



**ORGANISATION ASSESSMENT
SUPPORT TO HRAD DIVISION OF NAWEC
Carried out Oct. 2008**

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1 Executive Summary

In October 2008 the Consultant carried out a brief assessment concerning the organisational structure of NAWEC. In line with this assessment it was intended to provide support to the Human Resource and Administration with regards to the elaboration of job description and how to define a clear understanding of an HRAD Division's objective within NAWEC.

This report provides a compact description of findings and gives basic recommendations towards organisational development. Due to the very short period of time the Consultant concentrates on practical steps to be implemented, considering the existing lack of both, qualified staff and sufficient number of staff, in the current situation.

The organisational structure of NAWEC has to be adjusted to organisational standards. A five level structure should be sufficient to the company's needs. The organisational units are (1) CEO, (2) division, (3) department, (4) section, and (5) sub-section. The difference between disciplinary responsibility and professional leadership currently creates two organisational levels, which have to be eliminated or at least synchronized. These two managerial functions shall not create two different organisational levels; however, the different grades of the functions are to be sufficiently considered. As long this conflict is not considered as a desirable change necessity, NAWEC will not have a proper organisation scheme.

Tasks and duties of the HRAD division are roughly defined, taking into consideration, that this division is currently not sufficiently staffed due to vacant positions. Three departments are defined as follows: (1) HR Development, (2) HR Administration, and (3) Corporate Affairs. Department 1 and 2 includes in each case three sections. The department Corporate Affairs has no additional organisational unit.

One of the biggest constrains in managing and supervising the different tasks and duties of the entire NAWEC, are not existing job specifications and job description. This report delivers a brief guidance regarding the elaboration and formulation of job description. Also the currently running project 'Greater Banjul Area Water Supply Project – Institutional Support Programme – Draft Job Description' is considered to this extend, that further training will be provided by the implementing Consultant Royal Haskoning after finalising the above mentioned project.

The job description of the Human Resource Manager is comprehensively elaborated based on the draft used for request for application. The rephrasing of the draft shows in brief, what has to be considered concerning the content of such a job description. It is by means not an assault to the author's ability, but is further more a constructive contribution to the necessity of clear wording and sequencing of tasks and duties within a job description.

During the Consultant's assignment it was tried to provide a Human Resource Management Information System out of the Open Source community. This unfortunately failed, but will be carried out again in Germany during the next two weeks. In case of suitability this programme should be implemented as a first step towards computerization of employee data administration.

It is intended by this report to give the advice in a form, that reasonable progress can be made in a very short period of time. Additional and more comprehensive support needs an own project which at least will take six months. It is also necessary, to provide further training to staff allocated for the HRAD Division, in order to enable them to perform in a way that staff development measures progressively



contribute to a desirable NAWEC development towards a customer oriented competitive utility. It is the company's biggest asset to have well performing and dedicated staff. The HRAD division will play a major role in this respect.

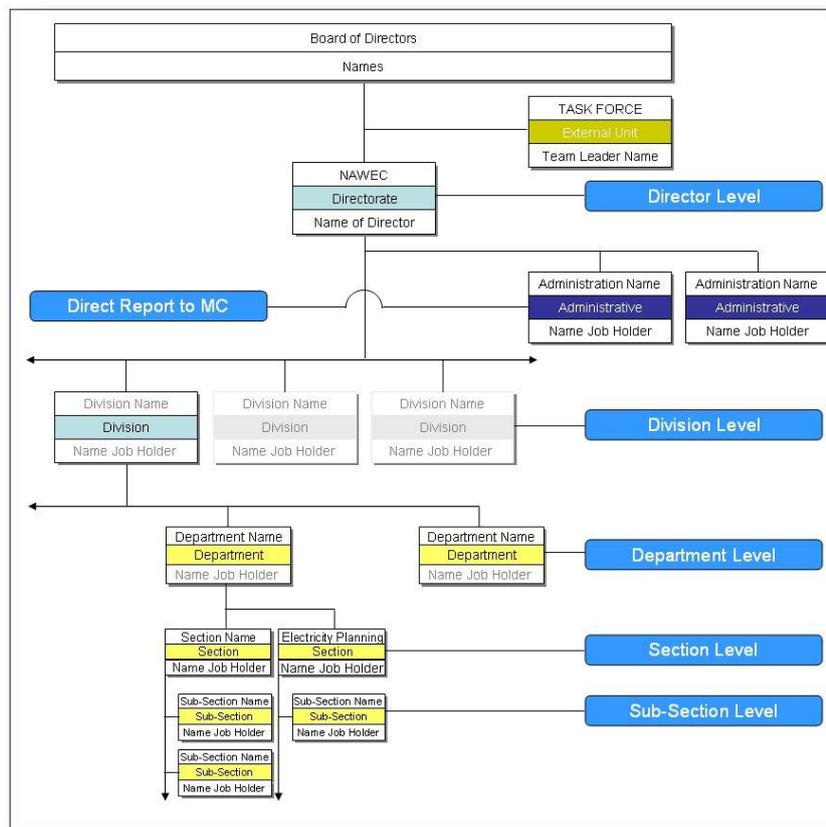
The general observations during the assessment revealed an urgent need of cultural adjustments with regard to managerial understanding. Issues like

