with courtesy, resolve complaints in a timely manner, and negotiate agreements to the satisfaction of all parties.

I3. Training of Trainers

The Bureau plans to develop seminars for specific industries and companies under the quality management systems program. To deliver these courses, staff could benefit from training of trainers courses. The Management Systems Department has identified the following training workshops that Bureau staff could conduct:

- Standardization
- Introduction to quality management
- Introduction to environmental management
- Basic statistical process control
- Labeling and packaging
- Inspection and certification

As discussed in the GNBS Communications Strategy, staff have also identified the need to provide training for government of Guyana procurement officials so that they procure from certified companies.

J. Writing Skills Need Improvement

The consulting team found that written correspondence and reports generated by GNBS staff frequently required further editing. Staff identified grammar and technical writing as their greatest concerns.

The Engineering, Metrology, and Compliance Department also identified business writing as a training need, as staff must write letters of response on non-compliance.

Bureau staff want to improve both the quantity and quality of standards prepared, including the tightening of the editorial process for standards before they go to the public.

K. Supervisory Skills Needed

Supervisors could benefit from training on leadership and the role of the supervisor. The consulting team observed that communications between supervisors and employees could be more transparent.

Supervisory training might also cover staff skills development following employee training and re-entry to the workplace. GNBS supervisory staff can provide more coaching to employees, including helping staff members set goals.

L. Work Management Skills Needed

Many staff expressed a desire to improve their work planning skills and team coordination strategies. For example, staff identified the need to circulate drafts more quickly to team members for comment and approval. Most staff could also benefit from time management training.

The consulting team observed that many GNBS staff identified problems, but very few suggested solutions. Several staff pointed out the need to improve coordination of meetings like the public consultation on the toy labeling standard. Meeting schedulers need to confirm speakers well in advance. Important meetings could be more clearly posted in advance so that all staff can be aware of the upcoming meeting. Bureau staff could increase the use of planning checklists for materials and equipment.

M. Software Skills Needed

Staff identified software training as one of their highest priorities. The Bureau has approximately one computer for each department. The GNBS does not operate on a network.

N. Technical Knowledge and Skills Need Upgrading

Many Bureau staff could benefit from an explanation of the principles of standardization, the relationship between standards and the tests they specify, and the inspection and assessment that is part of compliance or certification. The concept of standards as instruments of quality assurance could also be covered. The Standardization staff expressed the need to keep updated on procedures, technical developments, and new ideas in standards management. The Standardization Department also wanted to ensure that it performs its role as the WTO enquiry point on technical barriers to trade.

The Head of the Management Systems Department introduced a proposal to establish a quality management system at the GNBS. The Quality Manual explains that the Bureau needs competent personnel with skills to implement an effective Quality System and continuously improve services provided to stakeholders. To establish such a system, staff would need training on how to do the following:

- interpret national standards

- develop technical procedures
- conduct inspections
- identify non-conformities
- report non-conformities
- conduct market sampling

The Standardization, Compliance, and Management Systems groups all identified sampling as a training need. Sampling seminars could be product or service related. The Management Systems group could benefit from visits to factories to stay current with production methods. Information gathered from consumer complaints, inspections, and product certification can contribute to identification of standards that should be developed.

Inspection training seminars should include the regional officers when possible. The GNBS may also want to invite representatives from the Guyana Forestry Commission, the Environmental Protection Agency, and the Food and Drug Administration. GNBS Compliance Officers are not currently monitoring the U.S. Consumer Product Safety Commission web site at <http://www.cpsc.gov> or the U.K. or Canadian product safety web sites on a weekly basis for consumer product recall notices. Product recall information could be included in the GNBS quarterly newsletters.

GNBS participation in the Codex Alimentarius Commission activities on standards development and documentation can be improved to ensure the participation of all sectors concerned.

SECTION IV

Conclusions and Recommendations

This human resource development plan is designed to help the GNBS improve the performance of its employees. The objective of training is to increase performance through a change in behavior. The degree to which the GNBS as an organization will be able to benefit from training programs for its staff depends on:

- Selection of training programs that support GNBS strategic goals
- Ability to apply new skills and knowledge in the workplace
- Accountability to demonstrate a change in job performance
- Ability to retain trained staff

A. Structure of Human Resource Development Department

The terms of reference for the assignment asks the consulting team to recommend a human resource development department structure for the GNBS.

