HUMAN RESOURCES STUDY COMMITTEE REPORT 2002 – 2005
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1. **Mission of the Committee**

To provide strategic world-class guidance that will allow Utilities to apply the best practices in order improve quality of HR services, processes and systems to ensure the sustainability and effective management of its Human Capital to achieve the Utilities’ objectives.

2. **Reminder of objectives achieved during the period: 2002 -2005**

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
<th>Objective</th>
<th>Highlights</th>
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<tbody>
<tr>
<td>1. Scientific Committee</td>
<td>January 2003</td>
<td>Planning &amp; setting up the programme</td>
<td>• Nomination of Committee members</td>
</tr>
<tr>
<td></td>
<td>(Ghana)</td>
<td></td>
<td>• Draft Plan</td>
</tr>
<tr>
<td>2. Study Committee</td>
<td>July 2003</td>
<td>Reporting and reviewing the plan</td>
<td>• Analysing Case Study</td>
</tr>
<tr>
<td></td>
<td>(South Africa)</td>
<td></td>
<td>• Confirmed Plan</td>
</tr>
<tr>
<td>3. Scientific Committee</td>
<td>October 2003</td>
<td>Implementation of the plan</td>
<td>• Recalled mandate assigned to HR</td>
</tr>
<tr>
<td></td>
<td>(Nigeria)</td>
<td></td>
<td>• Identified performance Criteria</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Nominated Committee for the Colloquium</td>
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<tr>
<td>4. Colloquium</td>
<td>January 2004</td>
<td>Preparation for the Colloquium</td>
<td>• Programme and plan of the Colloquium</td>
</tr>
<tr>
<td></td>
<td>(Gabon)</td>
<td></td>
<td></td>
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<tr>
<td>5. Colloquium</td>
<td>June 2004</td>
<td>Presentation of papers</td>
<td>• Presentation of papers</td>
</tr>
<tr>
<td></td>
<td>(Gabon)</td>
<td></td>
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<tr>
<td>6. Scientific Committee</td>
<td>July 2004</td>
<td>Preparation of the Congress</td>
<td>• Developed the congress sub themes</td>
</tr>
<tr>
<td></td>
<td>(Ghana)</td>
<td></td>
<td>• Confirmed Colloquium recommendations</td>
</tr>
<tr>
<td>7. Study Committee</td>
<td>October 2004</td>
<td>Reporting of Colloquium. Preparation for Congress</td>
<td>• Colloquium implementation reports</td>
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<tr>
<td></td>
<td>(Cote d’ Ivoire)</td>
<td></td>
<td>• Draft synopsis for Congress</td>
</tr>
<tr>
<td>8. Scientific Committee</td>
<td>December 2004</td>
<td>Assessing the Committees’ progress and report of the three years achievements.</td>
<td>• Assessed Congress submissions</td>
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<tr>
<td></td>
<td>(Benin)</td>
<td></td>
<td>• Developed Future Plan</td>
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</tbody>
</table>
3. **Study committee membership- Coordinator, Rapporteur, Working Group leaders, Members**

**Coordinator:** Ms Sylvia MAMORARE  
Divisional Human Resources Manager  
Eskom  
South Africa  

**Rapporteur:** Mr Thomas IBINGA  
General Manager Human Resources  
SEEG  
Gabon

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4. **Activity Reports**

4.1 (a) **HUMAN RESOURCES COLLOQUIUM**

The Committee agreed on a need for a Colloquium in order to exchange experiences and knowledge on the latest international trends and most recent developments in Human Resources Management aspects. A Colloquium Committee was established comprising of the following members:
• HR Study Committee Coordinator - Chairperson (Ms S Mamorare)
• Rapporteur - Rapporteur (Mr T Ibinga)
• Host of the Previous Colloquium - Advisor (Mr D Gba)
• VRA (Ghana) as Host for next Congress - (Ms E. Garbrah-Sarfo)

In selecting the theme and the topic, the Committee emphasized that the Colloquium should enable the utilities to identify appropriate interventions to improve quality of HR services and ensure the sustainability of its Human Resource base within the various organisations through:

• A better analysis of the impact of HIV/AIDS on Human Resources Management
• Examining the continuous training in efforts to get higher level of effectiveness and efficiency
• A high level of motivation to mobilise the competencies through the recognition of merit based performance.
• A more rigorous political efforts to retain and ensure the commitment of the workforce
• The re-examination of the challenges of gender and development in respect of the issue of gender balance between men and women in technical professions and coaching
• New response to the organisational turbulence in relation to the new social dialogue” based on sensitisation of the anticipation, the pro-activity and win-win relations.

THEME OF THE COLLOQUIUM

Human Resources Management : the pathway to the Future

Sub-Themes:
1. Impact of HIV/AIDS in the workplace

2. Continuous Training
• Training Policies
• Post Training Evaluation
• Electronic database on HR Development
• Human Resources Planning
• International standard Organisation (ISO 9001/2000) Certification of the training Centres myth or reality?

