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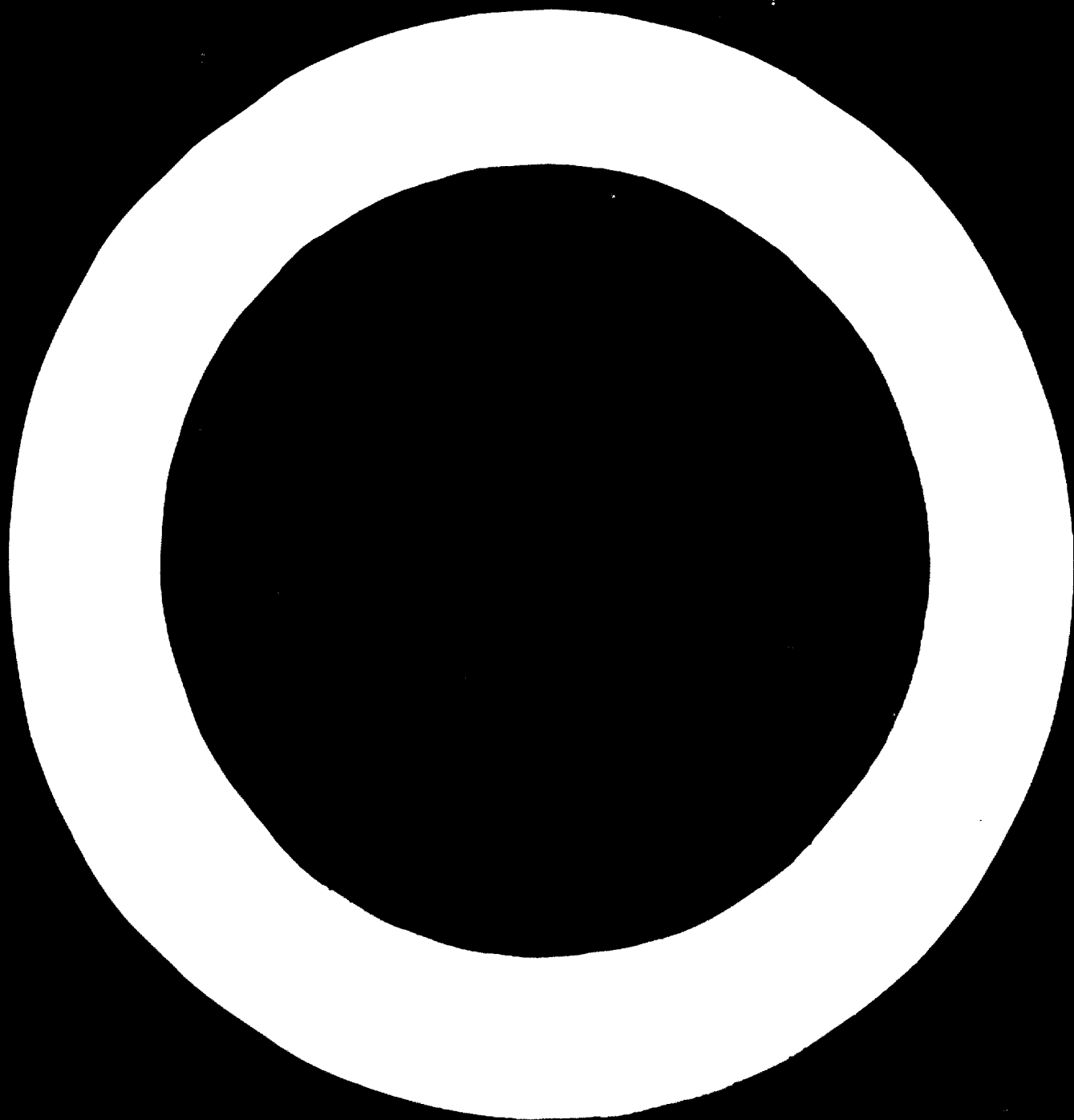
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**SELECTION AND TRAINING OF STAFF PERSONNEL IN CHAMBERS
OF COMMERCE AND INDUSTRY ^{1/}**

by

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0 Introductory remarks

0.0 Under Chambers of Commerce and Industry, hereafter called "Chambers", is meant "Chambers of Commerce" and "Chambers of Industry", which essentially are the same institutions.

0.1 In every culture the concept of authority, leadership and responsibility have their own philosophy. A summing-up of personal experience and insight, regarding the selection and training of those who are working in the Chambers, consequently cannot give an all-round idea of the problem areas. At most, it may give the half of the circle, but with that perhaps the possibility is created for finding together the other half.