A1. Training Officer

If the Head of Administration and Finance position remains vacant, the consulting team recommends that the Bureau designate a Training Officer. The Training Officer position does not have to be a dedicated full-time position. The individual serving in that capacity, however, should be recognized for accomplishments and held accountable for coordination of the program.

The Training Officer should manage the scheduling, implementation, and follow-up for the entire GNBS staff training program. The Training Officer would not have to deliver training, but would make sure it happens. This individual would establish a training calendar, record training conducted and staff participation, and collect copies of personal action plans.

The Training Officer would manage selection of training providers and facilities. He or she would be responsible for securing equipment such as flip charts or white boards for the trainer. If the Information Services Department purchases a camera, TV, or VCR, these items should also be available for training.

The Registry supervisor is currently updating the training matrix, though the Training Officer could handle this duty.

A2. Personnel Officer

If the Bureau asks the Administrative Officer to continue in the training and personnel roles, the Bureau should examine whether the staff time available for those responsibilities is commensurate with the organizational priority for human resource development. The

Administrative Officer is currently responsible for oversight of transportation and the Registry in addition to training and personnel. The GNBS would need to assess this workload in relation to its goals.

The individual responsible for personnel should identify the knowledge and skill requirements of Bureau jobs, roles, and tasks. This individual would develop a realistic recruitment strategy given the GNBS compensation structure. As described in the Quality Manual, the individual would investigate why people are leaving the organization.

The person responsible for personnel matters would manage the performance appraisal process. He or she would communicate to supervisors that job performance discussions should focus on strengths and interest areas, rather than focusing only on weaknesses.

He or she would also manage the GNBS's occupational health and safety program, which was a concern expressed by many staff. Some staff suggested that the National Advisory Council on Occupational Safety and Health (NACOSH) could address this.

B. Responsibilities of the Human Resource Development Department

B1. Distribute Job Descriptions

The Personnel Officer should be responsible for making sure that each employee has a copy of his job description.

The current job descriptions outline the duties and responsibilities for each position within the Bureau. The job descriptions should also include specific performance standards, which would be the definition or explanation of good performance. Each employee should have a clear understanding of his or her duties and the corresponding performance standards.

The consulting team does not recommend that the position descriptions include training requirements, but rather education, experience, skill, and knowledge requirements. If the Bureau incorporates training requirements for the staff that currently hold each job, the job descriptions would need to be revised each time a staff member leaves the Bureau.

The team recommends that the GNBS conduct an information session on the position descriptions before distributing the performance appraisal instructions. The session would discuss the purpose and objectives of the job descriptions, and would explain how the forms can be used in conjunction with the performance appraisal in December of each year. All GNBS documents should have version date in a lower corner, which is not currently standard GNBS practice.

B2. Establish a Standard New Employee Orientation

The Training Officer should develop a standard new employee orientation program, with meeting schedules and agendas. This program could be used as a template that can be adapted when new employees start with the Bureau.

Two key factors in employee performance are:

- Proper introduction to the workplace
- Clear performance standards

A significant number of staff said the orientation program did not meet their needs, and that their supervisors had not communicated performance expectations to them.

It is important to provide each employee with an orientation to the Bureau's mission and goals. In the orientation the supervisor should explain the employee's role and responsibilities in contributing toward those goals. Similarly, the supervisor should discuss the consumer's expectations of the Bureau. The new employee's orientation should include what the GNBS does and what it does not do. The program should include an introduction to the Documentation Center. Each new employee should receive an orientation packet with job aids that can serve as resources.

B3. Use the Probation Report Form as an Early Performance Appraisal

The GNBS probation report form for new staff should be included in the new employee orientation packet, so that the employee can review it and ensure that the supervisor is monitoring his progress. The consulting team also recommends that both the employee and the supervisor initial the form at the end of the new employee's first and second month to demonstrate that they have met to discuss performance.

The supervisor and employee should discuss the probation report after the supervisor completes it. The GNBS should strive to adhere to its stated policy that the probation assessment/review shall be conducted no later than two weeks prior to the end of the probationary period.

B4. Use the Performance Appraisal as a Mechanism to Recognize Achievements

The performance appraisal process should be under the Personnel Officer's management.

According to the Administrative Officer, employee performance appraisals are conducted in December of each year. The consulting team recommends that the Bureau distribute a memorandum explaining that the appraisal is a tool for both the employee and the supervisor. The employee can benefit by recognition of accomplishments, which should lead to increased job satisfaction and staff retention.