- cleanness of workplaces
- carefulness
- valuation
- punctuality
- self confidence
- self responsibility
- own initiative
- and others

are not or not sufficiently developed among NAWEC staff met during the meetings and interviews held. Those managers and job holders suited with these so called social key abilities shall be encouraged by the top management to widely make use of these essential assets in order to improve the overall NAWEC conditions.

2 Organisational Overall Structure

The organisation charts handed over to the Consultant from the different organisational units revealed a wide deviating understanding of organisational structures. There is no precise wording with regard to the different organisational levels. Also the differently applied responsibility definition causes more confusion than a clear understanding for acting and reporting. Therefore the Consultant provides a model to be discussed by the MAWEC management as shown in Picture 1.



Picture 1: Organisational levels within the NAWEC organisation

The future organisation in principal should consider not more than five levels:

- Directorate Level
- Division Level
- Department Level
- Section Level
- Sub-Section Level

In parallel there is an administrative part of the organisation (e.a. Internal Audit, IPP Issues). These administrative units are not to be seen as an organisational level. These units report directly to the Managing Director (MD) level.

The description of an organisational unit requires a clear definition. A unit is to be described as follows:



- Name of the Unit
 - *The name does not indicate the hierarchical function (leader, supervisor, superintendent, etc.)*
 - *The name clearly indicates the function (water distribution, store administration, OHL maintenance, etc.)*
- Level of the Unit
 - *The level is described already above.*
 - *There are only the mentioned five organisational levels*
- Job Holder
 - *An organisational unit has **one** job holder*
 - *The substitute of a job holder is to be described in a separate unit description*

The actual staffing of a unit with regard to secretary, support staff, etc, is not part of the organisational chart. This is also to be included in a separate unit description.

This number of organisational level is absolutely sufficient to structure both, the directing and reporting path of the NAWEC organisation. The following chapters describe in more details the according general staffing of these organisational units.

2.1 Division Level

On the division level NAWEC shall be structured according to its vital vision laid down in the Services Rules. These divisions shall be:

- Water Production and Distribution
- Electricity Production and Transmission / Distribution
- Corporate Services for Water and Electricity
- Commercial Services
- Financial Services
- Human Resources and Administration Services

The divisions are headed by a director. The directors report to the MD. They shall act along a yearly strategic plan, and their achievements should be measured according to the strategic goals set up in the plan. The division head is to be staffed at least with one secretary and one assistant. The assistant has no hierarchical empowerment. Further additionally necessary staffing has to be elaborated by the job holder, and to be approved by the MD.

The division head shall concentrate his activities towards the overall goals of the division, and should not that much influence the daily business, but primarily lead and guide his subordinated department heads. Of equal importance is to collect all necessary information about the overall situation of the division, and look for desirable further development opportunities in accordance with the overall goals of the NAWEC organisation as a whole.



2.2 Department Level

The department level shall be organised according the main tasks to be carried out of the respective division. The department is headed by a **manager** with specific education and skills the department requires. Dependent of the division's overall task the department is either technical oriented and headed by an **engineer**, or commercial oriented and headed by an **economist**. Both, engineer and economist shall have as a minimum qualification a MA or MSc degree and sufficient professional experience in the field they represent.

The department head **reports to** the respective **division head**. A direct reporting to the MD is not foreseen, and also a direct guidance or even directive order from MD to the department level is not desirable. Only a consequent consideration of these basic rules will ensure proper organisational proceedings. That of course does not mean, a direct communication between MD and lower organisational levels is not allowed. *But the hierarchical and professional leadership only happens from one level to the direct level below.*

The department—if necessary—is structured below into different sections. The department head has full **hierarchical** and **professional responsibility** for the subordinated section heads. It is also desirable to give the department heads the necessary independence and freedom to arrange work procedures according to the needs recognized on this level of the organisation. A rigid definition of all working procedures on all levels of the organisation from the very top of NAWEC will mostly be far away from the real conditional needs and will further not create the sufficient acceptance on the respective levels.