1 Features of the Chambers

1.0 Chambers are to be found in practically all countries of the world. Sometimes they present distinct individual differences in purpose, organization and aspects, depending on the place they take in social economic order.

Fundamentally however the aims and the tasks undertaken in the Chambers are the same, carried out with just similar intentions as in any land you can mention. That is to say: as the representative of trade and industry in its territory, promoting the economic interests of the district. A task which is practically limitless. Economy has to do with, and is closely connected with, all aspects of social life.

1.1 It is this extensive assignment, which the Chambers in their own special way are confronted with: the problem of selecting and training staff-personnel. A problem, which in these days in the Chambers is more pressing in an increasing measure, now that economical interests are so strongly linked with social interests. A peculiar and urgent problem for which it is right to find a suitable solution together.

1.2 The furthering of economic interests always has two aspects for the Chambers:

- a. as representative of the economic life to the respective authorities, requested or unrequested, pleading c.q. taking the initiative to all that may lead to an improvement in the economic climate, in order that industrial life may develop in such a way that it leads to prosperity;
- b. as a service-institution rendering assistance in this industrial life for the solution of the many problems by which the individual entrepreneur is in an increasing measure confronted in the more and more complicated world. And this coming direct from their own knowledge experience and know-how, or in a round-about way acting as an intermediary for others, more specialised services and institutions.

1.3 This demands from the whole managerial-staff of Chambers, and especially the executives, an alertness and all-round knowledge, such as:

- ad a : an open eye and ear for the requirements and desires in industrial life and to be able to weigh the economic interests in the district, province or country;
- a complete economical and geographical knowledge of this part of the country or the whole country;
- a timely discerning and accurate following of the course of things in the various sectors of industrial life and from the standpoint of new necessities in the near future for the economic climate in this area;
- the seeing to the applied upkeep and extension of roadways to the general development of traffic and to the necessities in regional trade and industry especially;
- an early planning of the physical facilities for industry the infrastructure belonging to it, and its consequences for accommodations, housing, schools, recreation, transport etc.;
- ad b : promoting regional trade and industry everywhere;
- promoting direct or indirectly commercial contracts for home trade or abroad;
- furnishing commercial and export-information for use in private enterprises;
- giving information regarding taxes-, trade- and social laws;

- establishing contracts between industries and local or government authorities in the case of establishing a factory, extending and alteration in planification-programs etc.;
- the keeping up-to-date of detailed documentation for the use of previously stated activities;
- the promotion of specialised training for future heads of enterprises and staff in the branches for which there seems to be a demand;
- keeping an eye on the requirements of other institutions for the activation of a good economic climate;

In addition to this:

- c. a specialized juridicial knowledge, insight and experience in the appliance of law and regulations, which have been stipulated by the authorities for the Chambers (trade-register; certificates of origin; legalisations; establishing of undertakings etc.); and
- d. making the Chambers function through its board and standing committees, in order to actualize the policy for the carrying out of the imposed task. This includes application and the fitting up of specialised knowledge, experience and know-how of the board - and council-members of the Chambers, in favour of the Chamber-work.

1.4 A "mer à boire" thus of duties of kaleidoscopic nature, which demand from the staff, having to do with this, acquaintance with and active interest in the totality of social life, inspired by the specific aim of the Chamber.

2 The Secretary.

2.0 The Secretary occupies a very specific place. On the one hand, he plays a major part in deciding on the policies to be carried out; he indicates the direction to follow in inspiring and informing the board, and he gives his opinion on the problems to be tackled. He functions thus, - if not formally, in any case practically - as one of the members of the board. On the other hand he is executor of the decisions of the board and as such responsible to the board for everything being done correctly. He occupies thus a pivot-function, being active and co-ordinating in both parts of the organisation.

- 2.1 In order to carry out this function properly, he needs to have in the internal organization, - on the one hand - an experienced, devoted and enthusiastic board, which works as a touch-stone for his creative work, and from which at the same time he receives new inspirations. On the other hand, he requires dependent on the size of the Chamber, one or more staff-members who assist him as brain-trust and with whom he is continually exchanging ideas about the way in which to keep the Chamber activities in its various branches on a high qualitative and technical level.
- 2.2 Additionally he has to look after the external affairs of the Chamber. He should maintain personal contacts with the government-authorities in every sense of the word, including the public institutions of trade and industry, and in the same way with the representatives of all sectors of economic life. Thus he acts to an important degree as a public-relations officer, who knows his way about in the "c.uloirs".
- 2.3 As a rule, the Secretary is preferably a university-graduate with a degree in economics and jurisprudence. Some practical experience in business-life is certainly advantageous. He must be a man with initiative and improvisation-talent, gifted with logical sense, clear insight and a well-developed feeling for proportion, who knows to define and determine quickly.

