

Republic Of Lebanon

Council for Development & Reconstruction

**Technical Assistance to the
Lebanese Administration**

الجمهورية اللبنانية

مكتب وزير الدولة لشؤون التنمية الإدارية
مركز مشاريع ودراسات القطاع العام

SIU - ELECTRICITY

Review of

Human Resources Function

EXECUTIVE SUMMARY

Electricité du Liban

July 1994



ESB INTERNATIONAL

TERMS OF REFERENCE

The Director General of EdL has asked SIU-Electricity (the sector implementation unit for Electricity with ESBI as consultants) to examine the personnel policy and regulations of EdL with a view to assessing the future personnel / recruitment requirements and, if necessary to prepare the terms of reference to hire consultants to carry out the necessary work to establish a personnel function.

SIU employed a short term specialist in the field of personnel to assist in reviewing the personnel function and to make recommendations for putting in place a personnel organisation / structure appropriate to EdL needs. The recommendations will be implemented by a consultant under the management of the SIU.

Objective:

The object of the SIU work will be to review the personnel function in EdL and to prepare appropriate terms of reference for the setting up of a new revitalised personnel function.

EXECUTIVE SUMMARY:

OVERVIEW:

The scope of this study was defined in the terms of reference. The purpose of this study was to review the personnel function in EdL and make recommendations for a new, revitalised, function which will make an effective contribution to the new objectives of EdL.

The human resources of a company are its most important asset. The profitability, and even the survival, of the company depends on the quality of the management and workforce. Modern personnel management is concerned with the acquisition, utilisation, development / training and retention of the company's human resources.

To gain as broad a perspective as possible about the issues affecting human resource management in EdL, the external environment, the organisation structure and processes, the personnel systems and the development needs of management and workforce were examined and areas for improvement were identified. Recommendations for change were made and a planned programme to implement the changes was proposed.

Summary of the main sections of the study:

There are six sections in the report:

- Section 1: Sector Analysis
- Section 2: Organisation Analysis
- Section 3: Human Resource Management
- Section 4: Human Resource Development
- Section 5: New role for Human Resources Function
- Section 6: Implementation.

Section 1: Sector Analysis.

The impact of the external environment was examined in this section of the study. Strategic issues facing EdL were identified and the development of a new regulatory arrangement with the government, in the form of a management contract, was recommended.

Section 2: Organisation Analysis.

The organisation context was reviewed in this section of the study. Key issues were identified and the development of a new organisation structure and systems was

recommended to support the introduction of a more commercial and customer driven management approach.

Section 3: Human Resource Management.

In this section the existing personnel organisation structure and function was examined and the major human resource issues requiring change were identified. Because of the framework within which the personnel function in EdL must operate the work has tended to be largely operational rather than strategic or policy making in nature. For this reason there is an urgent need to develop: the human resource planning process and succession planning; the compensation system; job profiles; job evaluation; recruitment and selection process; promotion and selection system; and introduce a computerised personnel information system. The integration of the welfare service with the personnel function is recommended and it is proposed that the personnel function should be assigned responsibility for coping with staff issues when the company is eventually restructured.

Section 4: Human Resource Development

There is a lot of uncertainty about the future direction of EdL. There is also a lack of qualitative data which makes it difficult to determine how many staff with what sort of skills and attributes will be needed in the future. In this section, the study seeks to identify the training and development gap between what the management and workforce knows and can do and what they should know and do.

Because of the war, there is now a generation of Engineers, Technical staff and craft workers who have experienced no formal training. While they are capable of completing work at the practical level they are working to improvised standards and do not have the knowledge and benefit of the theoretical principles underlying the work procedures. The administrative and clerical category have also lacked training and exposure to new business systems. There has also been little management development.

Proposals for the training and development of management and staff are recommended. The situation facing EdL requires immediate action to upskill key members of the workforce. Unless there is a better motivated and trained workforce there will be no possibility of restructuring or privatising the company.

Section 5: New Role of Human Resources Function in EdL.

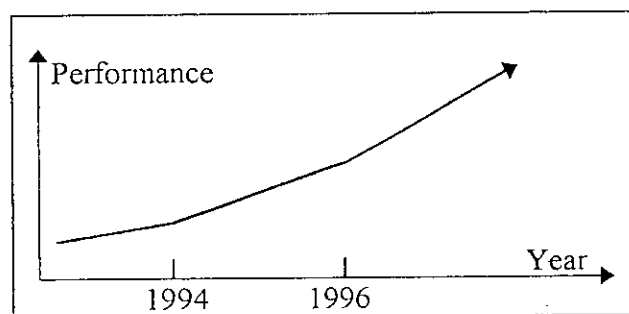
The work of the existing personnel Dept. is mainly operational in nature. In this section, key issues critical to improving the performance of human resource management were examined. To achieve change, it was recommended that the personnel function develop the human resource aspect of its function and concentrate on developing long term strategies, corporate manpower plans and performance improvement systems. To achieve these aims the personnel dept. must be reorganised and given a special responsibility for driving the change forward.

