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REGIONAL PROGRAMME FOR IMPROVING OF  
TECHNICAL SKILL OF MANPOWER OF THE  
ARAB IRON AND STEEL INDUSTRY  
D/FA/CI/01/11-12, 13-88

REPORT OF THE ARCH-CEMINAR

ON

PERSONNEL MANAGEMENT

in Algeria, 24-25th April, 1988

prepared for the Arab Iron and Steel Union

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The views and opinions expressed in this report are those of the author  
and do not necessarily reflect the views of the secretariat of UNIO.

1. SPEAKERS

Mr. Hanneschläger, VOEST-ALPINE

Mr. Reichel, VOEST-ALPINE Industrial Services

2. PARTICIPANTS

Participants at the seminar included 8 from Algeria and 1 from Tunisia. The language of education of all participants was French. The participants of the group did not have a homogeneous experience. The experience varied from up to 17 years to a few years of experience. So quite naturally, the interest in the 12 lectures presented by the speakers was different. For some of the participants the lectures were too superficial, for others, o.k. However, the subjects on performance appraisal and motivation were of a high interest for all participants. This is easy to explain since all participants personally had problems in these areas. So at the end of the third day of the seminar there was a discussion among the participants about the contents of the seminar.

The participants did not have an <sup>UNANIMOUS</sup> anonymous opinion so the speakers continued the seminar as scheduled. Since the issues of performance appraisal and motivation came last we can say that the overall reaction to the seminar was positive.

3. CONTENT OF THE SEMINAR

The seminar was presented with 12 lectures, workshops and a video film presentation. Since the video films were prepared in English and a simultaneous translation of the video films was impossible, only a few films could be shown. So the lack of participants with a good knowledge of English showed as a disadvantage. The content of the programme proved to be too comprehensive. Instead of the planned 6 hours per day in general 7 - 8 hours were needed. Especially in the area of manpower planning and job evaluation, we had to stay too superficial because of the lack of time. From the length of discussion we discovered that the last 4 lectures shown in the enclosure were the most interesting for the participants. A fact which might not have been so if different composition of the participants would have existed.

4. CONCLUSIONS

The length of the seminar of 6 days seems too long to attract sufficient concentration of the participants. We think that 5 days would have been enough. However, because of the amount of material existing in the area of personnel management probably 2 courses of 5 days each would be better. There was not enough time to strain case studies in the area of performance appraisals, an issue which was of particular interest for the participants. In general, it can be stated that issues which are related to the personal behaviour of the personnel managers, like doing performance appraisal and motivation are of higher interest than just the transmission of experience and knowledge. Although the whole programme of AISU has been based on a survey made at the members of AISU, we think that this area of communication, performance

appraisal and motivation is a very important issue to improve the capability of the managers. However, it is quite natural that these issues were not mentioned in the survey since nobody clearly defines his needs in this area.

We see seminars of this type as a good contribution to the UNIDO's development project for AISU. However, since only 5 of the 45 AISU member companies participated, we think a repetition of the seminar, maybe in another country, would be useful.