Currently there is one appraisal form for technical and senior staff, and one for non-professional and junior staff. The Director indicated that the Bureau is considering moving to one form for all staff.

The consulting team recommends that the Director reconsider the addition of a section to the form where the employee or the supervisor would list the responsibilities of the position and any duties the employee assumed that are not in the job description. For example, if a position is

vacant and a staff member takes on additional duties, those duties would be listed in the performance appraisal. The consulting team understood that the Director felt it is clear that the supervisor is evaluating performance against the duties and responsibilities of the position.

The consulting team also recommends that the employee have the opportunity to list his achievements and rate his performance. The supervisor would complete the appraisal after the employee has completed this step.

On the current technical and senior staff appraisal form, there is a judgement and initiative section and a resourcefulness section. The descriptions under these sections are very similar. The consulting team suggests that these sections be revised to eliminate redundancy.

B5. Link Job Descriptions, Performance Appraisals, and Training

As part of the performance appraisal, employees should identify personal learning goals and work goals. This will assist the supervisor in planning for the future needs of his department. Training can help staff gain new knowledge, skills, or behaviors that will help them achieve a defined performance standard.

Both the employee and the supervisor should be held accountable to link the job descriptions, performance appraisals, and training together as tools to increase employee performance.

C. Recommendations

C1. Hold Supervisors Accountable for Employee Performance

Every person at the Bureau in a supervisory capacity should be accountable for the performance of his team, and responsible for examining whether or not his actions are encouraging his team to be motivated. Basic job performance factors are listed below:

Performance Factors	
Incentive	Performance standards
Motivation	Knowledge and skills
Capacity	Measurement of achievement
Work conditions	Feedback

Most of these elements can be addressed at least in part through human resource development and training.

The GNBS mission statement is well known by staff. The Bureau might consider developing a few simple organizational values, such as respect for colleagues and consumers. The values could serve to guide and motivate staff as the mission statement does.

C2. Conduct Career Path Discussions

The Personnel Officer would work with supervisors to conduct career path discussions linked to the performance appraisal. People are motivated by a number of factors, including the following:

- Opportunity for achievement
- Personal growth
- Advancement

Promotions, job changes, or better working conditions are important, but self-esteem, recognition by peers, greater self-confidence, and achievement are powerful motivators. The Bureau can increase productivity and retain staff longer by providing growth opportunities and clearly outlining those opportunities as part of a career path or plan.

C3. Identify Problems that Training will not Solve

Before recommending training, the supervisor needs to determine the factors and behaviors that he can address, and those that he can not address.

If a problem is caused by a lack of equipment, training will not solve the problem. Any organization must realistically assess budget constraints that limit productivity. Before investing time and money on training, the GNBS should be sure that the problem can actually be addressed through training.

C4. Implement Training Policies and Procedures

As part of the GNBS Quality Manual, the Head of Management Systems has clearly outlined training policies and procedures. The consulting team recommends that the GNBS finalize and implement these policies and procedures immediately. Since the consulting team discussed training needs and priorities with most of the Bureau staff, implementation will demonstrate commitment on the Bureau's part to move forward.

C5. Increase Use of Existing Resources

The Information Services Department has many resource guides that staff could use for on-the-job training. For example, ISO Development Manual 3 outlines a seminar, including points for discussion.

The Information Services Department could also announce newsletters, publications, courses, technical papers, literature, and reports of interest to staff. The Documentation Center receives the ISO Bulletin and other standards information. Information Services, in the monthly report, could highlight the titles and usefulness of new documents received rather than the type and number of documents received. This would encourage people to come to the information center to use them.

The consulting team recommends a greater emphasis on personal responsibility to use existing resources to gain knowledge on Codex, ISO standards, WTO notifications, and U.S. and Canadian product safety information and product recalls.

Training methods can include job aids, on-the-job training, in-house group instruction, and mock interviews for Bureau staff who are interviewed for television and radio spots. The Bureau might also consider roundtable discussions, with invited speakers such as council members or representatives from the Food and Drug Administration or the Ministry of Foreign Affairs.

C6. Focus on Results

The consulting team recommends that GNBS emphasize results in managing its staff training. The Bureau has organizational goals. It needs to set up a system that will make changes happen.

The supervisor and the employee should consider the following when setting training priorities:

- How is the training linked to the GNBS's performance targets?
- What does the employee expect to gain?
- How will the employee use the new skills or knowledge?
- When will the employee be able to use the skills or knowledge?
- What result or performance improvement should the Bureau expect to see?