An organisation chart outlining the functions of the new dept. was developed. The training and development necessary to acquire the new professional skills is also shown together with a profile of future staff attributes.

Section 6: Implementation proposals.

The focus in this section is on the management and implementation of change. A planned approach spread over three years is recommended. Detailed action plans are proposed and implementation has been grouped into three main phases. Each phase has a theme to indicate the type of change being tackled during the phase. The themes of change are:

- Phase 1 - 1994/95 : Building a Sound Foundation
- Phase 2 - 1995/97 : Realising big Improvements
- Phase 3 - 1997/2000 : Establishing Continuous Improvement.



The plan for the phased implementation programme is designed to produce a step change in performance, followed by an ongoing continuous improvement process.

EdL Human Resources Action Plan:

The detailed recommendations for change which were made against each section of the study are listed at the end of this summary.

To make these recommendations actionable they have been grouped into work projects. These projects have been prioritised for implementation according to the phases outlined above. The action plan is shown on the following bar chart.

EDL HUMAN RESOURCES ACTION PLAN

TASK	Year 1				Year 2				Year 3			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
PERSONNEL												
Job Analysis / Description	Job Analysis / Description											
Personnel Dept. Restructuring	Personnel Dept. Restructuring											
Personnel Info. System	Personnel Info. System											
Systems Procedures					Systems Procedures							
Job Evaluation / Reward System									Job Evaluation / Reward System			
TRAINING												
Technical / Admin Crash Training	Technical / Admin Crash Training											
Long Term Training					Long Term Training							
Training Facilities Study	Training Facilities Study											
MANAGEMENT												
Senior Management Development	Senior Management Development											
Other Management Development	Other Management Development											
Twinning Programme	Twinning Programme											

Recommendations:

Section 1: Sector Analysis.

Recommendations:

The management contract should define the Ministry's obligations in the areas of

- Overall National Energy Strategy
- Legislation framework to support the companies activities.
- Subsidies
- Fuel resources
- Investment Support
- Overall control

In the case of EdL the contract should define the companies rights and obligations in areas such as:

- Company Strategy
- Overall performance of the electricity system
- Human resource policies for EdL staff
- Balance between revenue and expenditure
- Cost reduction / productivity
- Modern management techniques

The 'management contract' between EdL and the government must be backed up by performance indicators which would allow the contributions of both parties to be monitored.

Section 2: Organisation Analysis.

Recommendations:

There is a need to consider restructuring the company along broad functional lines such as:

- Generation
- Transmission
- Distribution
- Finance
- Human Resources
- General Secretariat
- Strategic Development (at least for duration of the redevelopment)

However, in depth recommendations on the specific format which a restructuring should take are outside the remit of this document.

Section 3: Human Resource Management.

Human Resource Planning:

Recommendations:

In order to carry out effective human resource planning there is a need to:

- establish an adequate data base on existing staff including qualitative as well as quantitative data.
- develop detailed specifications for each work category / job covering details of knowledge, skills, qualifications required for the different level of jobs.
- establish the competencies required for different jobs in addition to the technical requirements.
- commence a planned programme aimed at developing work performance indices which will be based on best practice and provide a target to aim for.
- following on from this there is a need to commence a planned programme to determine what the true staffing needs of the organisation would be if all constraints and poor work practices were removed.

Staff morale and motivation:

Recommendations:

There is a need to:

- develop managerial competency to motivate staff and to relate reward to performance.
- develop a new work ethic with emphasis on reward being based on performance.
- review the reward and promotional systems (Reward must be seen in a broader context than monetary).
- greater emphasis needs to be placed on the development of positive employee relations. The development of an effective communications system between management and staff would be a good starting point.
- managers must be given authority, with guidelines, to exercise disciplinary sanctions if required.

Job evaluation:

Recommendations:

A salary and benefits policy should be developed which will:

- Ensure that what salary is paid is fair in comparison with payments received by other employers within EdL organisation.
- Ensure that EdL pay rates are fair in comparison with other employers. The circumstances of the company must also be taken into account.
- Encourage effective performance and commitment by employees.
- Incorporate a significant level of the current average bonus paid into salary, and then operate a bonus scheme with a maximum of say, 20% as a rigorously applied incentive.
- Take all 'benefits' and 'conditions' into account when considering the true rate of pay.
- Match salary reward to performance and output.
- Use a structured job evaluation system to determine the relative value of jobs in EdL, taking competency, skills and responsibility into account.

Recruitment / Selection:

Recommendations:

There is an urgent need to recruit staff for management and operational purposes.

- However, before any recruitment takes place there is a need to develop clear job specifications and the competencies required to meet the needs of a new EdL.
- The process needs to be upgraded and the use of an interview process and other modern techniques introduced.
- A twelve month probation system should be introduced together with strict quarterly assessments.
- The professionalism of the personnel function and managers involved in recruitment must be developed and improved through training and obtaining HR qualifications.