3 Staff-members.

- 3.0 The members of the staff should have preferably a secondary school education, as well as - a specialized education according to the position they hold such as in jurisprudence, economics, commerce, administration, engineering. For staff members it is more important than for the Secretary to have some years of practical experience in one or the other branch of industry as a welcome addition to their formal training. Their task is more specialized than that of the Secretary. It is focused on one or more facets of the Secretariat. The work may be primarily scientific (education department), organizational or purely administrative.

4 Training in your own Chamber.

- 4.0 The training of the (candidate) staff-members is the task - as this is closely connected with the nature of the institutions - of the direction itself, and consequently rests with the Secretary.
- 4.1 Therefore the leading principles must be, that (aspirant) staff-members learn not only to master in such a manner their own work and that of their department, that in a responsible way they can give support, inspiration and guidance. As well as this, they have to be well informed, or to have good insight anyway, into the work of the other departments of the Chamber. This not only when an emergency arises (illness, holidays, vacancies etc.) to fall in adequately, but especially because problems, which are put before them to study, often have facets which have to do with the other Chamber departments.
- 4.2 The first necessity for this is a clear surveyable organization-scheme, worked out in detail for every department, which more or less can be used as manual (directory) or a directive for the functioning staff. The simplest form of division is that of: (1) the secretariat (in a more restrictive sense); (2) administration - bookkeeping; (3) information for assistance for trade and industry in general (trade-, export-information, certificates of origin etc.); (4) the carrying-out of the consigned tasks by the law.
- 4.3 A full and detailed scheme for the organization of a Chamber secretariat is stipulated in document 550-2/5 of the International Bureau of the Chambers of Commerce and Industry (I.B.C.C.), an international meeting - and study centre of national Chamber organisations. The Bureau is a branch of the International Chamber of Commerce (I.C.C.) in Paris. The document is attached to this report. 7
- 4.4 Furthermore the staff-members should be continually confronted with the complete work of the Chamber from the commencement.
- Here are some possibilities thereto:
- a) the Secretary and his right-hand go through the necessary mail daily, exchanging ideas over questions originating from lectures, the distribution of work connected with this and fixing mutual priority; as also:

- b) over questions that came in from phonecalls, at the desk or otherwise the previous day and which need looking into more deeply; as well as :
- c) publications which have appeared in the newspapers, and are of direct or indirect importance for documentation and information for the use of the Chamber;
- d) - fairly regularly c.q. once a week - the staff has to be informed about what took place at the board-meetings, what is due to be done in the committees or the Chamber itself, by which the various facets re this subject will be looked into (all reports of these meetings, - no matter if it is their department or not - will be placed at the disposal of the staff for study);
- e) making - in about the same frequency - a general survey with the staff-members of all regional problems, with the national aspects they have, regarding the regional industrial life and therefore the Chamber;
- f) regular information c.q. exchange of ideas between the Secretary and his assistants about articles in weekly papers and other periodicals, which have anything to do with the Chamber in any respect. (The staff-members have to accustom themselves to circulating and studying them as quickly as possible. For a Chamber should always be able to react swiftly to certain events in the homeland as well as abroad);
- g) in this manner insight and practice are at the same time combined in the interests of efficient documentation for the smooth running of a Chamber.

4.5 Naturally the above does not only apply to the training of the young new staff. Training is a lasting process, even if first as a rule the push of the enormous progress of scientific and technological is behind it, the necessity of an "éducation permanente" is generally acknowledged.

4.6 It is important to draw in some way or other the rest of the personnel into the whole Chamber-work as well, and to give them reports at set times of the general problems with which the Chamber is occupied. For this reason it is advisable to read the reports of above mentioned meetings (4.4d) and then circulate these. Additionally it is worth - while

recommending that the Secretary and his staff give in rotation a short address, requesting special attention for certain subjects. This type of addresses is especially for the young executive staff an excellent training.

5. Forming and training in co-operation with other Chambers (national)

5.0 Between the Chambers individual differences are accentuated, caused by the economical nature of things and the importance of the district. Therefore in one Chamber a certain department will be more specialized than in the other. A state of affairs which affords possibilities to set up a training system among themselves, through which the Chambers with a larger practice in a special field let the staff of other Chambers benefit by this, and as trainees under expert leaders to become skilled in the activities and know-how of this territory. The Secretaries of the Chambers concerned or a workgroup set up by them, can arrange a work-circulating-scheme.

5.1 As far as language-barriers are not too great a hinderance, an arrangement of this type with the Chambers of neighbouring countries can be realized.