This also implies a strong need for **job descriptions** for all organisational levels of NAWEC. These job descriptions have to be elaborated in **mutual cooperation** between HRD department and the professional leader of the respective organisational function concerned. This elaboration of job description will go along with the so called job analysis (see also chapter 3.1.1 and 4)

2.3 Section Level – Sub Section Level

Section level and/or sub-section level is the last structure element of the NAWEC organisation. Within these organisational units working groups are performing their tasks headed by the section or sub-section head. The size of these organisational units should not exceed five to six individuals in order to guarantee a proper leadership. This leadership considers both, hierarchical and professional responsibility. Only this common understanding of responsibility and leadership gives the section or sub-section head the necessary authority to lead sub-ordinate employees. And this is the indispensable assumption to create the necessary acceptance for the section or sub-section heads by the sub-ordinate employees.

Section heads or sub-section heads report in a very frequent and short term period of time to their respective department heads. In many cases this is a daily reporting routine, which has to be fulfilled in very precisely defined procedures. According forms and information channels have to be provided for these members of the organisation. The tighter these procedures are the more efficient is the necessary control of the tasks to be performed on this organisational level.

2.4 Conflict Professional vs. Hierarchical Authority

In the NAWEC organisation there is a strict grade ladder in place, which assumes that the hierarchical authority is going along this grade ranks. *A lower grade can*

never have hierarchical authority over a higher grade. That has remarkable organisational consequences, which currently anticipates the implementation of a doubtless authority scheme. Due to the fact that a professional authority is over laid by a hierarchical authority it appears that many positions in the NAWEC organisation is available twice.

As example should serve an extract of the power generation organisational chart, provide by the power generation manager. Under the department power generation there are three sections, namely (1) operation, (2) maintenance, and (3) administration. The generation section is headed by an engineer. The professional leadership is delegated on level down to the operation superintendent. Even these two superintendents have subordinated the so called senior system controller.

As long the organisational understanding is practised as that, no clear organisational scheme will be in place. But this is one of the major pre-conditions of all human resource management within a power utility like NAWEC is claiming to be. These additional and even dispensable organisational levels also constrain a proper human resource development scheme as well as a desirable promotion system.

	Grades	a	b	c	d	e	f	g	h	i	
Department											
Finance		0	1	1	1	6	3	47	0		59
Administration		2	1	1	2	3	1	0	13		23
Stores and Procurement		0	0	1	1	2	7	4	2		17
Audit		0	0	0	1	1	1	0	1		4
Corporate Services		0	0	2	1	4	4	1	1		13
Transportation		0	0	1	1	1	15	20	61		99
Commercial		0	1	3	3	21	30	79	57		194
Generation		0	0	8	13	15	27	41	23		127
Transmission and Distribution		0	1	2	4	9	25	52	11		104
Provinces		0	0	2	1	3	13	69	17		105
Water Production		0	1	2	1	11	13	24	53		105
Water Distribution		0	1	0	1	6	17	9	17		51
		2	6	23	30	82	156	346	256		901

Table 1: Assessment of Grades in NAWEC's Divisions and Departments

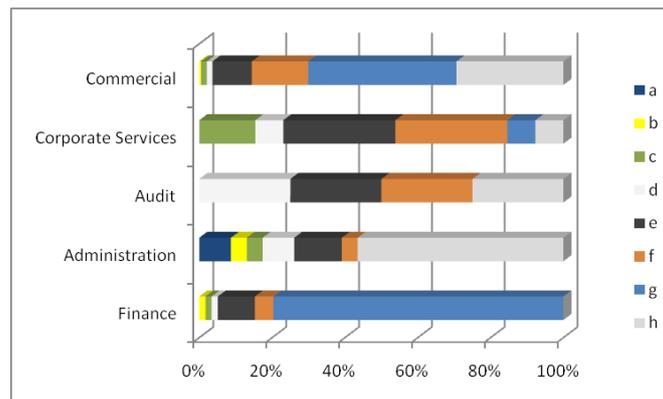
In Table 1 the summary of grades is shown. The list is automatically generated out of a list of employees' status 2008/09. The entire staff list including formulas is provided in Annex Nr..

The established grades in NAWEC need a clear definition with regard to applied job titles and responsibility levels in the organisation. The Consultant recommends a matching code as shown in the following Table 1.