Promotion / Assessment system:

Recommendations:

To ensure that the promotional system is seen as part of the reward process and works in the best interests of company and staff there is a need to:

- develop an assessment system which will evaluate existing employees to determine their potential for more senior positions.
- Revise the promotional / advancement system for all positions so that it is competency based, takes account of performance and includes modern selection techniques such as interviewing and testing.

Personnel administration:

Recommendations:

- Carry out a feasibility study to consider the range of applications for a computerised personnel information system.
- Analyse and define user requirements and ensure that all concerned are aware of what is planned and how they will benefit from it. Their contributions and support will be essential for the successful introduction of the system.
- Prepare a requirements specification for a computerised personnel management information system which emphasises that the system must be designed and proven for use in a power utility environment.
- The medical and welfare function should be integrated with related service activities into the personnel administration function of the Personnel Dept.
- Assign responsibility to the personnel function to develop policies and action plans to cope with the staff management issues which will arise following company restructuring including relocation etc.
- The primary responsibility for staff communications rests with management and supervisors. There is a clear need to develop their communication skills through training.
- Communication with staff in EdL should be placed on a formal basis and a process of consistent communication should be developed.
- A number of options should be considered including management and staff briefings, use of notice boards, issue of regular news letters to all staff etc.
- Responsibility for the development and implementation of an effective communications process should be given to the personnel function.

Section 4: Human Resource Development.

Recommendations:

- Appointment of Human Resources Training and Development manager to co-ordinate and drive company wide training and development.
- Provide refresher courses for all engineers in their appropriate area of work viz. Distribution / Transmission; Generation.
- Establish a system operation control division, staffed by high calibre graduates, equipped with the appropriate hardware and software required for such work.
- Design and implement a training programme for at least six high calibre graduates to staff the new system operation control division.
- Technicians and craft workers require immediate upskilling on technical developments in aspects of their work. They also require training in safe work practices and methods. They should be assessed during training to identify further training needs.
- Administrative and clerical staff need basic training in modern business skills; they also need a development programme to acquire broader experience and adaptability.
- The general training and development needs of managerial and professional staff has been identified. However, a programme of individual needs assessment is proposed as this group is relatively small in number and quite diverse.
- A management twinning programme is recommended. This requires the selection of a cross functional team of at least five EdL managers, with potential, for training and development by working on a project basis with a number of experienced utility managers who would be employed on a contract basis for up to 3 years to assist in the management of transition.
- The development needs of senior managers have been identified and a programme of seminars and visits has been proposed.
- Training facilities need to be developed. A study leading to the construction and equipment of a technical training centre is proposed. The study should cover design of the centre, specification of equipment, completion of an operation plan, identify training needs and develop course curricula.
- completion of an operations plan, identify training needs and develop course curricula.
- A study to identify the specific training facilities required for administrative staff is proposed. The possibility of setting up a 'learning centre' to provide continuous learning facilities should also be considered.

Section 5: New Role of Human Resources Function in EdL.

Reorganisation of the personnel function:

Recommendation:

From our review of EdL the most effective mechanism for meeting the company's requirement for human resource management is to have a central HR management function concentrating on strategy together with more devolved responsibility for personnel matters to the line managers.

The central HR function should concentrate on:

- **Strategy:** Ensuring issues to do with recruitment, performance, behaviour, training, reward, selection and working arrangements are taken into account in the company's business strategy.
- **Policy:** Developing a framework of HR policies, standards and procedures.
- **High level advice:** Provide senior management and line managers with specialist personnel advice and interpreting policies and procedures.
- **Develop Systems:** Streamline human resource systems in areas such as selection, training etc. so that they are responsive to local needs and can be implemented under the authority of the line.

Need for new personnel skills:

Recommendation:

Personnel professionals should have special expertise in the matters that affect the human and organisational aspects of the business and in the formulation of appropriate personnel policies that take account of the particular needs of the company. They should be good communicators, understand human behaviour and have the necessary range of interpersonal skills and knowledge to perform their tasks.

PROJECTS

- **JOB ANALYSIS / AND JOB DESCRIPTION STUDY**
- **JOB EVALUATION STUDY**
- **PROFESSIONAL ENGINEERS TRAINNING**
- **SYSTEM OPERATION CONTROL DIVISION**
- **TECHNICAL AND CRAFT TRAINING**
- **TRAINING FACILITIES STUDY**
- **ADMINISTRATIVE / CLERICAL TRAINING**
- **MANAGEMENT DEVELOPMENT INITIATIVE**
- **SENIOR MANAGEMENT DEVELOPMENT PROGRAMME**
- **MANAGEMENT TWINNING / PROGRAMME**
- **PERSONNEL FUNCTION DEVELOPMENT**
- **PERSONNEL MANAGEMENT INFORMATION SYSTEM**

HR PROJECT - **EDL: JOB ANALYSIS / AND JOB DESCRIPTION STUDY.**

Description:

Because of the linkage between EdL and the public service system there are no EdL specific job descriptions.

