

SECOND LEGISLATIVE COUNCIL

UNDER THE

BRITISH GUIANA (CONSTITUTION) (TEMPORARY PROVISION)
ORDER-IN-COUNCIL, 1953 AND 1956.

FOURTH SESSION

1961.

**GOVERNMENT'S POLICY REGARDING GUIANISATION OF
THE PUBLIC SERVICE AND THE RELATED TRAINING
OF OFFICERS.****Presented by the Financial Secretary**

MAY, 1961.

From the earliest times, virtually all "junior" posts in the British Guiana Civil Service, that is to say, all posts in the junior administrative, executive, clerical and technical grades, have been filled by officers of local origin. The localisation of the Public Service through the recruitment and promotion of Guianese officers, which has lately become known as the Guianisation of the Public Service, refers therefore to the senior administrative, executive, professional and technical posts in the Public Service. At the 31st December, 1960, there were 824 such posts and of this number 122 were occupied by non-Guianese, most of whom were engaged in the scientific grades. 68 were engaged on contract and 54 on permanent and pensionable terms; of this latter number 7 were West Indians.

2. Guianisation of the Public Service means, therefore, the replacement of the expatriate element in the higher levels of the British Guiana Public Service by local candidates possessing the requisite qualification and experience.

3. The question of Guianisation has been receiving Government's attention for a number of years now, and when the subject was debated in the Legislative Council as far back as November, 1956, the then Chief Secretary explained that the motion under consideration was really no more than a formal enunciation of principles that had been enunciated before and accepted as a policy of the Government for some time past. In the course of that debate the Chief Secretary said, *inter alia*:

"As far back as February of last year I had a Press Conference when I made a statement about filling vacancies in the Public Service; with your permission I would like to repeat that statement. I quote from it because I would like it to be on the records of this Council, as I think it can stand today. This is what I said then:

'Recruitment to the Public Service of British Guiana rests upon the general principle that first consideration will be given to candidates of local origin who possess the requisite qualification and experience. When no suitably experienced local candidate is forthcoming, consideration is given to the possibility of filling the posts from the other British Caribbean territories. Only when the vacancy cannot be suitably filled from the Caribbean area is an appointment made from outside. Promotion within the British Guiana Civil Service is governed by the criteria of qualification, experience and merit'.

"That is really in other words saying what the motion says, but I must add one or two points of interpretation. The first one is that this phrase "requisite qualification and experience" must be broadly interpreted. It cannot be applied solely to academic and professional qualifications. Things such as personality, record and character must also be taken into account. If by "requisite qualification and experience" one means that, as I hope one does, and as I understand from the Hon. Mover, Mr. Lee, that he means, then we all understand each other.

I am sure that Hon. Members of Council would agree that particularly in respect of what one may call "key posts" the Governor or the Secretary

of State for the Colonies, as the case may be, must get the best man for the job. It is not necessarily good enough to select somebody who gets by with the bare minimum qualification but is not as good as someone else available who can do the job much better. I do not think anything like a "closed shop" in which this service should be entirely a Guianese Service would be in the best interest of the country or in the best interest of the officers. Some interchange of officers with other territories is, of course, a good thing in both ways. It gives this country the benefit of the experience of officers of other territories gained elsewhere and it also gives our own Guianese officers the opportunity of broadening their experience and not only giving the benefit of their Guianese training and experience to other territories but, perhaps, coming back at a later day in a more senior post much better fitted for a senior appointment here. If you are going to have that movement to and fro, there must be nothing like a Government Service for Guianese and no one else.

I must make one other point which I think ought to be made, and that is, when a promotion is to be made from within the Service the best man in the Service must get the job. It would not be right if a non-Guianese officer already in the service, who happens to be senior or more efficient, or better qualified for promotion, is to be passed over by a Guianese officer simply because he is not a Guianese. I do not think any Member of this Council would say that this Resolution is to be interpreted like that. Now and for some time to come the Service will need overseas officers. We just have not got a sufficient number of qualified Guianese in certain professional grades, particularly engineers, agricultural officers, forestry officers, geologists. We just have not got them to fill posts available and, therefore we must rely to some extent on overseas officers to do the job. If we are going to have overseas officers here, we must give them a square deal. No overseas officer is going to come here and make a career in the British Guiana Service, if he is going to be crowded out for promotion by what he would regard as unfair competition. All things being equal, Guianese will get the jobs. If there are two candidates for a job in the Service — one a Guianese and the other a non-Guianese — the better man ought to get the job. That is the way I look at this Resolution, and that is the way, I hope, hon. Members would look at it."

