

# **PRINCIPLES OF STAFF TRAINING IN LABOUR ADMINISTRATION**

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## **FOREWARD**

Thailand has presently encountered several labour problems, such as strikes and accidents in various factories, causing a severe loss to the organizations concerned. It is inevitable that labor administration is becoming more and more critical in handling the situation. Consequently, government officials should be well trained in labour functions, whether they be administrators, inspectors, or any other specialists, for preventive measures as well as for a remedial actions.

This paper 'Principles of Staff Training in Labour Administration' was written with a purpose to serve as a guide for training officials in labour functions. However, it was not meant for Thailand only, but for all regional countries. Hence, it was in English. As it is already known that labour theories and labour functions were universal and only conditions or environments are different according to each country. Any organization which desires to utilize this paper should bear this in mind and adopt the theories to its own background.

As this paper was written within one month's time, it was impossible to include such a vast knowledge of labour administration here. In writing the course syllabus, the writer took the length of time for which participants could be released from their jobs as well as the particular duties of participants into account. The functions of management officials were different from those of labour officials. The programmes were therefore designed separately. Nevertheless, they were neither exhaustive nor inclusive. However, the writer hoped that this paper would have some benefits and could serve as a guide and a stimulus for further training in labour field, especially in Thailand.

## **IMPACT OF TRAINING IN LABOUR ADMINISTRATION**

### **Labour Administration and Its Functions**

Labour Administration has been defined by the ILO as the management of government's labour policy. Labour policy represents government's intention and action concerning people and their work as members of the work force. Labour policy

usually covers all questions regarding the preparation of people for work, the protection of wages, the improvement of conditions of work and life, and the promotion of good working relationships between workers and employers. Therefore, Labour Administration is the government's action to implement its labour policy.<sup>1</sup>

Labour Administration originated in the time of the industrial revolution in the 19th century when the governments were obliged to take remedial action against those social evils caused by the industrial system. Labour Administration has gone through many successive changes in industrialization. The original role of Labour Administration was to set labour standards under which labourers must work and see that they were enforced. Labour Administrations has now expanded to cover labour relations, development administration of social insurance and security measures. It also renders "skilled research and statistical services to supply the background information needed for policy making and legislation in the social field and the creation of employment service, including consolidation of all these activities within departments..... This evolution was accompanied by the increasing development and participation of workers' and employers' organizations". The effects of both world wars give rise to "the need for maximum mobilization of labour for production and the acceptance of "full employment" as a normal, necessary and major objective of policy.<sup>2</sup>

### **Functions of Labour Administration**

Regarding the functions of Labour Administration, the meeting of Experts listed the function of Labour Administration under three headings :-

- Labour Standards
- Labour Relation
- Employment

Report V (1) of the I.L.O conference (1976) summarized these functions as follows :-

**1. Labour Standards:** study and review of conditions of work and life and terms of employment; preparation of laws and regulations governing labour standards and procedures required to confer force of law upon collective agreements regulating similar standards, as the case may be; fixing minimum wages; promoting the improvement of conditions of work and life of workers whose status in law is not that of wage earners or salaried employees; enforcement of labour standards and administration of labour inspection services; supervision of occupational safety and health conditions at workplaces; promotion of safety-conscious collaboration between labour and management; educational programmes on questions affecting working conditions; operation or support of specialised research institutes; seeking better adaptation of work to man; developing legal provisions governing social security schemes; ensuring that such provisions are respected when adopted and sharing in the responsibility for the sound management of the institutions entrusted with the

administration thereof; analysing the data collected as a corollary of the performance of all these activities and making use of them in promotion of further social progress.

**2. Labour Relations:** most national systems of labour administration have special programmes aimed at the promotion of sound labour relations, promotion and support of collective bargaining, assistance in the settlement of labour disputes, providing advisory services to enterprises or employers' and workers' organizations, promoting effective consultation between public authorities and employers' and workers' organizations as well as between such organizations, devising ways of associating system of labour administration in processes aimed at augmenting the real incomes of workers and countering inflation.