A job description sets out clearly and succinctly the job holder's overall role or responsibilities, specific tasks or accountabilities and reporting relationships. Its content is based on job analysis.

While this job analysis / job description project is self contained it also forms an important element of other projects. Job descriptions are required as the basis for job evaluation, identification of training needs and human resource planning.

Objectives:

- (1) To provide job descriptions for all unique EdL posts as a basis for the assignment and measurement of accountability.*
- (2) To identify objective criteria on which to base a job evaluation system for EdL.*

Action Plan:

THIS WILL INVOLVE:

Setting up a small team consisting of

- an experienced utility human resource consultant.*
- EdL representative from the personnel function*
- EdL representative from the administrative and technical functions.*

The team will then visit EdL work locations covering Power Stations, Regions, Sites and headquarters; they will carry out structured interviews with a wide cross section of EdL management and workforce; they will provide extensive information on the work of EdL for analysis by the consultant to provide:

- A list of job families which cater for the full range of EdL activity.*
- Generic job descriptions for each of these job families.*
- Detailed job descriptions covering a fully representative range of activity throughout EdL.*
- A process for validation of all job descriptions.*

On completion of the study, the policies and procedures associated with the job analysis/ job descriptions should be fully documented to allow for ongoing updating and changes.

HR PROJECT - **EDL: JOB EVALUATION STUDY:**

Description:

The present grading (category) structure within EdL is only loosely linked to job content. The grading (category) level of employees on recruitment is determined by reference to the job requirements at the time of recruitment and the individuals qualifications and / or experience on entry to the company. Promotions and upgradings regarding proposals for individuals are assessed on the basis of specified criteria, usually unrelated to the actual work requirements.

The present system, which is derived from public service procedures, has a number of drawbacks including:

- it is extremely inflexible*
- has created anomalies*
- has an over emphasis on qualifications and experience rather than on job content in applying salary levels*
- lacks scope for career planning.*

A job evaluation system is required to compare the different jobs in EdL to provide a basis for a grading and pay structure. The development of such a system is dependent on job analysis / job descriptions as a basis.

Objectives:

Develop a job evaluation system for EdL to compare the different jobs in EdL to provide a basis for a grading and pay structure.

An analysis of market rates should also be carried out to ensure that the reward management system is competitive.

Action Plan:

THIS WILL INVOLVE:

Setting up a small team consisting of

- an experienced utility human resource consultant*
- EdL representative from the personnel function*
- EdL representatives from the administrative and technical functions.*

The team will use the information provided by the job analysis / job description study. They will assist the consultant to:

- identify the clear and definable differences in job responsibilities which must be reflected in a number of grade levels.*

- *Make recommendations on the appropriate number of levels within each job family to distinguish between posts for grading.*
- *Develop a job rating / scoring system and detailed criteria for ranking of both administrative and technical positions.*

The actions described above can be used to determine internal relativities. There is also a need to know what effect market rates are likely to have on the pay structure before deciding on internal pay differentials which properly reflect levels of skill and responsibility. This requires:

- *A formal salary and benefits survey to analyse the external market reward norms for the different categories of employees.*
- *Establish instances where it is necessary to vary from norms bases on differing local market conditions.*
- *Fully analyse the current and future public service constraints on EdL autonomy (consider proposals for a management contract between govt. and EdL and also public sector review).*

On completion of the study, the policies and procedures associated with the new reward structure should be fully documented to allow for ongoing updating and changes.

HR PROJECT - **EDL: PROFESSIONAL ENGINEERS TRAINING:**

Description:

There are 100 graduate engineers in EdL. They perform both technical and managerial tasks. As graduates, all engineers have received a formal education and as such have a good grounding on which to build. However, fifty per cent of engineers are over fifty years of age and the rest are aged between their mid thirties and fifty. These younger engineers have learned through working with their older colleagues but have received little formal training.

There are 40 engineers in Regions / Distribution, 20 in Generation, 10 in Transmission / system op. and the rest are spread over other functions.

The main needs for engineers, particularly those in the younger age group are refresher courses in their appropriate area.

Distribution / Transmission:

- Construction, operation and protection of system equipment.
- Planning and design of new networks.
- Operation and control of distribution systems with particular reference to switching procedures.
- Fault and preventative maintenance.
- Safety engineering.

Generation:

- Power Station Technology; Electrical / mechanical.
- Operations: Boiler plant and Turbine plant.
- Maintenance planning.
- Engineering management: Efficiency / availability.
- Fuel handling.
- Water treatment.
- Technical standards.
- Safety engineering

The following requirements are common to all engineering disciplines:

- Planning, scheduling and control of work.
- Sufficient knowledge and appreciation of the craft skills used in EdL to enable engineers to monitor and control the output and quality of work.

Objective:

Design and provide appropriate training to meet the needs of professional engineers in EdL.