Since the Bureau's training budget is limited, training should be approved on a "need to know", rather than a "nice to know" basis. While staff interests are broad, we recommend that the Bureau focus on a few areas for excellence before moving on to wider goals.

C7. Require Personal Action Planning

The consulting team recommends that before being approved for training, the employee would need to develop a personal action plan that would describe how he would apply new skills and knowledge on the job.

The employee would need to demonstrate how the training objectives tie to the GNBS's organizational goals. Training objectives describe what the learner should be able to do at the end of training. The training objectives describe the expected results, not the process. The training objectives should be specific, measurable in quantity or quality, and observable behaviors.

Upon return to the job, the action plan would assist the employee in making changes in his role or work unit. The supervisor must be available for guidance and support throughout the implementation of the action plan.

Possible action plans include:

- Design a personal time management strategy including tools, techniques, and tips

- Develop a standard procedure for weekly or monthly reports, and implement a reporting system
- Design a list of tasks to delegate to employees including instructions, performance expectations, relevant policies and procedures, and deadlines
- Establish an enhanced telephone procedure for handling consumer complaints
- Improve systems for providing motivation and support for employees, including feedback and constructive criticism
- Contribute to a strategic plan for the Bureau
- Develop a detailed one-year plan for the department
- Contribute to a detailed annual budget for the Bureau

A sample trainee action plan is provided in Annex F.

C8. Apply Training in the Workplace

The GNBS should focus on the transfer of skills and knowledge acquired through training to direct application in the workplace. For example, are the new behaviors having a positive effect on the organization? Did the training improve job performance? The organization needs to put much more emphasis on results and be committed to change.

Applying new skills is not just the employee's responsibility; it is also the responsibility of the supervisor to ensure that the employee has the opportunity, resources, and motivation to apply the new skills. Together, the employee and supervisor should develop action plans to map out how and when new skills will be applied. Goals must be realistic.

After an employee receives training, the supervisor should be held accountable for demonstrating that the employee has applied the training he received, completed his report, and briefed staff who can also benefit from new knowledge or skills. The supervisor would document the skill competency levels and achievements of employees who complete training and pass that information to the Training Officer.

SECTION V

Training Plan, 2002-2006

GNBS training programs can focus on the following areas, in order of priority:

- Communication skills such as writing and presentation
- Supervisory skills such as delegating, conducting appraisals, setting performance standards, and career planning
- Work management skills such as strategic planning, decision making, and problem solving
- Software skills such as Windows, email, word processing, database, and spreadsheet
- Technical skills such as standardization, quality assurance, and conformity assessment

Some current GNBS staff have a lot of knowledge and experience from which to draw upon. The Bureau should consider these individuals as resources to train others.

In addition to the action planning recommended, the GNBS should make sure that each employee makes a recommendation as to whether or not the training was relevant to the job and whether the training provider should be used in the future.

As an organization, the Bureau wants to be sure that an investment in training produces results. How well an employee is able to perform a new skill on the job is an indicator of successful training. Through observation and discussion, the supervisor should determine whether or not the learners are using the skills or knowledge back on the job. As discussed, it should be the responsibility of the employee and supervisor to demonstrate results and changes in work behavior.

The annual training plans for 2002-2006 are presented in Annexes A-E. According to GNBS annual reports, the Bureau has participated in approximately 20 training programs per year. Based on this information, the consulting team believes the number of training programs proposed is ambitious but realistic if supported by serious planning on the part of the GNBS.

A. Communication Skills

GNBS staff identified communication skills as their highest training priority. An easy way for the Bureau to begin immediate on-the-job skills development would be to ask GNBS employees who return from a training course to make a presentation summarizing what they learned, recommendations for changes at the Bureau, and the personal action plan to make those changes happen. The chart at right summarizes the order of priority for communications courses.

Communications Courses
Presentation skills
Customer service
Training of GNBS Trainers

A1. Presentation Skills

As a follow up to the PowerPoint presentations GNBS developed, this course would include topics such as:

- Message development – ensuring that the message is customer, program, and product focused. What do importers want and need to know? How will the presentation benefit consumers?
- Presence and bearing – practicing balance, eye contact, smiling, scanning the room, breathing, projecting the voice, conveying a confident image, using hands effectively, and placing supporters directly opposite the speaker.