**3. Employment :** activities related to the elaboration, implementation and evaluation of a national employment policy aimed at achieving full, productive and freely chosen employment extend beyond the sole system of labour administration, but involve the latter more and more. Although the appropriate institutional framework for the optimum performance of these activities is still being developed, many labour administration bodies in a considerable numbers of countries have been rapidly increasing their contribution in terms of planning or measures of adjustment and assistance, of training and employment services, of attending to the special employment problems of young or old people, women, migrants, temporary workers."

In October 1973 the ILO meeting of Experts on Labour Administration in Geneva headed its conclusion of the concepts and functions of Labour Administration as follows:—

- "1. The concept of Labour Administration should be interpreted in the broadest sense.
2. It should cover all activities undertaken by administrative bodies to assist the government in the elaboration, implementation, control and evaluation of labour policy, in the service of man.
3. It should cover the whole system of ministerial departments and public agencies which have been set up by national law and regulations to deal with labour matters, and the institutional framework for the coordination of their respective activities and for consultation with and participation by employers and workers and their respective organizations in the formulation of labour policy".<sup>3</sup>

In brief, Labour Administration is the management of working employees with the aim of safeguarding the employees from maltreatment by their employers and to avoid social injustice. Thus the role of Labour Administration is multifarious, encompassing the whole range of man's working systems.

To fulfill the above functions effectively, the Ministry Department of Labour must have well qualified officials who are not only capable of performing the above functions, but also possess personal attributes favourable towards all employees. Such a person is not easily found. People fresh from educational institutions may have knowledge of labour administration but, they do not have working experience, which makes it necessary to train them and to expose them to working opportunities and practical experience. Training, consequently, has come to help improve human resources for efficient work performance.

### **Role of Training in Labour Administration**

The term "administration" can be defined as getting things done through other people. Therefore, it is the responsibility of the administration to make people work in an acceptable way. People, upon entering an organization, are not equally capable, however, they can and must be trained. Training is thus considered to be a tool by which the administration provides skills, imparts knowledge, and changes the attitudes of all employees toward their work as well as helps them to solve their problems. In this sense, training is both preventive and corrective. People are trained to do their jobs well and their problems are on the way to being solved.

However, to have people qualify to do their jobs well is not enough; they must have an opportunity to move forward through their career ladders. Here, staff training plays an important role again. The purpose of training are twofolds to enable people to assume their responsibilities in an efficient manner, and to upgrade them for their advancement. All supervisors, in order to get their jobs done well through the cooperation of their people, must be obliged to instruct, to train, and to develop their own people. The more experienced subordinates they have, the better they can get their work accomplished. In other words, the supervisors can work at their most capability.

Any organization that has well-trained employees at all levels and positions, is deemed very fortunate because these people will help each other to work towards the ultimate goal of their organization.

Consequently, it is inevitable that staff training is indispensable in a human organization. Staff training is therefore the main issue of this paper.

The term "training" here means that any activities that help staff members to perform their duties with less mistakes, or to solve their problems, or to upgrade them. Training can be done in many ways, ranging from informal job instruction, taking leave from work for further studies, take an understudy to formal classroom instructions.

## **STAFF TRAINING IN LABOUR ADMINISTRATION**

As mentioned above, training is an impetus to all officials; Labour Administration has special characteristic which distinguishes it from other types of administration. It has to deal with three groups of people—the government, the employers and the employees. Training for them, therefore, is heavier than that for other administrators, they have to coordinate and integrate these three groups of people to work together harmoniously. There should be a training organization in charge of planning and implementing all training activities continuously and systematically every year. It should be coordinated to the functions of the ministry, its policies and objectives.