Grade	Job Titles	Responsibility Level
A	Director	Division Head
B	Manager	Department Head
C	Manager	Section Head
D	Engineer	Sub-Section Head
D	Economist	Sub-Section Head
E	General Specialist	leader responsibility
E	Assistant Engineer	leader responsibility
E	Superintendent	leader responsibility
F	Principal Scientific Officer	leader responsibility
F	Foreman	leader responsibility
F	Supervisor	leader responsibility
G	Technician	Skilled Worker
G	Electrician	Skilled Worker
G	Welder	Skilled Worker
G	Operator	Skilled Worker
G	Clerk	Skilled Worker
G	Driver	Unskilled Staff
H	Gardener	Unskilled Staff
H	Security	Unskilled Staff
H	Security Guard	Unskilled Staff
I	Watchman	Support Staff
I	Gardener	Support Staff
I	Cleaner	Support Staff

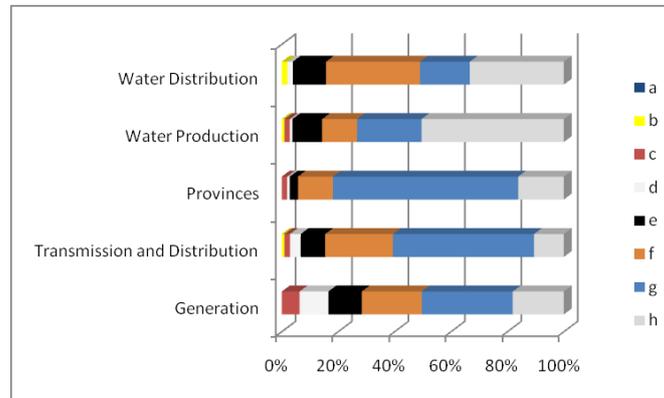
Table 2: Matching Code: **Grad – Job Title and Responsibility Level**

Considering the recommended matching code the applied grades in NAWEC organisation are not consequently adjusted to the existing job titles and corresponding responsibility levels. There is also a considerable difference between the departments with regard to the distribution of grades.



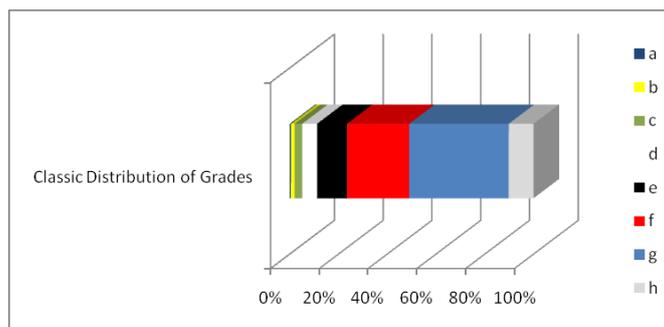
Picture 2: The distribution of grades in managerial organisational units

Picture 2 is showing the current situation in managerial organisation units. Compared with a normal distribution as shown in Picture 4 there are also tremendous difference which should be eliminated within the future human resource policy of NAWEC.



Picture 3: The distribution of grades in technical organisational units

The analysis of grade distribution in more technical organisational units is showing big differences in the leader positions (black and red shares in the respective bars).



Picture 4: Distribution of grades in comparable utilities in developing countries

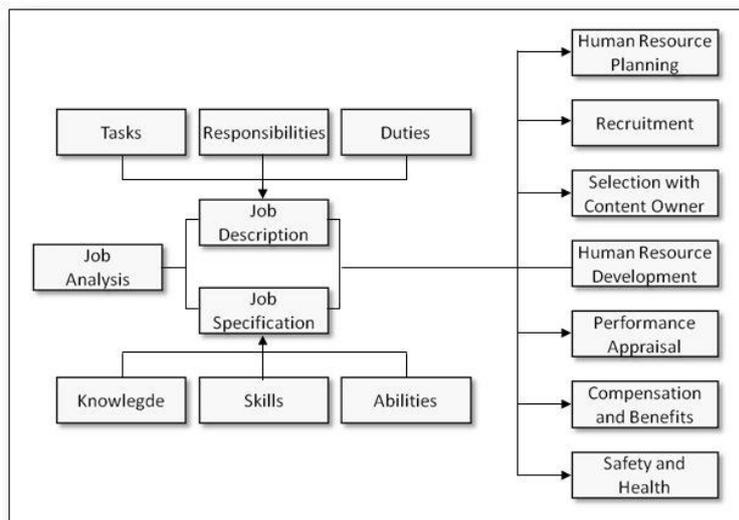
Text

3 Human Resource and Administration Division

NAWEC has established an HRAD Division. The director is confirmed by the Board of Director only a month ago, when this report was compiled. The Consultant is recommending the following basic objectives (tasks and duties) for this HRAD division:

- Human Resource Planning
- Recruitment
- Staff Selection in co-operation with the unit owner for which the applicant is to be selected
- Human Resource Development and Training
- Performance Appraisal
- Compensation and Benefits
- Safety and Health

The HRAD Division is mainly a service providing unit. The performing organisational units of NAWEC are encouraged to extensively use the HRAD division's scope of services.