5.2 Subjects for this type of training may be:

- a. the Chamber administration as its organization, the routing of the work comprehended in this;
- b. informations-activities in the widest sense of the word, including the keeping up, and installing a basis for documentary-materials and such like;
- c. usage of new technical apparatur (addressing-machines; photo-copy-apparatus; telex; computers etc.);
- d. the carrying-out of enquiries, the techniques of reporting e.a.;

Building up on this training and forming, study-groups from these trainees can be formed, which have to be charged with the outworking and advising of certain branches of the work for the use of the Chambers in general.

5.3 A good collegial relationship is of just as much importance for the Secretaries themselves. It is advisable to institutionalise this, so that the Secretaries meet at fixed times to discuss the problems of their work.

Thus they can ask the question arising from their work, no matter if it is of a technical or scientific nature, to be put before the Secretaries for discussion and advice.

In this way the experience and know-how of all Chamber -Secretaries put together for an optimum of service for the use of correct-working of the Chamber-institute as such.

Moreover such an organization is for the younger secretaries, a rich source of refreshed knowledge and insight gained by older staff through years of experience.

Problems, which require a close and thorough study for preparation, are passed on to standing or ad hoc commissions, which preferably are to be constituted in such a way, that young and older specialists are confronted with each others views.

If the Chambers of adjoining lands have about the same standards then the possibility is open for a wider field.

- 5.4 Next to and on behalf of these forms of training, showing how and instructing in the own Chamber as well as in co-operation with sister-organizations, it is in the interests of the future-managers, heads of departments and other personnel-members who will be chosen for those probations, to give them a general basic-training through courses for that purpose to be established by the joint Chambers.

An homeland handling seems to be the most suitable here.

Whenever the Chambers of bordering countries have the same ideas, it seems that there too is the chance of a wider range.

Acting as masters are Secretaries and members of the staff, who are specialised in certain faculties.

- 5.5 Here-under is an example and survey of the subjects given in the general training course, established by the joint Chambers in the Netherlands.

The course is given once a year and consists of 12 lesson-days, one a week.

This ends with an examination, the result of which is given to both, the student and the Chamber, where he is employed:

- 5.6 Lesson Syllabus (example of a)

I. Economic history from 1800-1970.

II. Chief facts of some legal regulations :

sources of law; contractual capacity; marriage settlements; profession; enterprise; company; managing and limited partnership; shipping; society; co-operative society; Mutual Security Company ; Fondation; Limited Liability Company);

III. Trade and industrial information; trade intermediary :

(instrumental of trade intermediary :

Homeland : trade register, general-, district- and branch-address-directories; exchange of facts with sisterchambers; knowledge of activities of industrial life in your own country; the keeping-up of contacts with industries; making enquiries etc;

Abroad : address-directories, own representatives abroad, etc.);

IV. Commercial policy, trade law and -regulations

(import- and export-duties, additional charges; regulations with regards to components, canning, packing, marking, stating contents etc.; statistic numbers; exemptions for gift-parcels, exhibition goods; documents which should accompany the goods; statistic details; carnets etc.).

Documentation :

(function of the documentation for outside information (on industrial life) as well as for inside (at the board-members of the Chambers, the personnel-members etc.) for what is pending at the Chamber, or dealing with suitable periodicals, daily papers, circulating portfolio of daily newspaper cuttings among staff and others concerned with the Chamber;

Library;

Publication);

V. Promotion of Export (:the meaning of export for industrial work;

the micro- and macro-meaning of the promotion of export; knowledge of the export-market; the same as for own exporting business and export-houses; organization of the export-promotion in own country; the activities of the authorities and private movements in the field of trade-promotion [working national institutions, Chambers acting for two countries etc.]; the place and the task of the Chambers in the whole export-organization and the possibilities of export-development for the Chambers activities);