The course would also walk the trainee through the creation of a checklist of all materials, supplies, and equipment needed for a presentation.

A2. Customer Service

This course could focus on listening, understanding customer needs, and meeting customer expectations. The importance of tact, discretion, and objectivity would be covered.

A3. Training of GNBS Trainers

The GNBS is providing technical assistance and training for companies on implementing quality management systems (ISO 9000) and environmental management systems (ISO 14000). Although some GNBS staff have specialized knowledge in these areas, they are not necessarily equipped to train others in those topics. A train-the-trainer course would prepare GNBS staff to provide training to companies in Guyana.

The Bureau should select in-house trainers who:

- Are respected by and have good rapport with fellow workers
- Are motivated to train
- Have good communications skills

The train-the-trainer course would introduce some of the key principles of adult learning:

- Results – adults must know what are they going to learn
- Real life – adults want to focus on problems and tasks
- Active – adults wish to speak and contribute
- Useful – adults want to focus on material that is immediately useful

A4. Writing

The Communications Strategy for GNBS recommends that the Bureau put more focus on sector specific communications. The strategy also recommends that the Bureau develop

communications channels and messages for different target groups. The development of communication tools such as flyers, newsletters, posters, and fact sheets is essential for message dissemination. Good writing skills are essential for a communications program. The quality of the communications materials that are currently being produced can be improved.

Before the course begins, the GNBS should develop standard formats and procedures for document preparation. A select group of GNBS staff should participate in an intensive, week-long basic writing skills workshop that would promote careful scrutiny of all written material through basic editing exercises and attention to detail.

The course would help staff to express ideas clearly, concisely, and with differentiation between fact and impression. The writing workshop would include the following modules:

- Grammar – punctuation, spelling, word use
- Business writing – letters, memos, active voice
- Technical writing – reports, standards
- Marketing materials writing – newsletters, newspaper articles, fact sheets, brochures, layout, visual images, design, editing, scripting for radio and TV

The workshop would combine writing exercises with practical applications to develop GNBS communication tools. The marketing materials writing module should be hands-on. For example, participants would write two articles a day – news releases, fact sheets on standards, and flyers. Participants would all interview a technical officer, write an article, and edit each other's work.

B. Supervisory Skills

Courses for senior staff and individuals in supervisory positions would focus on the role of the supervisor. Supervisors would learn about communications techniques such as listening and providing feedback that can be easily understood and acted upon. The goal would be to make department heads and supervisors more accountable for team performance.

C. Work Management

The consulting team recommends that the Bureau purchase a video on meeting management. The video should cover preparing for a meeting, setting the agenda, writing meeting minutes, and following up on action items.

A project management course would cover planning, organizing, and monitoring work of varying levels of complexity. A course would cover defining what should be done and when, identifying possible obstacles, and making a plan to avoid or overcome obstacles.

The courses listed in the table below will help GNBS staff improve their performance.

Work Management Courses	
Problem solving	Cataloging

**Work Management
Courses**

Project management	Secretarial skills
Management planning	Office etiquette

C1. Financial management

A local accounting firm assisted the GNBS in developing a simple system for costing the services the Bureau provides. The aim is to strengthen the budgeting process and prepare for an eventual move to greater cost recovery for services the Bureau provides. The GNBS wanted to design a system that will track revenues and expenditures associated with the departments and programs within the Bureau.

Although the consultancy provided QuickBooks training, the consulting team recommends additional training given the recent installation of the program at the Bureau and the recent hiring of the Bureau accountant. The consulting firm responsible for the new system volunteered to provide additional training if and when needed.

D. Software Skills

The consulting team recommends that GNBS proceed with an assessment of the IT network. Many GNBS staff expressed interest in training on troubleshooting, but this might be outsourced.

For GNBS employees that currently have computers, software training could begin now, since everyone at the Bureau cannot receive training at the same time. For those who do not have computers, the team recommends that the GNBS implement software training if new computers are installed, so that staff will be able to immediately apply the software commands covered in the training courses. The Bureau should invest in this training only when the employee will have a computer to use the day after training concludes.

When selecting software training providers, the Bureau should specify that the training must include companion manuals that the trainees can use as resource guides after the training.

The GNBS is currently using Microsoft Office 2000. In outlining software training below, the consulting team identified the type of application and the Microsoft product offered as part of the Office 2000 suite of software programs. The team did this in case the GNBS chooses to purchase a different suite of software.