Picture 5: Job Analysis – Tasks of the HRAD-Department

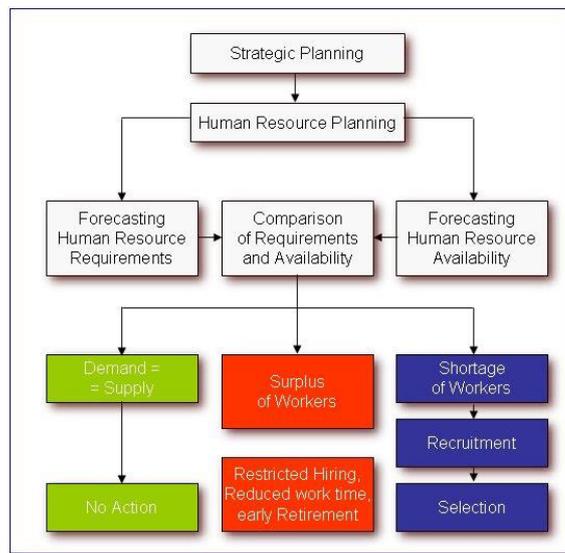
The HRAD division is managing the compensation and benefit schemes. In contradiction to other utility organisations, however the entire processing of payroll related tasks is handled by the finance division. There is no specific need to launch any change in this respect now.

The following chapter describe in more details the actual tasks, duties and responsibilities of the HRAD division, and how organisational units should be staffed.

3.1 The tasks and duties

3.1.1 Human Resource Planning

Human resource planning (HRP) is the process of systematically reviewing human resource requirements to ensure that the required number of employees, with the required skills is available when they are needed. The human resource planning process is illustrated in Picture 6.



Picture 6: The human resource planning process

The HRP can only be carried out if there is a proper and clearly communicated overall **Strategic Planning** in place. Strategic planning is the determination of overall organisational purposes and objectives and how they are to be achieved.

One of the major tasks of the HR planning department is the elaboration and administration of job description for all job defined within the NAWEC organisation.

3.1.2 Recruitment

Recruitment is a core duty of the HR Development department and should be established an own section. This section shall organise all process steps as (1) request for applications, (2) preparation of short listing of received applications, (3) correspondence with applicants, (4) scheduling of applicants' interviews, and (5) contact administration to relevant organisation providing applicants.

The methods and sources of recruitment are various and shall be adjusted to the certain job to be accomplished. The following table (see Picture 7) gives a brief overview of possible methods and sources. A restriction to advertising in newspapers shall be avoided because in many cases other recruitment methods are of much more effectiveness. The direct contacts to colleges and universities, also other training institutes, can lead to a considerable increase of incoming applications especially concerning managerial positions in NAWEC.

SOURCES	METHODS of RECRUITMENT						
	Advertising	Employment Agencies	Recruiters	Special events	Unsolicited Applications	Professional Associations	Unsolicited Applicants
High Schools							
Vocational Schools							
Community Colleges							
Colleges and Universities							
Competitors and other firms							
Unemployed							
Self-Employed							

Picture 7: Recruitment Sources and Methods

3.1.3 Human Resource Development

The current status of human resources in some organisational units of NAWEC does not fully provide the necessary qualification level. Therefore great efforts have to be taken in the near future to improve quality of employees' professional abilities. The Human Resources and Administration Division respectively the Human Resource Development Department is of high importance for the ongoing development of the company. These conditions require two main activities: performance appraisal and training.

- Performance Appraisal

The performance appraisal system shall provide a periodic review and evaluation of individual's performance. The major purpose of a performance appraisal system is to improve NAWEC'S effectiveness and efficiency. These appraisals are grounded on proper job descriptions and applicable key performance indicators (KPI).

The appraisal shall be carried out at least for key tasks, which have most impact on the overall performance of NAWEC. Namely operation and maintenance procedures in power generation and transmission/distribution are to be considered in the very early stage of implementation of the performance appraisal system.

Performance appraisal methods include (1) rating scales, (2) critical incidents, (3) work standards, (4) behavioural anchored scales, and (5) management by objectives. Also these measurements can only be set in place if clear job descriptions are implemented at the considered workplaces.

- Training and Know-how Development

During the assessment it revealed that on all levels of the organisation a considerable demand of qualified staff is highly necessary to achieve NAWEC's goals and to further develop the corporation towards a performance oriented utility.