- VI. The constitutional law of the Chambers (:general; composition of the Chambers; authorities which are directly connected with the Chambers; organization-schemes; staff regulations; incomings- and outgoings-items; granting general advice);
- VII. Laws for Trade Register and trade-mark laws;
- VIII. Laws applying to retail-trade and crafts (medium and small business);
- IX. Bankruptcy. Stop-payment;
- X. Swearing in of experts by the Chambers and the relevant valid regulations;
- XI. Certificates of origin.
(: historical review/free-trade zones/custom unions; reason and meaning of the certificates; regulations of origin in the own country; in the Benelux, the European Common Market, in the association-agreements with the third countries, the regulations in other countries; requirements for certificates; institutions authorised to issue certificates; instructions for issuing certificates, the handling of prescribed forms, documents and securities to require etc.).
- 5.7 As a continuation of these courses there are specialized instructions, in which one or more of the above mentioned subjects are dealt with in detail, and other problems as well, regarding the Chamber (e.g. planification questions).
- 5.8 It is essential to be a member of the staff of a Chamber to follow these courses and to be chosen by the Secretary of the Chamber to do this. In this way exclusiveness is guaranteed. Moreover possibilities are provided for the Chambers to take advantage of the courses with respect to its staff, to promote the conducting of selection (see 7).
- 6 Forming and Training in co-ordination with other Chambers (international)
- 6.0 So as already stated (4.3) the I.B.C.C. is engaged too in training Chamber staff-personnel. Thanks to the initiative taken by this Bureau in 1962, which was approved by the I.C.C. Council and to which was given a warm welcome by the national Chambers involved in, staff-members of Chambers of developing lands are welcome as trainees in Chambers of more industrialized countries.
- The I.B.C.C. is the central point (see doc. 668/1 of the I.C.C., which is attached to this report).
- ./.

- 6.1 Uptil now use had been made of these training-courses by staff-members of Chambers in :
- Africa (: Algeria, Congo, Ethiopia, Mali, Marocco, Somalia, Tanzania, Tripolitania and Tunis), Asia (Afghanistan, India, The Philippines and Saoedi-Arabia), Latin America (Mexico) and South-Europe (Turkey).
- As hosts acted Chambers in Belgium, Germany, France, India, Italy, the Netherlands, Spain and the United Kingdom.
- 6.2 The request to follow these courses for trainees should be sent by the requesting Chamber - (preferably if present via the national organization of the I.C.C.) - to the I.B.C.C., 38, Cours Albert 1er, Paris, stating which countries you prefer to be in as a trainee. The I.B.C.C. acts in consult with the host Chambers concerned, thereby trying to comply with the wishes of the trainee as far as possible.
- 6.3 In order to get a good idea of the training, schooling, interests and intellectual level etc. the trainee should show a detailed curriculum vitae, in which is described his work and rank by the Chamber.
- At the same time he should state what activities in the Chamber - in addition to the general insight he wants to have in the organization, working method and up-set - he is especially interested in, as well and if so, on what other territory or organization in economic-life in the country where he is going to stay, he will be informed.
- Sometimes the training obtains through this a mixed character of a general Chamber training and of trade-promotion.
- 6.4 It is of importance, that the trainee and the Chamber he goes to, are informed from both sides about the economic state of affairs of each others countries, the customs prevailing and tolerated, morals and other enlightening details. This often takes place with the aid of the Diplomatic Service. This is especially attractive for the trainee as there or in the vicinity all extra desired information is obtainable for him.
- The time of the training as a rule varies from 3 to 6 months.
- 6.5 At the termination of his training the trainee gives the Chamber

where he is a critical report about his experience and discoveries made during that time.

The report is the subject for conclusive exchange of ideas with the Secretary (ies) and staff-members of the Chambers, who have acted as hosts.

The reason for this is in the affairs about which the trainee has not apparently got a clear understanding and insight into, to give additional instruction. On the other/hand to get an impression of the training-programme and to see in how far it comes up to expectations.

6.6 The trainee receive from the host Chambers a refund in the cost of living during their training. Travelling expenses as a rule should be paid by the Chamber which sends out the trainee.

6.7 Below follows an example of two programmes submitted by trainees via the I.B.C.C. to the Netherlands Chambers and which were executed by them.

- I. - "Formation of the Chamber's policy
- By-laws of the Chamber
- Finance and Accounts of Chambers of Commerce
- Administration
- Staffing
- Outputting of periodicals and literature
- Means and sources for collecting data
- Layout and upkeep of Chamber's Library
- Solutions to business problems
- Industrial section in Chambers of Commerce and Industry
- Civic activities of the Chamber of Commerce and Industry

- Familiarization with the Dutch Markets
- Formalities of Export and Import in Holland
- Means and ways for increasing the commercial and industrial co-operation between the business of both countries
- Small adaptable industries
- Any other subject or subjects which you may recommend"