### **Training Organization**

The training organization is charged with the duties of formulating objectives, policies and plans of staff training and other activities in connection with training. Its organization can be arranged in many ways. One model is to divide training functions into sub units as follows :—

**Research :** This section is responsible for conducting a survey to determine training needs, both in administrative and technical aspects which in turn serves as a basis for drafting training programmes. At the same time, it is responsible for an evaluation of training programmes and follow-up. It also studies new developments in training techniques as well as in technology and serves as an information—resource center. A library should be set up. Documents and Consultancy Services are also included in this section.

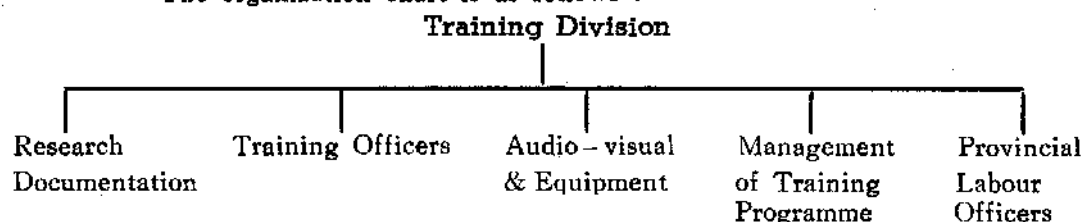
**Management of Training :** This section is responsible for all administrative arrangements necessary for the accomplishment of training. This includes housekeeping function to facilitate trainees, especially if residential training is established.

**Training Officers :** They are trainers whose duties are to conduct training. These officers should be grouped according to their specialized fields. They develop their lesson plans and work sheets as well as determine training techniques and audio—visual equipment. They study and introduce new developments, working closely with the research sections in drafting course curricula and giving advice.

**Audio-visual Equipment :** This unit is in charge of all audio—visual equipment, such as training films, charts, movie cameras and screens, microphones, film strips, tape recorder, and training room arrangement, etc. This section is responsible for maintenance of the machines so that they are available on call. The development of training films using the local language and local stories or incidents is under this unit.

**Provincial Labour Office :** This unit is in charge of all labour functions in rural sectors including all administrative supports as well as coordinating with other authorities whose works are related to labour functions.

The organization chart is as follows :-



As for the status of the organization, it should have equal status to other divisions, reporting directly to the top executive. It should be able to coordinate with other divisions and win their confidence.

The training organization should have an annual plan for training with budget allotted to each training programme. This budget should include remuneration for trainers by hours (in case outside trainers are invited) transportation cost, documentations, miscellaneous operating cost, the estimation of which must be in accordance with the standard financial procedure.

### **Selection of Training Staff**

When a programme exists, there must be personnel to implement it. The training organization is no exception. It needs to develop a strong training cadre in its organization, especially the trainers. To recruit from outside is rather difficult due to limited qualified trainers. It may have to use division chiefs in the Ministry of Labour to conduct training. However, these division chiefs may not know how to train nor have time to pay much attention to training. It is recommended that the training organization improve its own trainees by either sending them to take courses in training for trainers, organized by other organizations or conduct such a course in the division itself. The latter method seems feasible as the programme can relate training technique to labour functions. The disadvantage is that it may be costly to conduct training by itself in terms of limited numbers of training officers and the cost of hiring outside experts. But of course, if the division already has experts in training, they can train new-comers or their successors. Nevertheless, the training division must have qualified trainers who understand labour functions as well as techniques of presentation and local requirements as these people have to conduct training at the provincial levels or request provincial labour officers to come in for training from time to time, as the case may be.

The first job that the Training Division should therefore, do is to develop its own personnel. A training programme for training the trainers on Labour Administration consequently is organized, a model of which is shown at the end of this chapter.

**Selection of Participants :** The participants are generally divided into 2 main groups:- new recruits or new transfers and old staff members. There is no doubt that the new recruits must attend orientation and job induction before they can become full-fledged staff members. On the job training is also considered as one type of training for the new entrants.

For general staff members, training programmes are varied depending on their duties, their potential and their positions. For those who are heads of the working units, supervisory training and executive development should receive strong attention. Functional programmes and skill in performing various types of office work are for operating officers.