Technical training for workers and technicians must be provided internally by NAWEC staff. Experienced senior staff shall be selected by their superiors and sufficiently qualified for training provision in train-the-trainer seminars. These training skill development measures shall be provided by either Gambian institutions or international training providers. Necessary training facilities are available in Kotu Power Station.

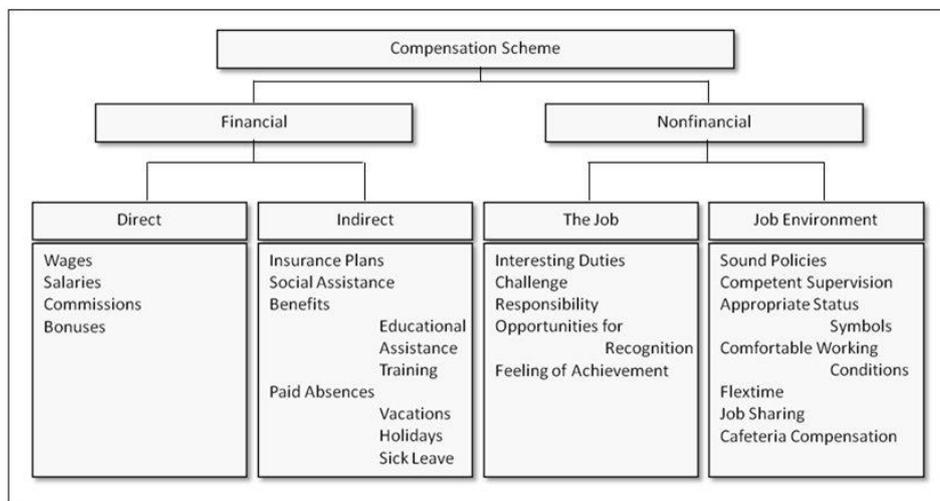
The HRD section's major responsibility is to develop this training scheme and to monitor all training activities. The needed budget for this internal training has to be elaborated and approved by the overall NAWEC management in accordance to the overall vision of the utility.

Technical and Economic training for engineers and managerial staff has to be considered in internationally provided projects by the respective contractors or consultants. Each RfP (Request for Proposal) and according Terms of Reference must clearly describe this demand for training provision from the proposing entity.

It is the HRD's responsibility to comprehensively monitor this training provision. The according budget portions **may not be shifted** to other topics as often observed in procurement and consulting projects in developing countries.

3.1.4 Compensation and Benefits

Compensation refers to every type of reward that individuals receive in return to their labour. The components of a total compensation programme are shown in Picture 8.



Picture 8: Components of a Total Compensation Programme

In NAWEC there is **strict grade based compensation** in place. Due to a lack of performance appraisal schemes additional payment was not realized in the payment procedures. This is also due to not existing job descriptions. As long job description are not elaborated and implemented this desirable additional income for NAWEC employees can not be paid. On the other hand a motivational payment component will be the only trigger towards an increased performance and company efficiency.

Not to forget the nonfinancial components of a compensation scheme. Human beings want to be treated with respect and acknowledgment. This more psychological share of leadership is often neglected or not sufficiently considered. But without this consideration the working environment will not be adequate for readiness and job performance. If only the task force (leader) is creating these environmental working conditions the intended development will fail. The nominated NAWEC management must launch comprehensive efforts especially towards these soft parameters in the organisation.

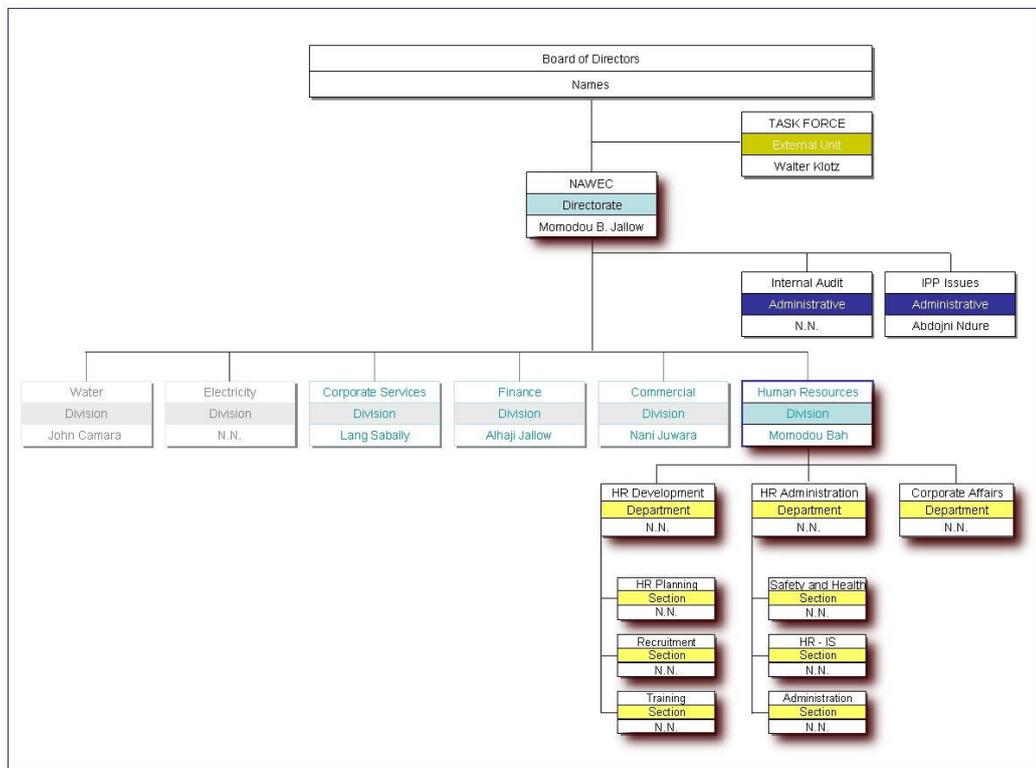
3.2 Organisational Setup of the HRAD Division