Action Plan:

THIS WILL INVOLVE:

- *an on site review of training needs for professional engineers.*
- *Design of a short term crash programme.*
- *Immediate delivery of course in Lebanon.*

HR PROJECT - **EDL: SYSTEM OPERATION CONTROL DIVISION:**

Description:

Operation of the EdL system after rehabilitation will be optimised technically and economically by its operation as a single integrated system: the power to be supplied to customers and the security of the supply can be optimised economically only in this manner. To control the re-integrated system the system control centre will need to have all necessary equipment and telecommunications equipment in operation and its staff retrained in system operation techniques.

The control centre staff will need to be guided by the advice and research of colleagues who will prepare running orders for generation, who will carry out studies to see the effect of generation or transmission line outages, who will specify maintenance programme outages etc. The unit also require the expertise and facilities (computing hardware and software facilities, accurate up to date database etc.) to inform senior management of the effects of proposed changes in system expansion when they are under consideration.

This will require the establishment of a control division, staffed by high calibre graduates, equipped with the appropriate hardware and software required for such work. The establishment of such a division is a matter of urgency given that the rehabilitation programme is due for completion in Summer 1995 and the length of time required for its establishment, and the recruitment and training of its staff and the creation of the required accurate data bases.

Objectives:

Provide training and experience for EdL system operation engineers.

Action Plan:

THIS WILL INVOLVE:

- *Design and implementation of a training programme for at least six high calibre engineering graduates.*
- *The programme should provide training and experience in system operating techniques in a modern power utility abroad.*
- *Following completion of the external training module, training should be provided on site in EdL on the new equipment.*

This training needs to be carried out as a matter of urgency given the completion date of summer 1995 for the rehabilitation programme.

HR PROJECTS - **EDL: TECHNICAL AND CRAFT TRAINING:**

Description:

Formal training ceased in EdL during the war years.

Recruitment of permanent employees also ceased but temporary employees were engaged in some categories. The only training given to new employees was by watching experienced staff from a previous generation and by learning on the job. Due to the long period without training its highly likely that even those older staff who were in a tutoring role did not obtain formal training either.

As a result, there is a generation of Technical staff and craft workers who have experienced no formal training. While they are clearly capable of completing work at the practical level they are working to improvised standards and do not have the knowledge and benefit of the theoretical principles underlying the work procedures. While they have done well to keep the system functioning there is now a step change needed to improve the performance of the company.

Technician level:

The term technician is used to distinguish a disparate grouping of 428 technical staff from professional engineers and craftworkers. They have technical baccalaureat or technical diploma qualifications plus training. Their duties are very wide ranging and varied and include surveying, draughtsman, design, mapping, control room operation, station technicians, distribution and transmission technicians.

The training needs for such a disparate group are obviously very varied. However, some common requirements can be identified for broad groupings. The 428 technicians are located throughout EdL. 209 are located in the generation function (mostly in the stations); 97 are located in Distribution / Regions; and 56 are located in transmission. The rest are spread over a variety of areas.

The work of the technicians resembles that of the engineers but in more narrow way. The training requirements for technicians thus mirror the requirements for engineers but at a more applied level. Indeed it could be argued that a broader training for technicians, within their field of expertise, could considerably enhance their contribution to EdL by making them more flexible. The impact of new technology is likely to be high on this category. For example, CAD will practically eliminate manual drawing; GIS will change mapping; new control and instrumentation will impact on station work; ability to operate computerised system will become a requirement for all.

Skilled workers:

There are 1016 defined as skilled workers in EdL. This includes electricians, mechanical fitters, lineworkers and supervisors / foremen. They carry out the bulk of the tasks associated with the ongoing operation and maintenance of generating stations and Transmission / Distribution Systems.

It is very difficult to get an accurate breakdown of actual numbers on a work category basis. The best indicator of the spread by discipline shows: 371 in Distribution / Regions (presumably electricians and lineworks); 138 in Transmission (presumably also electricians and lineworks) and 302 in Generation (fitters, plant attendants etc.). There are 200 others spread throughout the company.

The cessation of training during the war years impacted strongly on this grouping. While the older skilled workers received formal training many years ago the majority of them have not. Their knowledge and skills have been picked up on the job working with more experienced colleagues. Standards are therefore very varied and dependent on the ability of the tutor. To compensate for this wide variety in standards skilled workers require an integrated training programme which will fill in the gaps in the knowledge and skills needed to do their particular jobs.

The age distribution is of particular interest with this grouping and would influence the focus of training. For example, due to the nature of the work, lineworkers are unlikely to be capable of fully active involvement after 50 years of age. On the other hand senior experienced workers could provide a rich seam for future instructors. The 1000 workers in this group are distributed as follows:

*360 aged 40 or under
314 aged 40 to 50
352 aged over 50*

All of this group require training in safe work practices and work methods. They also need up-skilling and technical development in aspects of their own relevant disciplines:

- Generation Station Electrical skills technology.*
- Generation Station Mechanical skills technology.*
- Cable-jointing techniques.*
- Construction and maintenance of overhead lines.*
- Construction and maintenance of Substations.*
- Metering and servicing.*

In addition to the above all those with responsibility for staff (charge hands / foremen / supervisors) should be given training in:

- Efficient use of time*
- Effective use of resources*
- Supervisory skills.*

Objective:

Identify specific training needs for the technician and skilled categories; design and implement a training programme to meet requirements.