- II. #1. To study the general working of Chambers of Commerce
2. The law governing the Chambers of Commerce-Constitution.
 3. Structure of the Chambers of Commerce, vis-a-vis Subscription.
 4. Relationship between the Government and the Chambers of Commerce.
 5. Special methods of services to the members.
 6. Export-Promotion, if any.
 7. Exhibitions.
 8. Publications.
 9. Small Scale Industries - Membership restrictions - Relationship between large-scale and small-scale - Definition of small-scale. Any special policy to promote small-scale industry.
 10. Membership fees - Special fees for special services.
 11. Recovery of membership fees - by Government, by voluntary contribution, by collection by the Chambers of Commerce directly - based on.
 12. Types of Chambers of Commerce/Associations - Functions of different types of bodies and their link between the Chambers of Commerce and Associations.
 13. Work of Trade Associations and/or Manufacturers' Associations for the promotion of trade and/or industry.
 14. Sources of Revenue.
 15. Domination of Chambers of Commerce by Governmental agencies/ Political Parties /Labour Organizations/Business Organizations etc.
 16. Role of Chambers of Commerce - Productivity - Rationalisation.
 17. Conditions of services of staff or the secretariat of the Chambers of Commerce and/or technical personnel - voluntary or regular - qualifications, grade, etc.
 18. Historical growth of important organisations - foundation, objectives, etc.
 19. Present scope of work for the creative work - constitutional set-up and the role of individuals, firms, co-operative societies, private enterprise, joint stock companies, cartels, syndicates.
 20. Publications - Annual reports, house magazines, special service bulletins, directories.

21. Accounts of the Institutions - Audit - Government sanction.
22. Disbursements of the revenues for secretariat salaries, special services, representations, tours, transport, functions etc.
23. Functioning of the Chambers of Commerce - Managing Committee/Office-Bearers/Sub-Committees/Special Committees/Expert Panels.
24. Wage structure in industries - relationship with production etc.
25. Representatives of Parliament, Legislatures, Statutory Bodies, Government and Semi-Government Organizations, Public Bodies, Advisory Committees, Board of Trade, Export Promotion Councils etc.
26. Special features, if any".

6.8 An extract of the report of one of those trainees follows below :

"Inasmuch as most of the training was conducted in The Hague, it is pertinent to get in some details before I touch the subject of training covered by other Chambers of Commerce in the Netherlands as I go along.

During my pleasant stay in The Hague, I was fully taken care of by the Secretary General of The Hague Chamber of Commerce, who was not only kind enough to do his very best to make my training in The Hague a successful one, but also to devote so much of his own time to help me in every respect. The Secretary General and his staff informed me thoroughly of the structure and organization of the Chambers in Holland.

The Chambers of Commerce in The Netherlands being public bodies formed by law, have a twofold task:

- a. the execution of certain laws and regulations, i.e. the Trade Register;
- b. an autonomous task, which is defined in the law as the promotion of the economical interests of the trade and industry in the district of the Chamber.

I was given adequate literature in English language covering by-laws, organization and other pertinent information of importance relating to the Chambers of Commerce in The Netherlands. In addition, I was provided the opportunity of sitting with the Secretary General on several occasions to see his daily mail, the flow and distribution of work, the scope and duties of secretaries and other sections in the Chamber. In this connection, I was also

afforded the opportunity of going through the various sections such as trade register, personnel, research, accounting, mail centers and trade information. In each section, I went through the exact process of work accomplishments followed by detailed discussions and explanations on all relevant points of variation between our system and the systems existing in the Netherlands. Furthermore, I was given a complete set of forms used in Chambers (in English and/or Dutch translated later for me by one of the staff-members).

As for the financial set-up, of the Dutch Chambers of Commerce, it was made clear to me that the main income for them is derived from the annual fees for the compulsory inscription in the trade register of every firm in the district. Every year before November, a budget is prepared for the coming year and before the month of July a financial account for the past year. Both the budgetary reports are then presented for approval of the Minister of Economic Affairs. I went through the various segments of the budget and the financial accounting whereby I acquired a complete knowledge of the systems and procedures.

In regards to the economy and statistics, I visited the following organizations and institutes in The Hague:

- a) Central Bureau for Statistics - a governmental service of the Ministry of Economic Affairs. Here I was received by Mr. Vanvught, who explained to me in details the organization, functions and activities of this Bureau and the methods used for compiling and processing the economical and statistical data.
- b) Institute for Economic Research, for small and medium sized business - a private documentation and research center. The object, methods and organization of this institute was explained to me by Mr. Wijnberg, the public relations officer.
- c) The Central Council for the promotion of trade - a foundation financed by the top organizations of employee's and the Government as well as by membership of exporting industries. Most of the private Chambers and institutes for the international trade on foreign countries are invited in this Council. Further, I visited The Netherlands Institute for the Middle East, where

I had long and useful discussions with Mr. Vonk about the trade promotion matters between Saudi-Arabia and The Netherlands. I made Mr. Vonk aware of the trend of trade in my country and of the branches of trade and industry that are likely to be most in demand in the near future. Mr. Vonk promised certain actions in this regard and I feel confident that some concrete benefits will result from this meeting in the best interests of both the countries. Again, I was promised literature, figures and facts about the mutual trading, and established contacts between this institute and Damman Chamber of Commerce.