Prior to training, the GNBS as an organization should decide which software applications will be used to produce standard reports. Staff who have not used a software application need to understand what the application will be used for prior to training. For example, in interviewing staff on the priorities, the consulting team learned that some people who have not had the opportunity to use software programs do not know that Excel is a spreadsheet application.

D1. Windows and Email

This course would familiarize new users to the basic Windows set up, printing, navigating, saving files on different drives, navigation on the internet, email, and public calendar functions.

D2. Word Processing

This course would be on Microsoft Word or Corel WordPerfect, both of which are currently used at the Bureau. The consulting team recommends that the Bureau choose one of those software programs for use at the Bureau and for subsequent training, but not both.

D3. Database

The Bureau could increase the impact of its information campaigns if it had sector specific lists of businesses. The GNBS is currently developing a client/stakeholder database of importers, manufacturers, regulatory groups, and exporters. The database would record quality of products by importer, brand, exporter, and broker.

This course would cover database software such as Access focussing on database field design, input, queries, reports, and the printing of mailing labels.

D4. Spreadsheet

This course would be on Excel or a similar program. Excel can be used for budgets, simple databases, and for graphing data.

D5. Presentation Software

This course would be an extension of the PowerPoint training provided by the GEO communication consultants. It would cover making slides for projected presentations, tabletop presentations, and for overhead transparencies.

D6. Other Software Applications

Internet research methods for standards information would also be helpful as a lower priority. Several staff expressed interest in web site development programs such as FrontPage. The consulting team, however, recommends outsourcing the GNBS's web development until 2003. Photo editor should be covered after the basic programs are being used and have been mastered by GNBS staff.

E. Technical Skills

The consultant team recommends that the Bureau pursue standards-related courses after the communications, management, and software training has started. Some of the technical training needs of the Bureau can be addressed through attachments to regional Standards bodies and observational study tours.

The Bureau may wish to request the secondment of a Standardization expert from a CARICOM country to the GNBS. In reviewing key GNBS documents, the consulting team learned that the Director also supports the concept of sending technical staff to work in industrial companies for short periods.

F. Teambuilding Retreat

The consulting team recommends that the GNBS consider holding a teambuilding session in 2002. The event could focus on implementation of the training plan, participatory management, human relations, and communications to change behaviors. A facilitator would interview staff to set the retreat agenda and the expected results. After the retreat the facilitator would prepare a follow-up action plan.

If the GNBS agrees to move ahead with a retreat, the Bureau should provide the facilitator with the report of the retreat of October 16, 1998, as many of the issues discussed in that report were also expressed in interviews of GNBS staff in October-November 2001.

G. Coordination with Donor Funded Programs

The Bureau can fund training programs from at least three broad sources:

- GNBS or Government of Guyana
- Regional organizations such as CARICOM and the Caribbean Development Bank
- International organizations such as USAID/GEO project, CIDA, NIST, ANSI, and the Indian Bureau of Standards

ANNEX A

Summary Training Plan 2002

Course	Trainees	Expected Result	Location	Resource	Cost
Presentation skills	Staff with external clients	Improved client service	Guyana		
Customer service	Staff with external clients	Increased consumer satisfaction	Guyana		
Training of trainers	Management systems	Strengthened capacity to provide training to companies on ISO 9000 and 14000	Guyana		
	Metrication	Improved training for the public on metric			
Business writing	All	Clear, concise letters/memos	Guyana		
Technical writing	Technical staff	Clear reports and standards	Guyana		
Grammar	Selected staff	Improved word use and construction	Guyana		
Marketing materials writing	Information services	Creation of sector specific materials	Guyana		
Supervisory skills <ul style="list-style-type: none"> • role of supervisor • staff development • communication 	Department heads Supervisory staff	Improved listening, feedback, delegation, and motivation skills Increased accountability for staff performance	Guyana		
Management planning and communications	Department heads Supervisory staff	Improved work and strategic planning	Guyana or Sweden	Swedish Standards Institute (SIS)	
QuickBooks	Accounting staff	Improved accounting system	Guyana	Acct. firm	
Database	Technical staff Information services	Enhanced capacity to use the client/stakeholder database	Guyana		
PowerPoint	Staff with external clients	Increased capacity to assist consumers and companies	Guyana		
Quality management systems (ISO 9000)	Management systems	GNBS management system certified to ISO 9000 standard	Guyana		
Requirements for testing laboratories (ISO 17025)	Management systems Labs	Strengthened lab licensing program Implement quality system in pilot labs	U.S.	NIST	