4. An examination of the Hansard of that debate reveals that the Chief Secretary's explanation of the then existing policy was not challenged in the Legislative Council.

5. However, implicit in that policy was the idea that there should be no diminution in standards in order to accelerate the recruitment and promotion of local candidates and officers for and in the Public Service. The Government is convinced that while the speedy and complete Guianisation of the Public Service is the objective, it is imperative that the existing standards of efficiency in the Public Service should at least be maintained, and that no material impairment of that efficiency would be desirable or even acceptable. Nor is it unaware of the limitations of this country's ability to attract the best qualified staff in those sectors of the Public Service where it is most needed, but in which categories there is a world-wide shortage. With these considerations in mind, the Government has, therefore, in the administration of its policy of Guianisation, accepted the principle that in all cases where there is a Guianese officer who possesses the formal academic qualifications and who is the best Guianese candidate offering, but who lacks the requisite experience for appointment to the highest administrative or professional post, such an officer should be appointed forthwith to that post if it were reasonably certain that he was likely to develop and acquire the right qualities and attributes required for the job within a short time. There is, of course, the danger that too rapid Guianisation of "key" posts might dilute the standards in that a newly appointed Guianese officer might not — at least initially — receive the quality of assistance from his immediate junior — because of the latter's lack of experience — such as he himself was wont to give or to be expected to give to his erstwhile immediate superior. But this temporary dilution of standards is a hazard which has come to be recognised as unavoidable and transitory in other territories.

6. Another aspect of this question of standards is whether the present standards, often set against an expatriate background, are essential for the present needs, and whether the qualifications required for appointment could not be varied without serious detriment to efficiency. This matter is receiving Government's careful and constant attention. As opportunity offers, that is to say, as

vacancies arise, a careful review is undertaken of the qualifications and/or experience required for each post, and if the formal qualifications for a post are found to be "pitched" too high in relation to the immediate and prospective needs, then lower standards are fixed.

7. As explained in paragraph 3 above, only when no suitably qualified local or West Indian candidate is forthcoming is consideration given to the question of filling a vacancy from outside. In such cases, the Government's policy in recent years has been to offer, wherever possible, outside candidates appointment on contract terms, renewable if necessary, until suitable local candidates can be trained for appointment.

8. In so far as recruitment to the Public Service is concerned, every effort is made to ensure that the claim of no suitably qualified candidate of local or West Indian origin who is willing to serve in the British Guiana Public Service is overlooked. In establishing the machinery for local recruitment, particular attention is paid to the arrangements for considering local or West Indian candidates who are studying or working overseas, especially in the United Kingdom, Canada and the United States. All vacancies other than those which are intended to be filled by in-service officers, are notified to the Registrar of the U.C.W.I., and the Students' Liaison Officers in the United Kingdom, Canada and the U.S.A. They are asked to get in touch with candidates who might be qualified and interested, and if it becomes necessary for such candidates to be interviewed, with a view to determining their suitability for appointment, this Government would reimburse the candidates to the extent of paying their actual travelling expenses for the purpose together with a reasonable amount to cover any necessary boarding and lodging expenses.

9. The extent to which this Government has vigorously pursued its Guianisation policy over the years can perhaps be best illustrated by reference to the proportion of senior posts held by non-Guianese. In so far as the top posts, i.e. Heads and Deputy Heads of Departments (including Heads of the major sub-departments) are concerned, in 1956 out of a total of 66 such posts, 31 or approximately 47% were filled by non-Guianese; in 1960 — in the short space of five (5) years — during which the number of top posts had risen by more than 26% from 66 to 83 — the number of non-Guianese (14, of whom 2 were on contract and one on secondment) holding such posts had fallen to 17%.