3. Staff Motivation and Retention
• Succession Planning
• Career Planning
• Leadership Style


5. Social Climate
• Towards a durable social dialogue
• The proactive “watchdog” Committee: A proactive tool for social regulations
4.2 (b) Achievements
The Colloquium which was held on 23 -25 June 2004 in Libreville (Gabon), was a resounding success and despite the report that was documented, the following recommendations were agreed upon.

**COLLOQUIUM RECOMMENDATIONS**

a) In the area of continuous training
- To set up cooperation links between training centers of the various companies
- To extend development of training plans to the top management and managing directors
- To provide adequate funds to continuing training of staff programs.

b) In the area of Social Climate
- Set-up or strengthen “Watchdog” structures in our utilities.
- Organize in a systematic way, staff listening.

c) Staff Motivation and Retention
- Initiate assessment mechanism likely to enable recognition of staff member contribution in the utility performance.
- Improve managerial methods likely to favour acceptance of corporate objectives by the personnel.
- To promote mechanisms to remunerate performances achieved by work teams or divisions

d) Gender balance
- To give the same chance to women and men to fill managerial positions in our utilities in case of equal competence and qualifications.
- To promote the setting up of women Associations or Groupings to enable them to fulfill their aspirations.
- Ensure accelerated development program for women to ensure they are skilled enough to assume new managerial positions.
COLLOQUIUM RECOMMENDATIONS

e) Impact of HIV/AIDS in the workplace
   – To develop and implement a policy of prevention and sensitization including support and caretaking of infected employees.
   – To favour a non-discriminatory environment to what those employees suffering of HIV/AIDS disease

f) Additional Recommendations:
   – A decision was taken that this would be dealt with differently to ensure that implementation will take place. Utilities would then be encouraged to implement the recommendations.
   – All the proceedings and recommendations recorded at the colloquium be translated and disseminated timeously to all member utilities by the UPDEA office.
   – All HR study committee members are expected to facilitate the implementation of the recommendations at their respective utilities and then report back on the progress.

Further Recommendations

A decision was taken that this would be dealt with differently to ensure that implementation will take place. Utilities would then be encouraged to implement the recommendations.
All the proceedings and recommendations recorded at the colloquium be translated and disseminated on time to all member utilities by the UPDEA office.
All HR study committee members are expected to facilitate the implementation of the recommendations at their respective utilities and then report back on the progress.

Activity/Topic 2

4.2 (a) Databank of expertise within UPDEA

The study committee compiled a format that should be used to gather initial information from member utilities. This information will be used for compiling a databank. A form has been prepared by the committee to collect data. This form which supplements the medium circulated by the Secretariat and sent recently to all the member-utilities, has to be amended and improved to include two forms: one for the databank and another for the databank of expertise.
4.2 (b) Recommendations

Utilities can benefit and achieve more in crucial projects by utilising the resources available from other member utilities. The source of knowledge resides in the utilities Human Capital, and the combined intellectual resources of both own employees and other external people with whom they interact.

Activity/Topic 3

4.3 (a) IDENTIFYING PERFORMANCE CRITERIA

The Committee took the liberty to deliberate on the performance criteria which will be used for the Union's databank. Since this exercise requires intense research and benchmarking, one focus area (Training) was identified, and the following criteria were enlisted:

- Human Resources Productivity Rate
- Training Cost Ratio: \( \frac{\text{total training budget}}{\text{Total company Revenue}} \) OR \( \frac{\text{Total training budget}}{\text{Total wage bill}} \)
- Human Resources Satisfaction Rate
- Work Accident Rate
- Turnover Rate
- Average Salary per level
- Gender Balance
- Average Age of employees
- Post Training Satisfaction Rate
- Absenteeism

4.3 (b) Recommendations

All processes should be measured for continuous improvement. The measurements should be documented to analyse trends. This will allow Utilities to make business decisions which are based on facts.

5. Publications or Study Reports to be published

- The Colloquium publication is produced and is available from the Secretary General of UPDEA.
- Document of the detailed activities and minutes for all Study Committee meetings.
- The Case Study analysis presented at the Durban Meeting
6. Future Prospects in the specific Sector of the Committee

In the meeting held in Benin Cotounou, the Committee identified the following future topics:

**SUGGESTED FUTURE TOPICS**

- Ethic of management and sustainable development: challenge of the 21st century for the African electrical utilities
- Role of local leaders and population in management of energy resources
- NEPAD: what support for electricity in Africa?
- Problem of recourse to African expertise in electrical utilities
- Electrification in Africa: technical or human project
- Should African electrical utilities only look for profit?
- What source of sustainable energy for the development of an essentially agricultural Africa
- Creation of fund for electrification in Africa
- Privatisation of African electrical utilities: implication of human resources
- Human Capital development in electrical utilities in Africa: benefits derived from cross exchange programs
- E-business: the effective way towards the efficiency of electrical utility
- Shared Services: the concept for future business efficiency
- Post medication and reintegration of victims of HIV in their workplace

7. CONCLUSION

The HR Study Committee comprised of knowledgeable and dedicated members who are experts and very experienced in their various field of expertise. The Study Committee meetings were all characterized by intensive deliberations which always ended with very good decisions.

The planned objectives as well as the scheduled meetings were all achieved with good decisions and recommendations.