These people are trained in their areas of work so that they can perform their work quickly, correctly and conscientiously. They are appraised all the time when they work by their supervisors in collaboration with the personnel officers and the training officer in order to evaluate their potential so that further training can be organized for them for their future careers.

The number of trainers in each programme, usually should not exceed 25 with the exception of on the job training when a man is trained face to face with his trainer-supervisors. The result of limiting number of trainers is that while training, the trainers and trainees can have more opportunities to exchange ideas than in a programme which has too many participants.

However, the training officer should be careful in selecting the trainees. There is a tendency to have people who are not qualified for the training programme offered. Consequently, the training does not reach its objectives—there is activity but no work is accomplished. A standard qualification of the trainees should be set up and followed strictly.

**Training Programmes :** Prior to a programme, a survey of training needs must be conducted systematically. An analysis of the survey should answer two questions:- who should be trained and what training do these people need. The answers to these questions are the most important aspect of the total training process.

In trying to answer these questions, there are 3 kinds of analyses<sup>4</sup> that should be performed:-

**1. Organization analysis.** This type of analysis is a study of the entire organization—its objectives, its resources, the allocation of these resources in meeting its objectives, and the socio-economic-technological environment within which the organization exists. This kind of analysis helps answer the question of what is to be the subject of training in terms of broad content areas. As the environment is constantly changing, this analysis should be done continuously.

**2. Job Analysis** for training purpose is a study of jobs within an organization to define the specific content of training. It requires an orderly,

systematic collection of data about the job in detail—what tasks constitute a job, how they are to be performed and what behavior (skill, knowledge and attitudes) the job holder must have in order to perform certain specified tasks. In conducting the analysis, there are many ways of collecting the job information, such as:—

1. Observation—such as excessive tool breakage, failure to meet schedules, large numbers of grievances, frustration, severe accidents, many lockouts or strikes—all these incidents indicate training needs.

2. Management's request for training of employees.

3. Interviewing supervisors and top management personnel as well as employees to obtain information about job areas such as production, which they feel should be remedied by training.

The above methods are not exhaustive; there are many other ways to do job analysis.

In many organizations, there are already standard procedures for the employees to follow. Job analysis of these groups is not difficult. For managerial (overhead) positions, the nature of their work makes it extremely difficult, even impossible, to measure their work performance.

**3. Manpower analysis.** This type of analysis focus on the individual in a given position rather than on the work itself. It is necessary to determine whether these people perform their work below standard, whether they can be improved by training, or they should be transferred to do other jobs, job knowledge test, performance report, work samples and performance appraisal, etc. will lead to tailor made development programmes for particular groups of employees.

The above three analysis must be done continuously if training programme is to remain up-to-date and grow. Owing to constantly changes in the organization's life, a training programme must be reviewed and revised accordingly.<sup>5</sup>

**Training Objectives :** After obtaining all information necessary for building a training programme, the objective should be written out. Usually, there are 2 types of objectives—administrative and functional, according to which a training programme is designed. Nevertheless, no matter what kinds of objectives they are these objectives should be written clearly and specifically. They should be straight to the point and measurable. These objectives serve as a basis for building a programme and serve as a measuring device to measure and evaluate the programme against the objectives and expenditures at the end of training.

**Selection of Techniques :** There are many techniques that can be adopted. Some techniques is appropriate only on or off the job training, while some are suitable to both types of training.

**Orientation training :** one kind of “off the job training” for a new entrant, it is necessary to give orientation training in order to acquaint him



with new colleagues, new environment, and job requirements. Normally, he is enthusiastic to new environment and the first impression when he reports to work is always significant towards his working experience. Orientation training plus some instruction on the job, sometimes are all the training that is necessary.