10. In 1955 out of a total of 375 posts carrying salary in a grade the maximum of which was \$4,560 per annum and over, 99 were held by non-Guianese i.e. 26%; in 1956 out of a total of 438 such posts, 106 or 24% were filled by non-Guianese. Between 1956 and 1960, the number of posts in the Public Service carrying salary on a grade the maximum of which was \$4,560 per annum and over had nearly doubled, but despite this very considerable expansion, out of a total of 824 posts only 122 or 15% were held by non-Guianese. Of this number, 13 were West Indians, and 68 on contract appointments. As may be expected, the higher professional and technical posts in the Agriculture, Drainage and Irrigation, Medical, Public Works and Geological Departments accounted for the bulk of the non-Guianese element.

11. A more positive approach to the question of Guianisation would be difficult to formulate. The problem is essentially one of producing more local fully qualified candidates to fill posts at all levels in the Public Service. This, in turn, means an intensive training programme, and the Government, recognising the importance of this, has been pursuing for some years now, a training policy described by Mr. E. Mills, C.B.E., in his "Report of Investigation into the Public Service, 1953", as "enlightened and not ungenerous", and aimed broadly at providing opportunities:—

- (a) for suitably qualified Guianese to equip themselves for senior professional and technical appointments in the local service; and
- (b) for serving officers to increase their efficiency and broaden their outlook in order to assume greater responsibilities in the Service.

12. Government's training policy originated in the mid-1940's with the Government's ready acceptance of, and participation to the fullest possible extent in:

- (i) the Nuffield scheme for providing scholarships over a period of three years from 1944 to enable promising officers of local origin in subordinate grades of the Civil Services of Overseas territories, to qualify for promotion to posts of higher responsibilities;

(ii) The Colonial Development and Welfare West Indian Medical Scholarship Scheme which was approved in 1944 to provide for training a number of doctors over a period of years in order to alleviate the serious shortage of Medical Officers then existing locally and in West Indian territories.

13. The hope was expressed that the Nuffield scheme would form the basis of a permanent and expanding arrangement for the provision of similar scholarships from public funds, and that the widest possible extension of the opportunities for Colonial residents to equip themselves for positions of administrative and technical responsibility should form an essential part of plans for the re-organisation and improvement of the public services in Colonial territories; also, that encouragement of Colonial peoples to qualify for the staffing of the Government services was a necessary corollary of the wider objectives of self-government in Colonial territories.

14. Accordingly, provision of £1 mn. was made under the Colonial Development and Welfare Act, 1945, to finance a scheme for the grant of pre-selection scholarships to Colonial students over a period of 10 years from 1946 to enable men or women either within the subordinate grades of the public service, or not yet appointed to the service, to qualify for the higher grades. On the expiration in 1956 of this scheme, a further Colonial Development and Welfare grant of £30,000 was approved to provide further scholarships over the period 1956 — 1958 to enable residents in the Caribbean territories to obtain professional and technical qualifications. This Government made full use of its allocations under these schemes.

15. A total of 26 awards was made to local candidates under the four schemes as detailed hereunder.

Source and Subject	Number of Awards
A) Nuffield Foundation	
Medicine	1
Agriculture	1
B) West Indian Medical Scholarships	
Medicine	8
C) £ 1 mn. C.D. & W. Empire Scholarship Scheme	
Agriculture	2
Teaching (Q.C. & B.H.S.)	5
Domestic Science	1
Forestry	1
D) *West Indies Scholarship Scheme	
Teaching (B.H.S.)	2
Telecoms. Engineering	1
Agriculture	2
Radiography	1
Dietetics	1

* Six (6) awards are still to be completed.

16. In order to supplement the facilities offered from the above-mentioned sources, the Government began in 1946 to make available from local resources scholarships specifically designed to enable local candidates to qualify for appointment or promotion to higher posts in the Service, but as explained in paragraph 37 below, the Scholarship Scheme has now been discontinued. By the end of 1952, twelve such scholarships had been provided from local funds. Of these, six were awarded as "Victory" Scholarships in the field of Engineering over the period 1948 — 1952. In 1952, the Conditional Scholarship Scheme was accelerated and was continued and developed until 1960 within the limit of the funds provided for the purpose and of the number of suitably qualified candidates hitherto available for selection as scholarship material. As shown in the Statement attached as Appendix I a total of 107 conditional scholarships was awarded from local funds since 1946.