Action Plan:

THIS WILL BE DONE BY:

- *an experienced utility human resources training expert will visit EdL and conduct a fact finding study.*
- *He will work with a small team consisting of representatives of EdL personnel, function, the stations and regions and headquarters.*
- *He will identify training needs for the technician and craft categories.*
- *He will develop proposals to upskill existing craft staff by implementation of short crash courses using trained instructors.*
- *He will make proposals to develop the competence of technician level staff. This will also require short crash courses given by trained instructors.*
- *Additional training modules may be required following individual competency assessment during the special crash courses.*
- *The study will also review the longer term needs of the technician and craft categories. This will include determination of future recruitment needs as well as defining the short and long term programmes required. These programmes may range from the short two or three week crash courses to a formal three or four year apprenticeship programme.*

The findings from this project will form an essential element in the Training Facilities Study and the provision of suitable courses and curriculum development.

HR PROJECT - EDL: TRAINING FACILITIES STUDY:

Description:

For obvious reasons, formal training ceased in EdL during the war years. The emphasis was on day to day survival rather than concern about the future. The training facilities for the distribution and transmission and generation functions were closed down and fell into disrepair or were damaged over the years.

The provision of training requires:

- Qualified instructors*
- Facilities: Buildings / workshops / classrooms*
- equipment.*

Qualified Instructors:

Due to the long periods without training its probable that no existing EdL staff are suitably qualified to give training courses. However, it should be possible for experienced power utility training instructors to identify, select and train a number of EdL electricians, fitters and lineworkers with the requisite knowledge and aptitude suitable for development as instructors.

As an interim measure, potential instructors will need to spend 6 months on a specific training course designed for power utility trainers. Because of the nature of the course requirements this will mean attending a course on training techniques and associated activities with a suitable utility abroad.

Facilities:

Some urgent on-the-job up-skilling can be given to EdL with improvised facilities by experienced instructors. However, proper training facilities and equipment are essential if EdL is to carry out an overall training programme to encompass all aspects of technical training over a period of time and upgrade the skills and knowledge of the technical workforce.

Objective:

There is, therefore a need to carry out a study leading to the construction and equipment of a technical training centre. This study should cover the technical training needs of all the activities of EdL; power generation, transmission and distribution. The study should develop proposals including:

- The design of a technical training centre for EdL.*
- Specify the equipment required for the centre.*
- Completion of a plan for the operation of technical training at the new centre.*
- Identify training needs and develop course curricula.*

Action Plan:

THIS WILL BE DONE BY:

- *an experienced utility human resources training expert will visit EdL and conduct a fact finding study and needs analysis.*
- *He will evaluate existing facilities and available buildings for development of the technical training activity.*
- *Produce a conceptual design for the new training centre.*
- *Make a proposal for the staff requirements to operate the new training centre.*
- *Make a proposal for training the new staff.*
- *Make a proposal for provision of a curriculum development expert to design and write course materials and programmes.*

In summary, the project requires proposals for the provision of a fully equipped modern technical training facility; the provision of training specialists in Beirut; the training of EdL instructors; the preparation of course curricula.

HR PROJECT - **EDL: ADMINISTRATIVE / CLERICAL TRAINING:**

Description:

There are some 800 staff designated as administrative / clerical staff in EdL. Around 30 of this group are graduates / professional staff and their training needs are covered separately. The remainder can be divided roughly into two parts; 300 are admin / clerical and 480 are collectors and general workers.

Collectors:

The training of collectors is a matter for consideration in the context of the current review of billing and debt collection. An initiative is underway and the outcome will determine what the training needs for this group are. For example, issues such as the use of hand held computers to record meter readings and other changes are being considered.

Administrative / Clerical:

The administrative / clerical staff in EdL are experienced in their use of existing systems and procedures. But their focus tends to be narrow and many administrative staff spend all their working lives in one area and become very specialised. The downside to this is a lack of breadth in their overall knowledge of systems and a general inertia towards change. The lack of rotation also prevents career development and can act as a demotivator.

There is now a major need for change, to do things differently, to revise systems to meet modern requirements and, above all; to introduce modern computerised accounting and management information systems. The payroll and billing system are computerised but these areas also require change. There is also a need for a computerised personnel information system.

Administrative / clerical staff need training, according to their area of work in at least some of the following:

- Modern accounting and financial systems including: suppliers and customers accounts procurement and materials management / control. Budgeting and cash management.*
- Personnel / HR management*
- Computerised office systems.*
- Computer literacy skills (including use of PCs, office software, word processing, keyboard skills etc.)*

Supervisory staff also require training in:

- Planning, scheduling and control of work.*
- Supervisory skills.*

Objective:

Identify specific training needs for the administrative / clerical category; design and implement a training programme to meet these requirements.