Course	Trainees	Expected Result	Location	Resource	Cost
Operation of a National Standards Body	Department heads Technical staff Information systems	Application of new practices and procedures at GNBS	Regional attachment	CDB	
Standardization and quality management	Technical staff Program heads	Increased understanding of aims, benefits, principles, and GNBS process Increased capacity to explain the purpose of standardization to industry and consumers	Guyana U.S. India Sweden	NIST BIS SIS	
Weights and Measures Act	Inspectors	Increased number of devices meeting requirements	Guyana		
Metrication	All	Increased capacity to help the public change from imperial to metric system Facilitate the conversion of devices to metric	Guyana		
Standards Act	All	Increased understanding of the functions of the Bureau and Council	Guyana		

ANNEX B

Summary Training Plan 2003

Course	Trainees	Expected Result	Location	Resource	Cost
Customer service	Staff with external clients	Increased consumer satisfaction	Guyana		
Project management	Department heads Standardization	Increased cost recovery	Guyana		
Basic accounting	Accounting staff	Increased accuracy in financial reports	Guyana		
Program budgeting	Accounting staff	Financial management by GNBS program	Guyana		
Windows, email, internet, scanned documents	Staff with computers	Increased productivity and communication with standards bodies and colleagues	Guyana		
Word processing	Staff with computers	Faster production of standards and letters	Guyana		
Database	Technical staff Information services	Client/stakeholder database	Guyana		
Spreadsheet	Department heads with computers	Strengthened capacity to prepare program budget	Guyana		
Human resource management	Administrative officer Supervisory staff	Improved recruitment, job descriptions, appraisals	Guyana		
Standardization and quality management	Technical staff Program heads	Increased understanding of aims, benefits, principles, and GNBS process Increased capacity to explain the purpose of standardization to industry and consumers	Guyana U.S. India Sweden	NIST BIS SIS	
Conformity assessment	Technical staff Local companies	Established system for conformity assessment	Guyana		
Certification and Inspection (ISO 17020)	Technical staff	Improved capacity to assess companies and products	Guyana	ISO Guides 62 and 65	
Environmental management systems (ISO 14000)	Management systems	Increased company demand for ISO 14000 training	Regional or Sweden	JBS, TTBS SIS	
Lab licensing	Management systems	Increased credibility of lab results	Guyana		

Course	Trainees	Expected Result	Location	Resource	Cost
Sampling and inspection techniques	Department heads Inspectors Management systems	Increased import compliance with standards and labeling requirements Increased capacity to perform statistically meaningful inspections and tests	Regional attachment	Jamaica Bureau of Standards (JBS) or Trinidad and Tobago Bureau of Standards (TTBS)	

ANNEX C

Summary Training Plan 2004

Course	Trainees	Expected Result	Location	Resource	Cost
Customer service	Staff with external clients	Increased consumer satisfaction	Guyana		
Problem solving	Department heads Technical staff	Increased ability to identify cause and resolve problems	Guyana		
Office etiquette	All	Increased professionalism	Guyana		
Secretarial skills	Support staff	Improved organization skills	Guyana		
Cost accounting	Department heads Accounting staff	Increased accuracy in financial reports	Guyana		
Spreadsheet	Department heads with computers	Increased capacity to prepare program budget	Guyana		
Codex	Standardization Technical committee members	Improved management of Codex contact point	Guyana or regional		
Conformity assessment for labs	Management systems Labs	Development of a national system meeting requirements of international standards	Guyana		
Auditing (ISO 19011)	Management systems Labs	Improved auditing and surveillance of labs	Regional	JBS or TTBS	
Accreditation and Testing	Management systems	Increased capacity to conduct assessment of companies and products	Guyana		
Standards development	Standardization Technical committees members Information services	More effective technical secretaries Implementable standards	U.S. and Guyana	ANSI (Leadership in Managing Standards Effectively)	
Application of standards for compliance	Technical staff	Strengthened capacity to determine compliance of goods against standards	Regional attachment	JBS or TTBS	
EMS implementation and auditing in a certified company	Management systems	Increased understanding of EMS in practice	Guyana	Attachment	