- d) Economic Information Service - another governmental service of the Ministry of Economic Affairs, gathering economic and some political background information from all the foreign countries through the official representatives abroad. The visit to this office was really useful. Here I was given a fair look into the economy of the Netherlands by Dr. van der Meulen.

In all these institutes and offices, I was briefed on the methods and systems in existence and was given pertinent booklets, forms and literature in English or Dutch (later on translated to English by the Chambers' staff).

In Rotterdam I covered the area much deeper and in more details the sections of Trade Information, economical data compilation, arbitration, stevedoring and port affairs.

Trade Promotion.

In this respect, I visited and met with the export managers of the following establishments for the purpose of promoting their line in the markets of my country: (follow 20 addresses of these establishments) I will limit my comments briefly as under : (the addresses of 20 establishments follow which have been visited by the trainee)

The Programme.

The program as a whole was very usefully planned and executed.

But I would like to suggest that it should be entitled "Training and Trade Promotion". As a result, this program should be designed and planned by both the parties ahead of time with "trade promotion" features in mind in addition to "Training". This will help the visitor to prepare himself while in his country and determine the needs of the markets, necessary figures and all relative data and contacts.

Simultaneously, it will, in the meantime, enable the Chambers of Commerce in Holland to arrange the trade promotion side of the program in the most useful and desirable pattern".

7 Selection and Promotion.

7.0 Many books have been written on selection technic. Conspicuous is the heavy accent put on the personality of the candidate. They try to penetrate his consciousness and if they can get through his unconsciousness.

Leaving undecided what this technic is worth, it seems that - taking into consideration the average size of the Chamber - it is more obvious that the selection and promoting management especially will be based on what the aspirant co-workers really show they have to achieve.

Below some practical hints.

- 7.1 The collecting of material for a good selection of promoting policy, is the job of the Secretary. He needs for this :
- a. a planning for future staffing of his Chamber in which the development that is to be expected is put down, e.g. in the coming five years, and where-in is indicated which higher functions are to be fulfilled in the Chamber apparatus, it may be caused by pensioning, promotion, departure or perhaps because the development may cause the creating of new functions. It should not be lost sight of, that surely these days there is an evolution in the functions themselves too;
 - b. a planning of individual promotion, connecting with the staffing-scheme;
 - c. having and keeping up to date the estimated statements of the qualifications of the staff.
- 7.2 When judging - and especially in the case of staff-members and juniors - special notice should be taken of achievements, such as:
- the way, in which he organizes his work; efficiency in making use of his time; always being able to spare time for others; knowing how to inspire the employees in his vicinity and creating a pleasant working sphere;

- plenty of stamina, so that disappointments and criticisms are accepted as a challenge;
- having a surplus of achievement and being able to get through usual work as well as special commissions and take on extra work;
- being able to convey his knowledge to others;
- especially being able in trying and unexpected situations, through which achievement must take place, to react strikingly and adequately;
- orderly and purposeful work; logical and clear knowing how to put together reports; transferring in understandable language tasks to the fellow-workers; the planning of his own work o.d.

7.3 It is not only important to ascertain that these traits are present, but developping them to the full. This to be able to conclude as well as possible who of the co-workers has possibilities to get to the top.

Possibilities for this are:

- . unexpected granting of special difficult commissions on unknown grounds for the person concerned;
- . rotation of functions, that is to say, putting to work the person connected in the various departments of the Chamber;
- . leaving plenty of opportunity for own initiative, which is supposed to be a question of willingness of the nearest higher chief in charge to pass on competence and responsibility;
- . coaching the probable successor by his chief(s), inaugurating him in specific function characteristics.

7.4 Ascertainning that a member of the staff has carried out his task given him well, is in itself not a condition for promotion. This is the same as regards age nor with the durability of his work. One must watch continually on the one hand the traits of character a certain function demands, or will demand in the near future. On the other hand, if a certain person in his present situation has reached or not the top of his capacity. This last to prevent the so called "Peter-effect", in consequence of which uptil now a perfectly good employee in the higher rank to which he is promoted, does not come up to standard. This to

his own sorrow and that of his subordinates and chiefs.

On the contrary for the employee who clearly has more than enough capacity, the possibility of promotion should remain open. One would deprive him and the Chamber by leaving him - owing to his extraqualities - in the same place!

7.5 Unnecessary to say in these days of evolution in which we live, it is of no less importance that the staffs are well up in new developments.