Action Plan:

THIS WILL BE DONE BY:

- *an experienced utility human resource training expert will visit EdL and conduct a fact finding study.*
- *He will identify and quantify the training requirements for the administrative / clerical categories.*
- *He will work with a small team consisting of representatives of EdL personnel function and the administrative departments.*
- *He will develop proposals to give administrative / clerical staff an appreciation of modern business systems.*
- *He will propose additional training modules of a more specialised nature following assessment of individual competency and needs during the introductory courses.*

The findings from this project will form an important element in the design and implementation of computerised business and personnel systems.

HR PROJECT - **EDL: MANAGEMENT DEVELOPMENT INITIATIVE:**

Description:

The professional and managerial staff in EdL are small in number but critical to the success of the company. Due to circumstances, many existing managers are not equipped to meet the uncertain challenges of the future. An investment in training and development of this group will provide a substantial payback.

An organisational problem in providing for management training and development is the determination of how many and what kind of managers will be needed in the future. The present state of flux in EdL and the pending organisation review creates a lot of uncertainties.

While it is possible to determine the general training and development needs of the professional and managerial staff it would be more beneficial to identify individual training needs. As this group is relatively small in number it is recommended that a programme of individual needs assessment be carried out. This would require the identification of the gap between the existing managers and the competencies required for the future. This process would identify training needs; identify those with potential for more senior positions and also those who will never progress. This will form the basis for determining future recruitment needs.

Objective:

To assess the abilities and training needs of professional and managerial staff. Develop and implement a management development initiative which addresses the imbalance and improves the long term business performance of managers.

Action Plan:

THIS WILL BE DONE BY:

- an experienced utility human resources expert will visit EdL and conduct a fact finding study.*
- He will work with the representative from the personnel function responsible for staff assessment matters.*
- In co-operation with senior management he will carry out a performance and potential assessment of managerial / professional level staff to identify training and development needs.*
- He will develop proposals for a management development initiative which will provide managers with training and experience in best business practice and establish development as an ongoing process.*

The findings from this project will form an important element in human resource planning for management succession.

HR PROJECT - **EDL: SENIOR MANAGEMENT DEVELOPMENT PROGRAMME:**

Description:

The training requirements of the senior managers in EdL have been identified following discussions with them and with the Director General.

Objective:

It is proposed that a management development programme be provided for senior EdL managers to improve their management abilities by introducing them to modern management practices.

Action Plan:

THIS WILL BE DONE BY:

The programme will consist of a series of seminars and training visits overseas. The proposed series will include:

- The International perspective.*
- The role of the manager in a performance culture (including Modern management best practice).*
- Planning for the future / strategic management.*
- Finance and Accounting.*
- Human Resource Management.*
- Information Technology.*
- Customer Service.*

The seminars will be held in Beirut. Visits of up to 10 days duration by two or three senior managers will also be arranged to provide course participants with a deeper understanding of areas of special interest to them.

HR PROJECT - **EDL: MANAGEMENT TWINNING / PROGRAMME:**

Description:

The type of manager required in the future will differ greatly from the typical manager who ran the company during the last 20 years. They must carry the responsibility to motivate and lead their staff and introduce them to new ideas and new work practices. The success of the change process in EdL will depend on the commitment and capabilities of the company's managers.

Objective:

Quickly developing the best management talent in EdL to fill the top positions of the future and thereby improve the business performance of the company.

Action Plan:

THIS WILL BE DONE BY:

- Selection.
- Training.
- Special assignments.
- Management twinning.

Selection:

Select a core group of 5 to 10 who have demonstrated proven ability and potential to fill senior management positions if they are given appropriate training and development on a fast track basis.

Those selected must:

- be capable of running EdL as a business
- Develop a commercial management approach
- Introduce a performance orientated culture in their supervisors and staff.
- Change the style of management from a culture of low risk, low return into a more demanding, innovative and performance related approach.
- Progress institutional reform and restructuring
- develop and train their staff in all the necessary skills and techniques

Training:

Because of the urgent need to get those selected for training quickly upskilled in modern power utility management techniques, formal training overseas in a efficient modern power utility is recommended.

For improved operational performance, skills and knowledge is required in: economics, financial management, accounting, human resource management, information technology, general management, marketing and technical disciplines.

Special Assignments:

The managers selected for fast track management training and development should be assigned responsibility for the revitalisation of EdL. They should work as a team on a cross functional project basis and target key areas essential for the turnaround of the company.

To equip them for their role a twinning programme of training and development is recommended. In this approach, in addition to formal training courses, managers are provided with the right variety of experience and learn from actually working on their jobs with experienced power utility managers.

Twinning arrangement:

To be effective, training and development courses must be complemented with practical on the job experience. But the learning curve can be steep and take time. Time is not on the side of EdL. The need for change is urgent and immediate.

To ensure that the benefits of training are transferred to EdL managers in a systematic, organised and integrated way it is proposed that a number of experienced power utility managers be employed on a contract basis for up to 3 years to assist in the turnaround of the company.