Based on the tasks and duties described above the organisation setup of the HRAD Division should look like it is shown in Picture 9. The HRD division is divided into three departments: the (1) HR Development Department, (2) the HR Administration Department, and (3) the Corporate Affairs Department. Each department is headed by managers, who are currently considered in the recruitment evaluation stage. It is foreseen that three positions are accomplished with suitable staff at the beginning of next year 2009.

The HR department is again divided into three sections headed by Senior Officers also considered in the recruitment evaluation phase. The three sections are:

- HR Planning
- HR Recruitment
- HR Development (Training)

Within these three sections several duties are combined, because it is not recommendable to nominate for each HR function one according senior officer.





Picture 9: Organisational setup of the HRAD division

4 Job Analysis and Job Description

Job analysis and job description issues are of major importance for any organisational development within NAWEC. The **Institutional Support Programme of Greater Banjul Area Water Supply Project** clearly showed how important and time consuming the elaboration of job description is. On the other hand it is an indispensable assumption of any organisational improvement.

In the framework of this assessment job descriptions were elaborated for the director human resource and administration and the human resource manager – head of human resource department.

4.1 Job Analysis

The job analysis is the basic human resource tool. A proper and satisfying job performance can only be achieved, when there is a clear definition of what the job is for and how it has to be performed. Therefore the job analysis is both, a planning tool for new jobs a company needs, and a monitoring tool for existing jobs. The monitoring aspect is of highest relevance within NAWEC, in order to receive a clear picture of improving potentials for increasing the company's efficiency.

A job consists of a group of tasks that must be performed for an organization to achieve its goals. A job may require the services of one person, such as that of manager, or the services of several persons, as might be the case with data entry clerks in an accounting department.

In a work group consisting of a supervisor, two senior clerks, and four word processing operators, there are three jobs and seven positions. A position is the collection of tasks and responsibilities performed by one person; there is a position for every individual in an organization. For instance, a small company might have 25 jobs for its 75 employees, whereas in NAWEC 200 jobs may exist for its almost 1,200 employees.

Job analysis is the systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization. It is an essential and pervasive human resource technique. The purpose of job analysis is to obtain answers to six important questions:

1. What physical and mental tasks does the worker accomplish?
2. When is the job to be completed?
3. Where is the job to be accomplished?
4. How does the worker do the job?
5. Why is the job done?
6. What qualifications are needed to perform the job?

Job analysis provides a summary of a job's duties and responsibilities, its relationship to other jobs, the knowledge and skills required, and working conditions under which it is performed. Job facts are gathered, analyzed, and recorded as the job exists, but also as the job should exist for newly necessary jobs. The current need for a job analysis in NAWEC is to be conducted after the job has been designed, the worker has been trained, and the job is being performed.

Job analysis is performed on three occasions. First, it is done when the organization is founded and a job analysis program is initiated for the first time. Second, it is

performed when new jobs are created. Third, it is used when jobs are changed significantly as a result of new technology, methods, procedures, or systems. The majority of job analyses are performed because of changes in the nature of jobs. Job analysis information is used to prepare both job descriptions and job specifications.

4.2 Job Description

The job description is the document that provides information regarding the tasks, duties, and responsibilities of the job. The minimum acceptable qualifications that a person should possess in order to perform a particular job are contained in the job specification.