**On the job training :** This is the most practical type of training as it does not require extra space or equipment. The trainee does and learns the job at the same time at his work place under close supervision of the trainer. He does the work precisely as if he is expected to do after the end of training period. He is associated also with the same persons he will work with after training. For on the job training, one must be careful not to regard production as priority of training. There are many instances that the trainee's supervisor forgets the purpose of such training and concentrate on maximising production. Training, then becomes secondary function.

**Off the Job Training :** This type of training is somewhat similar to a classroom learning when a man is released from his present job for a certain period to attend certain training programme with an aim to improve his skill, knowledge, to solve problems or to change his attitudes. The length of the programme is varied from a few days to a few months and the course may be taught by professional personnel within the organization or by experts from outside institutions.

Besides the training programmes on Labour Administration, there are many types of skill training which should receive attention, such as skill in completing administrative forms, skill in communicating, records management, information systems etc.

The advantages of off the job training is that it relieves the trainees from the pressure of their actual duties, thus full attention to training can be attained. It additionally encourages their thinking, motivates them to self development, help them to get acquainted with each other, thereby getting coordination and helping to strengthen their morale.

The major disadvantage is that it is hard to incorporate materials that will facilitate transfer of learning and the programme so arranged does not meet the requirement of all trainees. Some can benefit from the principles learned, while some find the application difficult.

Labour administration does not end only at the negotiation and the settlement of disputes, but takes full responsibility for finding jobs for the unemployed. It is needless to say how peaceful the nation will become once there is full employment with reasonable income commensurate with the prevailing cost of living.

To be able to discharge their duties effectively, these labour officers should receive training in all fields of labour administration as well as in other disciplines which are necessary for these officers to know in order to discharge their duties fully.

Training programmes for new entrants and experienced officers should not be the same. A training programme for newcomers, besides orientation and induction, should include general intensive knowledge of their specific duties; however for old and experienced officials, the emphasis of training should be on problem-solving.

Additionally, for inspectors' training, as there are many types of inspectors, such as general law inspectors, factory inspectors, and wage inspectors, a question comes up as to whether these 3 groups of inspectors should be trained together in one training programme. The problem of getting the above special inspectors such as engineers and doctors to accept training is another crucial point. The difficulty in recruiting these people is reinforced by a professional attitude towards training.

Moreover, a lack of trained professional labour officials makes it difficult to establish a continuous training system, without which the enforcement of legal requirements will be weakened.

Suffice it to say that for new entrants, a training programme for experienced officers will have to assess their needs to ascertain what problems can be solved by training, whether it be functional or skill.

The rest of this paper is devoted to training programmes for the above functions. A programme for trainers will be dealt with first, then followed by an orientation course with the exception of job induction because as the name implies, it is concerned with their day to day duties which are not exactly the same in every organization. Each agency will have its own programme based on its existing jobs.

Proposed training programmes for the three functions are followed by programmes on administrative support and management training for high level officers as well as a seminar for experienced officers.

Training programmes must take into account the aims and functions of labour administration, etc., as well as their needs; such training should be arranged continuously all year round with an annual budget allotted to each programme.

When both employers and employees understand each other, the two groups will work cooperatively towards high and efficient economic productivity, thus benefitting the welfare of the population as a whole and contributing to the overall national development.

### **TRAINING PROGRAMMES**

The following training programmes are organized on the assumption that the target populations have received job induction. The training programmes so introduced can be considered post training. After these basic courses, advanced programmes should be initiated.

### **Training Programme on Training for Trainers on Labour Administration**

- Objectives :**
1. To provide the participants with concept, principles and techniques of training
  2. To enable the participants, upon completion of the course, to organize a training programme and conduct training in labour administration

**Course Contents :** Education and Training, Principles of learning, concept and objectives of training, training functions, labour administration, techniques of presentation.

**Course Syllabi :**

1. Theory of Labour Administration and its functions

Definition of Education and Training

Principles of learning and application

Objectives of training

Training function and types of training

Identification of training needs

Research and statistics in relation to training

Writing objectives

Curriculum building and lesson plan development

Techniques of presentation :

Lecture, simulation, programmed instruction,

in - basket, sensitivity training, job instruction, etc.