17. The development of in-service training with the object stated at paragraph 11 above has proceeded simultaneously with preselection training for appointment in the Service. The Central Allocation for training under the Colonial Development and Welfare Act of 1945 included provision of £1,500,000 for a scheme — the Colonial Service Training Scheme D. 695 — under which the following courses have been organised by the Colonial Office annually since 1947 for the benefit of serving officers nominated by the various territories:—

- (a) Overseas Services Training Course "B" (formerly Second Devonshire Course) (37).
- (b) Overseas Service Labour Officers Course (14)
- (c) Senior and Junior Police Officers Course at the Police College, Ryton-on-Dunsmore (20).
- (d) Police Service Course for Cadets and Subordinate Officers — Training for Gazetted Rank (15).
- (e) Course at the Overseas Income Tax Office (8).
- (f) Postgraduate Course at Oxford for Assistant Conservators of Forests (4).
- (g) Queen Elizabeth Nursing Service Courses (2).
- (h) Overseas Ward Sisters Course (7).

(The figures in brackets indicate the number of officers from British Guiana who have attended these courses).

18. In 1949, a grant of £100,000 was approved under the West Indies General Colonial Development and Welfare Allocation for the scheme — (the West Indies Training Scheme) to provide study leave and refresher courses up to 18 months duration for public officers in the area. This scheme lasted until 1956 and was then extended for a further two years. The cost of awards made annually to Guianese officers under this Scheme amounted to \$12,000 (£2,500) approximately and the training provided covered a variety of subjects as shown in Appendix II.

APPENDIX
II.

19. In addition, many other grants under various Colonial Development and Welfare Schemes were approved between 1944 and 1949 to afford serving officers and even persons outside the Service opportunities for training both locally and abroad. Among such schemes was one under which six Surveyors of the Lands and Mines Department were trained at the University of Toronto, Canada, and another under which eighteen nurses were sent to the United Kingdom to qualify for registration as State Nurses and Midwives.

20. Until 1953, the opportunities for local officers to be provided with courses of training and attachments overseas were largely the result of grants, obtained under various Colonial Development and Welfare training schemes. Since then a progressively increasing sum from local funds has been allocated every year to meet a large and varied number of such courses, lasting in some cases up to three years, arranged to suit particular specialised departmental requirements. A list showing numbers of officers from various Departments who attended in-service courses abroad between 1950 and 1960 is attached as Appendix III.

APPENDIX
III.

21. The annual average cost of scholarships and training courses between 1944 and 1953 was \$64,000 inclusive of grants from Colonial Development and Welfare funds. In 1954, the provision to finance the training programme was \$171,000; in 1955, \$177,000; and 1956, \$199,600. Expenditure from local funds in 1957, 1958, and 1959 for scholarships and in-service courses was \$212,519, \$257,652 and \$237,137 respectively; of the last amount \$26,000 was earmarked for teacher training. The voted provision for 1960 was \$195,000 and for 1961 also \$195,000. As explained in paragraph 37 however, conditional scholarships will no longer be awarded.

22. Besides providing financial assistance to or sponsoring officers for training courses, the Government has, for a long time, been pursuing a policy of granting extended study leave to enable officers to undertake approved study leave courses on their own resources. A large number of officers have had advantage of this concession for periods of up to 3 years with or without pay, and many of them (particularly medical officers) have been able by this means to obtain qualifications necessary for appointment to technical, professional or specialist posts.

23. The scholarships and training courses mentioned in paragraph 21 do not include those awards which carry no obligation to return to the Colony and/

or join the Government Service, e.g. the Guiana Scholarships, and scholarships and bursaries to the University College of the West Indies.

24. Government has made and is making the maximum use of every available source of value, apart from its own revenues provided for the purpose for obtaining training for Guianese. Following on the encouragement given by the Nuffield Foundation and Colonial Development and Welfare Act, Government has taken and is continuing to take positive steps to ensure that local officers are trained to assume posts up to and including the highest grades of the Public Service. Much of the training being provided is to assist officers to acquire specific qualifications which, while essential for their initial appointment to professional or technical posts, should, when coupled with experience and other factors, also enable them to advance eventually to the highest possible posts in their particular fields of work.