Information obtained through a conducted job analysis is crucial to the development of job descriptions. The job description is a document that states the tasks, duties, and responsibilities of the respective job. Job descriptions should be both relevant and accurate. They shall provide concise statements of what employees are expected to do on the job and indicate exactly what employees do, how they do it, and the conditions under which the duties are to be performed.

Among the items frequently included in a job description are:

- Major duties performed.
- Percentage of time devoted to each duty.
- Performance standards to be achieved.
- Working conditions and possible hazards.
- Number of employees performing the job and whom they report to.
- The machines and equipment used on the job.

The contents of the job description vary somewhat with the purpose for which it will be used.

4.3 Job Description Template

The following Picture 10 is showing the content of a comprehensive job description. Examples for job summaries and nature of work are provided in the Annex.

When We Perform Well In Our Company ...



... We Take Care For Our Gambian People

JOB DESCRIPTION

POSITION TITLE:		Position-Number:	
		Approved from:	
		Effective Date:	
		Revises:	
Department		Dept. Code:	
Section:		Sec. Code:	
Sub-Section:		Suc-Sec. Code:	

JOB SUMMARY:

NATURE OF WORK OR SPECIFIC TASKS:

-
-
-

QUALIFICATIONS:

-
-
-

Signature of Job holder		Date	
-------------------------	--	------	--

Picture 10: Job Description Template

The correct job description precisely reflects job content for the respective job holder. This orientation assures that the job holder has clear indications of what his/her job is about. It also guides the management towards a clear leadership in both hierarchical and professional issues.

5 Socio key qualifications

All judgements and recommendations made in this report should be understood as a supportive advice. They should not be evaluated as criticism of the Gambian culture and Gambian way of live. But only those who consider at least a minimum of successfully practised rules towards a functioning enterprise will go along the desired path of development.

The partial lack of issues like

- cleanness of workplaces,
- valuation and carefulness,
- punctuality,
- usage of working time,
- self confidence,
- self responsibility, and
- own initiative

may not be understood as arrogant criticism of the Gambian traditions and seen as an assault of NAWEC people met during the assessment. By no means has the Consultant had this in mind, but to neglect unacceptable circumstances as experienced in some situations will not lead towards the desired improvement of the enterprise.

With regard to **cleanness of workplaces** the observed practices are demanding a considerable change towards a different understanding. If only the Task Force is creating this cleanness success will be limited. The management of NAWEC must verbally encourage the NAWEC staff to adopt this understanding of rules in order to achieve certain sustainability. There is nowhere any doubt about the effect of cleanness on the readiness of performance. To work under clean and save conditions will contribute to an increase of performance on all levels of the organisation. And this is not limited to the management level of NAWEC, much more importance these issues have on the technical sites where NAWEC is acting (power plants, substations, storages, etc.).



Picture 11: Treatment of company value – destruction of company value

Achieving the calculated lifespan of an investment is one of the key factors of economical management and according managerial success. This can only be achieved by a **due valuation** of these investments, may that are transportation units, transformers, tools, or any other hardware necessary running the business. The opposite was experienced. The car park behind headquarter is an unacceptable example of neglected valuation of investment. And this has nothing to do with

sufficient or insufficient skill levels of responsible staff. This is only a case of guidance and readiness of superior staff. As long this treatment of company value is tolerated by the management NAWEC will not find out of budget constrains.



Picture 12: Cleanness is not an act of mystery

Punctuality and Usage of working time need to be reconsidered in the organisation. The NAWEC employees are engaged on the basis of a forty-hour-working time per week. Forty hours mean forty hours. And it does not mean forty hours presence, it means forty hours **working time**. The current practice is far away of this understanding. The majority of the employees favour the **presence definition** of working time. This means an average reduction of the working time of fifteen percent. Considering about 500 workers with a productivity of hundred Dalasi per hour this unacceptable definition of working time creates a loss of about 15,000,000 Dalasi per year. No further comment.

If an employee only waits for the command of his/her superior staff the performance level is limited to the commands quality given. But based on **self confidence** and **professional ability** in many cases an employee can go far beyond these restrictions defined by commands, and perform much more than expected. The NAWEC management should apply much more courage and give freedom to those who are ready to perform with this self confidence. This provision of freedom gives space to **own initiative**, and will lead to a higher job performance. But never tried, never experienced. Freedom does not mean to give up control, but control only is contra productive.

These remarks are not nice. The author is fully aware of that fact. But to hide unacceptable procedures and behaviour should not guide the NAWEC management in the near future. The way towards a competitive utility is only possible if some of the hurting suggestions will find an open ear.



The author is very much hoping that given recommendations and advice will be appreciated by each reader. In case of further support please contact me under the following address:

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