Course	Trainees	Expected Result	Location	Resource	Cost
Standardization and quality management	Technical staff Program heads	Increased understanding of aims, benefits, principles, and GNBS process Increased capacity to explain the purpose of standardization to industry and consumers	Guyana U.S. India Sweden	NIST BIS SIS	
FrontPage	Information services Secretarial staff	Ability to update GNBS web site with standards catalog	Guyana		

ANNEX D

Summary Training Plan 2005

Course	Trainees	Expected Result	Location	Resource	Cost
Training of trainers	Management systems	Improved GNBS training on HACCP and ISO 17025	Guyana or regional		
Database	Technical staff Information services	Increased use of GNBS INSAT database	Guyana		
Spreadsheet	Staff with computers	Increased capacity to prepare program budget	Guyana		
Market relevance of trade agreements (WTO TBT, FTAA, CARICOM)	Department heads Technical staff Private and public sectors	Increased understanding of product issues under trade agreements	Guyana	WTO and others	
Application of standards	Department heads Private sector Govt. procurement officials	Increased use of standards in industry, export, import, public procurement	Guyana		
Environmental and industrial law	Management systems	Increased capacity to assist companies	Guyana or regional		
Accreditation and Testing	Management systems	Increased capacity to conduct assessment of companies and products	Guyana		
Auditing	Management systems	Increased capacity to assist companies implementing QMS and EMS	Guyana		
Calibration and maintenance of inspection and testing equipment	Engineering, metrology, and compliance	Read flow meters, pressure gauges, temperature gauges	Guyana or regional	JBS or TTBS	
	Management systems	Calibration of scales, masses, measures			
Inspection techniques for standards compliance	Inspectors	Strengthened import quality control	Guyana		
Metrology	Eng/metrology/compliance	Established traceability system in Guyana	Guyana	OIML	
Driver conduct	Drivers	Increased passenger safety	Guyana		
Cataloging	Information services	Increased use of resource books, journals, periodicals	Guyana		

Course	Trainees	Expected Result	Location	Resource	Cost
GNBS quality mgmt. system (QMS)	All staff	Refresher on implementation of GNBS QMS	Guyana		
Statistical process control	Management systems	Implementable standards	Regional	JBS or TTBS	
Standardization and quality management	Technical staff Program heads	Increased understanding of aims, benefits, principles, and GNBS process Increased capacity to explain the purpose of standardization to industry and consumers	Guyana U.S. India Sweden	NIST BIS SIS	

ANNEX E

Summary Training Plan 2006

Course	Trainees	Expected Result	Location	Resource	Cost
Grammar	Selected staff	Improved punctuation, word use, construction	Guyana		
Database	Technical staff Information services	Enhanced capacity to use the client/stakeholder database	Guyana		
Spreadsheet	Staff with computers	Increased capacity to prepare program budget	Guyana		
Corel Draw (if it exists in 2006)	Information services Registry	Increased ability to manipulate images	Guyana		
Desk top publishing	Registry Information services	Production of newsletters, brochures, posters, invitations	Guyana		
Personal computer troubleshooting	Selected staff	Increased capacity to fix minor problems	Guyana		
Operation of a National Standards Body	Department heads Technical staff Information systems	Application of new practices at GNBS	Regional attachment	JBS or TTBS	
Quality control in the food industry	Technical staff Food and Drug Admin.	Increased use of good manufacturing practices Increased consumer protection	Guyana		
Food trade related issues	Technical staff Food and Drug Admin.	Increased enforcement and monitoring	Guyana		
Standardization and quality management	Technical staff Program heads	Increased ability to develop useful standards Increased capacity to explain the purpose of standardization to industry and consumers	Guyana Regional U.S. India Sweden	NIST BIS SIS	
Inventory control	Metrology Inspectors	Improved control of standards marks	Guyana		
Spanish	Administration and Finance	Ability to respond to inquiries (depending on the volume of correspondence, this might be more efficiently addressed by using a	Guyana		

		translator)			
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ANNEX F

Trainee Action Plan

GUYANA NATIONAL BUREAU OF STANDARDS

Training Program:

Program Dates:

TRAINEE ACTION PLAN

Name:	Position:
Name of Supervisor:	Title of Supervisor:

II. Action Schedule

<i>What new knowledge or skills do you expect to gain from this training program?</i>	<i>How can improvement in your work performance be measured?</i>

<i>Time frame</i>	<i>Tasks to be accomplished to achieve results from the training</i>
Quarter One	

<i>Policy or procedure changes needed so that you can apply what you have learned</i>

Quarter Two			
Quarter Three			
Quarter Four			