25. Whenever suitably qualified local officers were available, no opportunity was lost to put forward their claims for training awards under programmes sponsored by international or other organisations which offer assistance to territories such as British Guiana. Scholarships and Fellowships have been obtained from the United Nations and its specialised agencies as follows.

		Country in which award was tenable	Year
(a) Scholarships :			
Social Welfare (1)	United States of America	1952
(b) Fellowships:			
Auditing and Government Accounting Techniques (2)	Canada	1952
W.H.O. Fellowship (1)	Canada	1952
Administration — North American Indians (1)	Canada	1953
F.A.O. Fellowship — Fisheries (1)	Middle and Far East	1953
Auditing and Government Accounting Techniques (1)	Canada	1953
Organisation and Management of Public Offices (1)	Canada	1954
F.A.O. Co-operative Workshop (4)	Puerto Rico	1954
W.H.O. Fellowship in Vital Statistics (1)	Jamaica	1954
Economic Development — Water Resources (1)	India	1955
Public Administration Taxation (1)	Canada	1956
W.H.O. Fellowship in Bacteriology (1)	United States of America	1956
Social Welfare — Prevention and Treatment of Delinquency (1)	United States of America	1957
F.A.O. Fellowship in Agriculture Co-operative (1)	do.	1957
W.H.O. Fellowship — Treatment and Control of Leprosy (1) and Rabies (2)	Central America & Venezuela	1957 & 1958
F.A.O. Fellowship in Home Economics (1)	United States of America	1958
W.H.O. Fellowship — Environ- mental Control (4)	United States of America	1959
Malariology (1)	Puerto Rico	1959
Laboratory Services (2)	United States of America	1959
W.H.O. Fellowship in Health Education (1)	United States of America	1960
W.H.O. Fellowship in Public Health Engineering (1)	United States of America	1960
W.H.O. Fellowship Laboratory Services (2)	United States of America	1960

(b) Fellowships	Country in which award was tenable	Year
W.H.O. Fellowship in Statistics Coding and Classification of causes of Death (1)	University College of the West Indies	1960
U.N. Fellowship in Study of Bio-statistics (1)	Geneva	1960
W.H.O. Fellowship in Ground Water Development (1)	United States of America	1960
U.N. Fellowship in Community Development (1)	Ghana & India	1960
W.H.O. Fellowship in Public Health Nursing (1)	United States of America	1960

(The figures in brackets indicate the number of officers who benefited from these courses).

26. The Government has also been receiving invaluable assistance from the United States International Co-operation Administration which has provided overseas training courses for over 120 officers for the period 1954—1960 in various fields of study including a one-year course in Auditing which was attended by two officers. In addition, I.C.A. assistance has also been obtained in connection with Government sponsored locally run courses for the training of surveyors. In 1954 — 1955, 46 Surveyor trainees benefited from such a course, and during 1960, I.C.A. provided a high level expert lecturer (Dr. W. Kampt) to assist the Technical Institute in running a special one-year course for the training of 32 surveyors. Awards have also been received from the National Association for the Prevention of Tuberculosis, the Commonwealth Nurses War Memorial Fund, Sir Lindsay Parkinson and Co. Ltd, a Rotary Club in Canada (this award was made to a Nurse of the Medical Department), the International Road Education Foundation, and the Commonwealth Scholarship and Fellowship Plan.

27. Other types of training not aimed at providing academic professional or technical qualifications, but rather at increasing efficiency and experience and so enhancing the claims of officers to advancement to the highest grades of the Service are also provided. These include in-service training (local and overseas) mentioned in paragraph 17; training under the Administrative Cadet, Police Cadet, and Cadet Auditor Schemes; training at the University College of the West Indies in Public and Business Administration and training at the Eastern Caribbean Farm Institute, Trinidad.

28. **In-Service Training:** As shown in Appendix IV, over the past five years this training has been provided in a wide variety of subjects selected to meet departmental requirements. APPENDIX IV.