Audio - visual aids

2. Practice

Each participant will have to design a training topic in labour administration along with his lesson plan, then demonstrate his training abilities over a specific period. The audience and his instructor will comment and evaluate his performance. Sometimes a video tape record is used for further self-evaluation.

### **Orientation on Labour Administration**

**Objectives :** To give new officers and understanding of functions of the Labour Administration, in order that they can perform their duties effectively.

**Course Content :** Policies, objectives, programmes, functions, and organizational structure, basic laws and policies affecting labour operations, and the relationship of their job to the overall organization, civil service rules, regulations, obligations and benefits.

- Course Syllabi :**
1. Historical background of labour administration.
  2. Duties and responsibilities of employment service, officer, labour relations officer and inspector.
  3. Civil service rules, regulations, obligations and benefits.
  4. Concept, objective and policy of labour administration.
  5. Concept, objective and policy of different functions.
  6. Relationship of different functions.
  7. Public Relations.

**Methods of Presentations :**

Lectures, observation tour to different working units

**Training Programme on Labour Standard**

- Objectives :**
1. To increase skills in labour standard, thus reinforcing their abilities in discharging their duties effectively.
  2. To up-date their knowledge on new development of labour standard.

**Course Content :** Labour policy, labour legislation, functions of labour law, standard formulation, tripartite participation, modern concepts and new inspection techniques and its application, advising system, wage theories.

**Course Syllabi :**

1. Concept and approaches to labour standard
  - Labour policy, labour legislation
  - Labour law and its various functions (protection, institutionalization, etc.)
  - Labour standard and formulation through different bodies.
  - Role of labour law in national development.
  - Wage theories and implementation.
2. Duties and Responsibilities of labour inspectors
  - Qualification of labour inspector
  - Professional training
  - Power and authority
  - Status
  - Leadership
3. Techniques
  - Types of Inspection
  - Inspection techniques
  - Accident and Strike prevention
  - Getting cooperation
  - Art of Persuasion

- Bargaining machinery
- Survey techniques
- Interviewing techniques
- Organization and conduct of meeting
- Reporting system
- Counselling and advising
- Industrial psychology
- Wage theories and problems
- 4. Problem-Solving
  - Problems in discharging inspection duties
  - Organization
  - Functions
  - Advisory and promotional role
  - Resource limitation and effectiveness
  - Problem solving techniques-quantitatively and qualitatively.
- 5. Research Methodology in relation to labour administration
- 6. Labour Inspection in perspective

**Methods of Presentation :**

Lecture, discussion, simulation techniques.

**Training Programme on Labour Relations**

**Objectives :**

1. To reacquaint the participants with the basic principles and essential elements of labour relations
2. To increase skills in labour relations services
3. To introduce new development relating to labour relations

**Course Content :**

Basic principles, common feature of national systems, collective bargaining, conciliation, disputes, negotiation for change, labour management relations,

**Course Syllabi :**

1. Labour Relations, trend and development
  - Concept of labour relations and its significance
  - Knowledge of labour law and application
  - Policy and objectives of labour relations
  - Principles of labour relations
  - Wage theories
  - Technological development and innovations .
2. Labour relations officers
  - Duties and responsibilities
  - Qualification
  - Power and status
  - Labour-management relations
  - Labour relation officers as change agents

### 3. Techniques

- Trade Unions
- Legalized Collective Bargaining
  - social justice
  - economic development
  - wage and productivity
- Leadership
- Handling grievances
- Handling Disputes
- Strike prevention through mediation, arbitration and conciliation, procedures and techniques
- Organize and conduct of meetings
- Survey and studies
- Report analysis and Report writing
- Psychology of work behaviour
- Public speaking
- Managing changes
- Research methodology
- Wage theories and problems

#### Methods of Presentation :

Lecture, simulation techniques, discussion of problems in each topic. Practices in settling disputes are encouraged.