These experienced 'Turnaround managers' drawn from a range of disciplines, will twin with their EdL counterparts and support them in the development and implementation of efficient management strategies and operational performance. The aim will be to enhance the capability of the EdL project team to take over the role of managing the company to the highest standards.

HR PROJECT - **EDL: PERSONNEL FUNCTION DEVELOPMENT:**

Description:

Human resources management will play a vital role in moving EdL towards a new corporate objective and culture. To make the most effective contribution it is proposed that the personnel function be reorganised and provide a central human resource management function, concentrating on strategy and policies with more devolved responsibility for personnel matters to the line managers.

It is proposed that the central human resource function should concentrate on:

- *Strategy: Ensuring issues to do with recruitment, performance, behaviour, training, reward, selection and working arrangements are taken into account in the company's business strategy.*
- *Policy: Developing a framework of HR policies, standards and procedures.*
- *High level advice: Provide senior management and line managers with specialist personnel advice and interpreting policies and procedures.*
- *Develop Systems: Streamline human resource systems in areas such as selection, training etc. so that they are responsive to local needs and can be implemented under the authority of the line.*

Need for new personnel skills:

The existing personnel function is mainly equipped to deal with administrative issues. It has a small staff of 9 who are familiar with the current organisational work practices. They provide a needed service and react to requirements as they arise. The proposed new personnel organisation must be more proactive. There must be professionalism in the exercise of personnel management. This means that the new function must develop a core of human resource management expertise.

Objective:

To develop a core of human resource management expertise, personnel professionals must have special expertise in the matters that affect the human and organisational aspects of the business and in the formulation of appropriate personnel policies that take account of the particular needs of the company. They should be good communicators, understand human behaviour and have the necessary range of interpersonal skills and knowledge to perform their tasks.

Action Plan:

THIS WILL BE DONE BY:

- Selection.
- Training and Development.

Selection

The new personnel Dept. must be an open dept. In addition to a core of HR specialists it must have a mix of other disciplines drawn from other professional areas.

Future staff must be:

- *High calibre, highly motivated.*
- *Persistent in their pursuit of goals*
- *Aware of the role they must play in the future development of the organisation.*
- *Prepared to diagnose and confront management problems and be active in their solution.*
- *Skilled in Human Resource expertise*
or
Skilled in a broad range of management competencies with the ability to be trained in modern human resource management practices.

Training Seminars:

Training Seminars and visits should be arranged to meet the needs of the proposed new personnel organisation. The seminars should include modules on the following:

General Business management:

- *Role of manager*
- *Skills of management*
- *Strategy formulation*

HR Planning:

- *Resource forecasting*
- *Recruitment / Selection*
- *Interviewing skills*
- *Modern selection techniques*
- *Job analysis*
- *Job design*

Reward management:

- *Job evaluation*
- *Pay systems*
- *Performance assessment*
- *Motivation*

HR Development:

- Training
- Management development
- Performance appraisal
- Career and personal development

Employee relations:

- Communications
- Developing relationships
- Conflict management
- Grievance handling and discipline.

Information Technology:

- Designing and implementing computer based personnel management information system.
- Impact of IT on managers and organisation.

Organisation Development:

- Organisational structure
- Organisational design
- Identifying change opportunities
- Initiating and securing commitment to change
- overcoming resistance to change.

The course should also provide for practical training in essential skills such as: interviewing, meeting skills, time management, presentation skills and computer skills.

Customised training courses:

Additional customised training modules may be required following individual competency assessment during attendance at the training seminars.

For example:

When appointed, the new Human Resource Training and Development manager will have a critical role to play in contributing to improving organisational efficiency, productivity and safety. He will have to upgrade his knowledge and expertise in designing training and development systems and organising and managing the training function and training centres.

HR PROJECT - **EDL: PERSONNEL MANAGEMENT INFORMATION SYSTEM:**

Description:

The personnel data base in EdL consists of computerised payroll data, manual personnel files for all 3,300 staff and hand drawn organigrams.

There is a clear need for EdL to update and computerise the human resource data base to meet the needs of a modern business.

Objective:

Develop and implement a computerised personnel management information system, designed for power utility purposes. It should provide decision support for management and improve administrative efficiency. It should be an integrated system that provides a full solution to the HR management requirements.

Action Plan:

THIS WILL BE DONE BY:

- *An expert in utility personnel management information systems will visit EdL. He will:*
 - *Carry out a feasibility study to consider the range of applications for a computerised personnel information system.*
 - *Analyse and define user requirements and ensure that all concerned are aware of what is planned and how they will benefit from it. Their contributions and support will be essential for the successful introduction of the system.*
 - *Prepare a requirements specification for a computerised personnel management information system which emphasises that the system must be designed and proven for use in a power utility environment.*
 - *Identify training needs to operate and provide ongoing development of the system.*

Republic of Lebanon
Office of the Minister of State for Administrative Reform
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