29. **Administrative Cadet Schemes:** With the increasing demand for administrative staff to meet the needs of an expanding service, it was decided in 1954 to introduce the Cadet grade as a means of supplementing the supply of officers equipped for appointment to administrative posts in the Public Service. Accordingly, a scheme for the training of Administrative Cadets was started in 1955 and appointments to that grade were made on probation for two years, which period may include training at Universities in the United Kingdom. Two appointments were originally made, but that number was later increased to four. The present establishment stands at eighteen.

30. **Police Cadet Scheme:** With a view to supplementing the supply of men of the "officer-type" material required for the Police Force, there was introduced in 1957 a scheme for the training of Police Cadet Officers by the direct entry into the Force of outstanding Guianese having certain educational qualifications, who would be on probation for two years during which period they would undergo training at a District Police School in the United Kingdom, attend a non-gazetted Officers' Course at Hendon Police Training School, England, and be attached to either the Barbados, Trinidad, Jamaica or the local Police Force for one year as Cadet Officers. Three appointments were made in 1958, and the Cadets, having successfully completed their training were appointed Assistant Superintendents of Police with effect from 1st August, 1960, inclusive. Two other candidates have been selected for appointment as Police

Cadets and steps have been taken to reserve places for them, so that they could commence their training in the United Kingdom at the first opportunity in 1961. Complementary to this recruiting of Police Cadets from outside, junior Constables with certain academic qualifications who are already in the Police Force may earn accelerated promotion to the rank of Corporal. If after a trial period of approximately 2 years they are found to be suitable, they may then be selected for appointment as Police Cadets; thereafter their training and promotion will follow the pattern of the Cadets recruited from outside the Service. At the moment, there are three such Corporals in training.

31. Cadet Auditor Scheme: Consideration of the question of injecting "new blood" into the Audit service, particularly in the senior posts, and in view of the possible future changes in the administration and structure of the service, led to provision of one Cadet post for the Audit Department during 1960. The basic requirement for this post is education to a degree standard. The vacancy was advertised, and an appointment made to it on probation for a minimum period of two years.

32. University College of the West Indies Course in Public and Business Administration: This course has been held annually at the University College of the West Indies from 1956. It is designed to give intensive practical training for men and women, who already hold posts of substantial responsibility in Government and Business, in order to equip them to undertake work of greater responsibility which call not only for specialised knowledge but also for breadth of view, clarity of thought, and ability to work with colleagues. Eleven local officers of Assistant Secretary status or higher have so far been sent on this important administrative course.

33. Eastern Caribbean Farm Institute: In 1954, under Colonial Development and Welfare Scheme No. D 353, and in accordance with a recommendation of the International Bank Mission, provision was made for the training of staff for the Department of Agriculture. The Mission's recommendation included the proposal that the trainees should be officers of Agricultural Instructor grade and that they should be recruited and then trained at the Eastern Caribbean Farm Institute in Trinidad. So far 50 local candidates have received training at the Institute. The persons selected are required to serve initially as Cadets for a period of about one year under the supervision of Agricultural Officers in farming districts in order to obtain practical experience and training in agricultural field work, and to test whether they are really interested in and suitable for that type of work. On satisfactory completion of this phase of training the cadets are sent to the Eastern Caribbean Farm Institute for a period of further training of two years, and required to undertake to return to British Guiana to serve as Agricultural Instructors for a minimum period of 3 years, if required to do so by Government.

34. In addition to such in-service training as is organised by Government, a large number of Public Officers pursue, in their spare time, independent courses of study covering a wide range of subjects; they utilise to the fullest possible extent the facilities offered by Queen's College and the Technical Institute through their evening science and trade classes, in addition to those provided by such non-governmental organisations as the U.C.W.I. Extra-Mural Department. The Government does not consider it advisable, however, that any positive encouragement by way of monetary awards should be given for such courses, except in the very exceptional case of the Police Force, the rank and file members of which now receive a monetary award up to a maximum of \$20 per month each, if they already possess, or should in future acquire certain academic qualifications. It is considered that it is in the interest of the officers themselves, no less than in that of the Public Service, that they should avail themselves of opportunities which would give them the practical experience and or academic qualifications for promotion in their respective spheres.