**Note :** Training courses for labour inspectors and labour relations officers are quite similar with discrepancies only in the techniques of their specialized fields. However, there are many topics to which both types of officers should be exposed. A joint programme in this respect can be organised.

Moreover, conducting research in their respective fields is inevitable, therefore, both technical officers not only perform their traditional roles, but also should conduct research studies as well. This function is beneficial to their work performance and for their future careers.

### Training Programme on Employment Services

#### Objectives :

1. To introduce modern concept and approach to labour functions.
2. To increase skill in rendering employment services.
3. To be able to forecast and project labour demand.
4. To be able to formulate and development of employment.

#### Course Content :

Employment policy, objectives and functions of employment service, problems of implementation labour market information system, economic analysis, labour projection, employment creation, private employment agencies, extension of employment service and wage theories.

**Course Syllabi :**

1. Employment Policy and objectives
  - Employment service implementation
  - Economic analysis
  - Survey of labour market
  - Market information system and statistics
  - Forecasting and manpower planning
  - Employment creation and promotion
  - Measures to meet fluctuation in employment
  - Special categories of workers—handicapped, child, woman
  - Wage theories
  - Private employment agencies
  - Psychology of work behaviour
  - Leadership
2. Techniques
  - Notification of vacancies
  - Registration
  - Employment interview
  - Employment and Psychological tests
  - Vocational guidance and training
  - Public contact

**Methods of Presentation :**

Lectures, discussions and practices.

**Training Programme on Administrative Work of Labour Administration**

- Objectives :**
1. To increase skills in handling paper work of Labour Administration.
  2. To develop working attitudes and job improvement.

**Course Content :** Records storage and retrieval, statistics and information analysis, reporting system, form design, basic accounting and cost accounting.

**Course Syllabi :**

1. Paper works in labour administration and its significance.
2. Establishment of records filling system
3. Reporting System
4. Principles and techniques of form design
5. Budgeting and accounting
6. Materials management
7. Work Simplification
  - Work Distribution
  - Flow Process
  - Office Layout
  - Motions Study

**Methods of Presentation :**

Lectures, exercises and discussions

**Note :** This course can be combined with technical training programmes or organised separately. Normally, there is an auxiliary unit in charge of these functions, hence, allowing the technical officers to concentrate fully on their duties.

However, it is considered feasible for the labour officers to know these administrative supports. There is a time problem in this regard because if these functions are included in the particular technical course, the duration of the programme will have to be extended. These officers will find it hard to absent themselves completely from their duties to attend the course. The training manager should weigh this subject carefully while programming the course.

**Supervisory Training for Labour Administrators**

**Objectives :**

1. To give knowledge on general supervision
2. To increase supervisory skills
3. To make participants aware of management techniques and their application to labour administration.

**Course Content :** Supervisory functions, technological and social changes, motivation to work, leadership and developing organization teamwork, decision-making and problem solving.

**Course Syllabi :**

1. Duties and Responsibilities of Labour Administrators
2. Planning
3. Organising
4. Directing
5. Communicating
6. Coordinating
7. Controlling
8. Managing changes
9. Motivating
10. Leadership
11. Developing teamwork
12. Decision-making and Problem-solving

**Method of Presentations :**

Discussion, simulation techniques and syndicate.

After undergoing these basic courses, the labour officers should attend more advanced courses in their respective fields. These courses are varied, depending on the objectives of the programmes,



**The Executive Development Seminar** is arranged for senior officials with a view to acquainting them with modern developments, thus enabling them to make more effective decisions on labour affairs. The course can be designed to equip them with modern management or modern labour functions, or a combination of these.