Human knowledge and science doubles in about fifteen years. A qualified man, who does not keep up with his faculty, is quite behind the times after five years. Everybody is liable to a quick penetrating scientific wearing-out process!

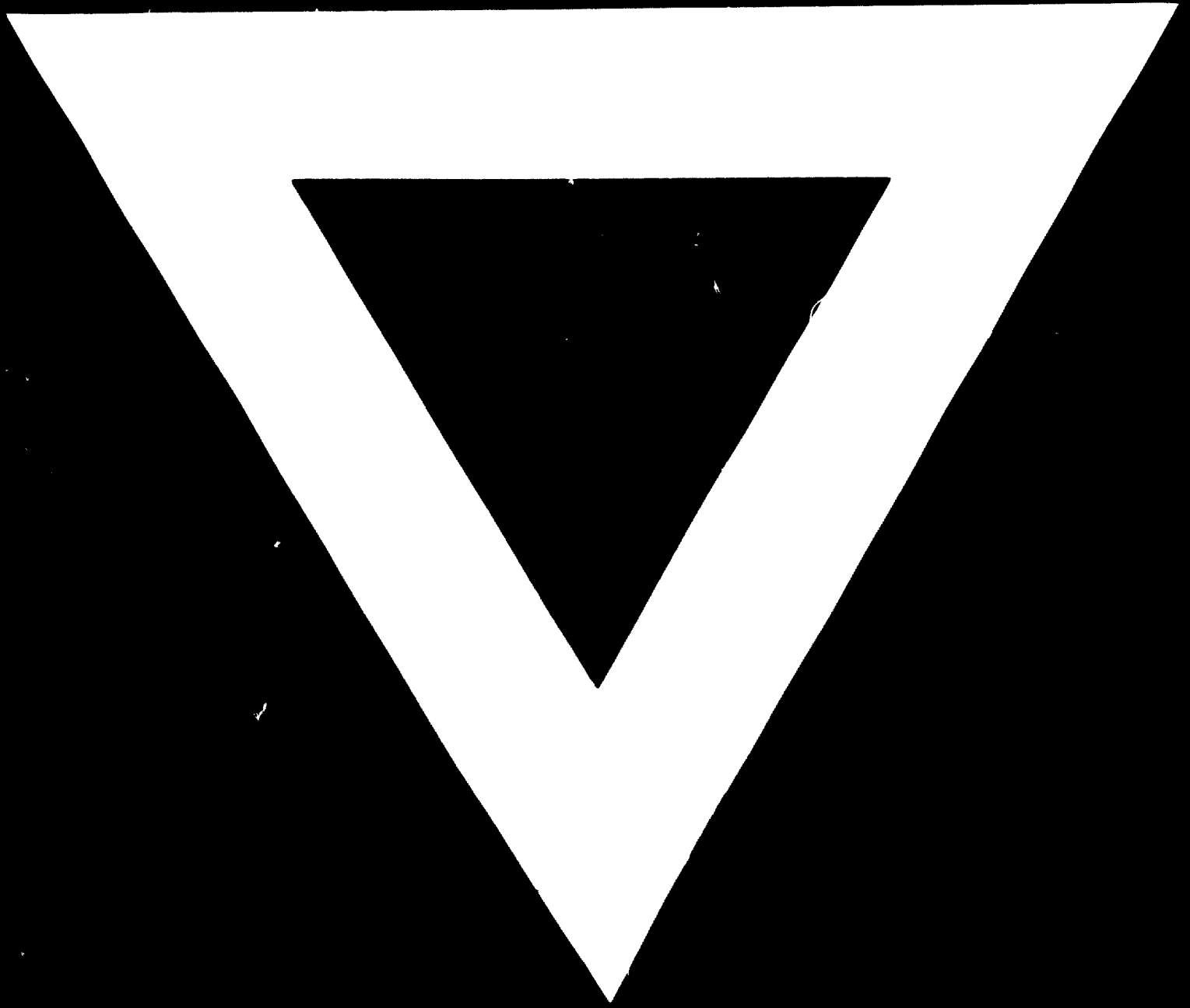
Apart from the task which in relation with that rests on the direction of the Chambers to keep the staff up to standard by forming and training them, a valuable indication for the policy in question lies in the actual interest of the staff-members themselves to be kept well up in all possible branches.

When the Secretary keeps up regular contacts with the staff - so as stated in the above paragraphs - it will be easy for him to define, if the co-operators have at their disposal the necessary attitude and qualities.

8 Conclusions.

It is to be hoped, that the above mentioned views will be a good contribution to an enlightening discussion on the problems connected with the selection and training of Chamber staffs.





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