35. The Technical Institute: During the 10 years of its existence, the Government Technical Institute has progressively developed trade courses in the Building and Engineering Trades, and in order to bridge the substantial gap between the Professional Engineer and the Craftsman, a series of Technician courses were started in 1958. Those courses lead to the award of the Ordinary Certificate in Mechanical and Electrical Engineering and Building. At the same time, students attending secondary schools in Georgetown have been encouraged to attend, on a day release basis, the Secondary Schools Technical Stream, whereby the subjects Metalwork or Woodwork and Geometrical and Mechanical Drawing could be offered at G.C.E. "O" level. It is envisaged that, in time,

many of these Technicians would be desirous, and indeed should be capable of pursuing further studies to gain admission to the Professional Engineering Institutions. In 1960, the first full-time course in Land Surveying was established. This course, which is of one year's duration would lead to the local examinations in Land Surveying and would provide at least 3 months' field experience. The development pattern is for this course eventually to attain the standards of the Royal Institution of Chartered Surveyors examinations.

36. In addition, under the Loans to University Students Scheme, operated by the Ministry of Education, loans are made available to assist students to obtain higher education and so fit them for assuming posts of responsibility within the country for a minimum period of 5 years, the Government retaining the first option to the student's services. By the end of the year 1960 there were 101 students who had received such assistance. As the following figures show, since 1955 there has been a progressive increase in Government expenditure in this regard.

YEAR			ACTUAL EXPENDITURE
1955	\$ 15,407
1956	31,485
1957	44,309
1958	53,974
1959	68,477
1960	80,000 Approved Expenditure
1961	125,000 " "

37. The general aim of policy is to encourage as wide a range and as large a number of students as possible to obtain higher education. However, the benefits of higher education under a scheme of conditional scholarships are necessarily restricted to a limited number of individuals. Moreover, because of the payment of family allowances, and of wastage due to failure and other causes, the cost per successful candidate is very high. The Government is of the view that if the money normally allocated for conditional scholarships were to be used to supplement the vote available for loans to university students a much larger number of students could be given financial assistance for higher education, and the cost per successful candidate would be comparatively lower. The Government has accordingly decided that no further conditional scholarships should be granted; that the conditional scholarship scheme should be allowed to run out after the present commitments were fulfilled, and that the money allocated for conditional scholarships should be used to supplement the vote available for loans to university students. The Government is satisfied that this expanded "Loans to University Students' Scheme" would be most effective in supplying suitable personnel to meet the required needs of the Government in the foreseeable future.

38. The success of any scholarships and training programme depends to a large extent on the effectiveness of the educational system of the initial sources of supply of the prospective candidates who would be available for training. In the past, conditional scholarships have had to lapse because suitably qualified candidates were not available: in several instances, scholarships awarded by this Government have had to be either cancelled, suspended or extended due to the consistent failure of scholarship candidates. Having regard to all the circumstances, this Government re-organised the Government County Scholarship Examination and at the same time increased the number of free and partial scholarships available to secondary schools. In the Government-owned secondary schools themselves, the preparatory forms were abolished to provide more places for the "grammar school" type of children. In addition, Government aid was extended to privately owned and run secondary schools in an effort to improve the quality of the teaching staff in these schools — (there are 14 private secondary schools now in receipt of Government grants). A common entrance qualification based on performance at the County Scholarship Examination was also instituted for all Government owned and Government-aided secondary schools. It was recognised, also, that facilities for secondary education outside Georgetown and New Amsterdam were negligible, and in an attempt to meet the needs in the rural areas, a Government-owned secondary school has been established at Anna Regina on the Essequibo Coast; it is proposed also to establish shortly another such school in a locality yet to be decided. Within the limits of the funds which could be set aside for educational purposes, the Government is sparing no efforts to improve the facilities available for both secondary and primary education.