**Problem Solving Workshop.** This type of training is meant to strengthen labour officers' ability in work performance. The organization of the course should centre around problems that they encounter in every day work. Following is an example of the course design :

1. Identification of problems
2. Selection of problems to be solved
3. Group – work on problem – solving
4. Solutions and Recommendations

**Human Relations Training :** Its objective is

1. to assist the administrations and labour officers to be aware of the human side of the working atmosphere;
2. to enable them to appraise themselves as leaders
3. to equip them ----- to motivate people to work and gain cooperation from all concerned.

Course Syllabi should be built around :-

1. Motivation and Productivity
  - Needs Hierarchy theory
  - Instrumentality theory
  - Reinforcement theory
  - Balance theory
  - Theory X and Theory Y
2. Cultural Issues and Changes
3. Leadership Climate
  - Leadership models
  - Leader – member relations
4. Methods of measuring job satisfaction and work performance
  - Job attitude, effort and performance
  - Development of measuring devices

**Notes :** In designing the above programmes, there are a number of factors to be considered.

#### 1. Duration of the programmes :

Some programmes require many training days, though many participants cannot afford to be absent from work for so long. In such cases, the courses should be broken down into small units or designed as a package, so that the participants can arrange their time to attend the programme.

## **2. Systematic training programme :**

The training division should work closely with the personnel division; employee performance appraisal should be carried out so that training courses can be designed to correspond to the training needs. Also, the training courses should be designed on an annual basis, keeping records of those officials who have already passed certain courses and will have to take the advanced course. Systematic arrangement of training will, thus, enhance the officials' career development.

## **3. Background of Labour Administration :**

Only in the orientation course is the historical background of labour administration included. It is felt that such knowledge can be obtained outside the training room because it does not contribute directly to work efficiency, therefore only practical subjects are recommended. The training programme is flexible and can be changed according to the convenience of all and the felt needs.

## **4. Documentation :**

Ideally, any training programme should have lists of books or references, but here, this subject has been omitted for brevity.

## **5. Training on management :**

This course is designed for those labour officers who are chiefs of units. Being experienced in labour functions alone is not enough to make a good administrator, as these two fields of work are entirely different. It is argued that administrative techniques can be learned while on the job and need not entail formal training though knowledge of labour must be acquired through study. It is felt that this is not fair, that the art of administration is similar to other disciplines which can be learned systematically. A supervisory training programme is therefore included here as well as the seminar on executive development, and a workshop on management problems. Again, the courses offered here are not exhaustive. The programme can be arranged in as many ways as desired.

As mentioned earlier, staff training is dynamic due to many reasons :

People always come and go. New personnel and transfers must be trained, either for purposes of orientation, updating or solving problems.

A rapid increase in technology makes labour officers, like other officers, more alert and receptive to these changes.

As labour functions encompass nearly all activities performed by human beings, the labour officer, to be effective, needs to be omnisapient.

Lastly, needs of labour officials who can be trained, as well as organizational needs, are varied and always changing.

With the above reasons in view, training programmes vary depending on the requirements of the organization. It is not possible for this paper to design training programmes on all disciplines which the training officials should know. The programmes mentioned in this paper are only examples of those which labour officials should take. The programme contents can be changed, redesigned or adapted.

In addition, the International Centre for Advanced Technical and Vocational Training (Turin) has prepared a working paper on "Tentative outline of a High Level International Training Programme in Labour Administration, including Modern Management Techniques, and Training of Trainers Methodology". This paper seems to cover the whole gamut of knowledge for training officials. The writer, therefore, feels that it should not be duplicated and wishes to recommend it to those interested in the subject.

### FOOTNOTES

1. Chandravithun, Nikom, *Papers on Labour Administrative, Concept, Role, Function & Organization*, UN, ILO - ARPLA, p. 1
2. Paper written by Mr. D. Fraser, ARPLA Expert, 1978
3. Labour Administration : Role Functions and Organization : Report V (1) ILO, Geneva, p. 6
4. Bass, Bernard M. & James A Vaughan, *Training in Industry*, Tavistock Publications, Ltd., London, pp. 77 - 83
5. Ibid, Base & Vaughan, pp. 76 - 84