39. As can be seen, a policy which is aimed at complete localisation of the Public Service has been vigorously pursued, and the results achieved have been extremely satisfactory. But the Public Service here, in common with those in other developing territories, is likely to expand at all levels with the constitutional development of the territory. As the pace of development quickens, new and vastly increased responsibilities will have to be shouldered by the Public Service. The adequate training of men to man the expanding Public Service must, therefore, for some time yet, be a continuing process. With these considerations in mind, the Government obtained, in 1960, the services of a U.N. Consultant on Public Administration to survey the extent to which the United Nations might be able to provide assistance in the field of Public Administration. On the recommendation of this consultant (Mr. Herbert Emmerich), the United Nations Technical Assistance Administration has been asked to make available to British Guiana the services of two experts, one in Organisation and Methods for one year, and the other an expert in the Training of Public Service Personnel also for one year in the first instance, but with the possibility of an extension. Concurrently, arrangements have been made to create two senior civil service posts.— one Organisation and Methods Officer, and the other a Training Officer—and to fill them by appointment of local officers capable of understudying the experts. A United Nations Technical Assistance grant of \$1,000 U.S. has also been sought to provide the cost of establishing a Special Library on Public Administration matters for Public Officers on a lending basis.

40. Until late 1960, the Government's scholarships and in-service training policy was co-ordinated in the Establishment Department on the basis of recommendations from the Heads of the various Government Departments and applications received from individual officers in response to annual circulars inviting applications for nominations for training in the various courses of study available from all sources. In exercising these functions, the Establishment Department was advised by the Public Service Commission as regards the suitability of applicants or nominees for courses; in the case of scholarships, the selection of suitable candidates was done by a Scholarship Selection Committee on which the Staff Associations were represented. With the splitting up of the Establishment Department in December 1960, the task of co-ordinating in-service training has been transferred to the Public Service Commission's Secretariat; the Scholarship Selection Committee has however ceased to function with the cessation of the Conditional Scholarships Scheme. During the last quarter of 1960, however, there was established a Training Committee, on which the Government Staff Associations are represented, with the following terms of reference:

"To examine comprehensively and co-ordinate local in-service training throughout all departments and to prepare a comprehensive scheme for the purpose of training Guianese for the higher posts in the Administrative and Technical branches of the country's Public Service."

The recommendations of this Committee have recently been submitted.

41. Much has been done, and more is being done to achieve the ultimate objective of having a Public Service manned entirely by local officers. As has been explained, the policy is to appoint suitably qualified Guianese to all the key posts in the Service, notwithstanding that they may not have the requisite experience initially, provided that it is reasonably certain that they would, within a reasonable time, "develop" to what is required for the efficient performance of their duties. Every facility, from special training courses to loans and study leave, is being made available to give both serving officers and new recruits additional experience or special qualifications to fit them for posts of higher responsibilities in the service. Every effort is made to ensure that no properly qualified Guianese at home and abroad is rejected for employment in the Public Service in categories in which it is still found necessary to employ overseas officers; that vacant posts are not advertised abroad if qualified local Guianese are available to fill them; and that any necessary new recruitment of overseas officers is, except with the rarest exceptions, now confined to employment on contract terms. The adequacy of the educational system from which initially flow the supply of candidates for the Public Service is kept constantly under review and adjustments or modifications to that system are made as circumstances dictate. No opportunity is lost to put forward the claims of suitable Guianese for consideration for courses offered by all the specialised agencies of the United Nations and by all other friendly governments and voluntary organisations. The Government is keeping under constant review its training requirements, and spares no effort in attempting to obtain expert outside advice and guidance.

APPENDIX I

STATEMENT OF CONDITIONAL SCHOLARSHIPS GRANTED
FROM LOCAL FUNDS — 1946—1959.

Subject	No. of Awards	No. of Scholarships Completed—Scholars Returned & Assumed Duty	No. of Scholarships Terminated Through Failure or Otherwise	No. of Scholars Now On Training
Civil Engineering	24	15	3	6
Mechanical Engineering	5	—	—	5
Telecommunications and Electrical Engineering	7	1	—	6
Agricultural Engineering	1	1	—	—
Mining Engineering	1	1	—	—
Railway Mechanical Engineering	1	1	—	—
Agriculture	6	3	1	2
Chemistry	4	1	—	3
Fish Culture	1	1	—	—
Forestry	7	6	—	1
Pharmacy	1	—	—	1
Physiotherapy	2	2	—	—
Dietetics	2	—	—	2
Geology	7	4	1	2
Hospital Almoning	1	—	—	1
Quantity Surveying	2	—	—	2
Radiography	1	—	—	1
Architecture	2	—	—	2
Post. Grad. Course in Foods, Drugs & Water (Analyst Department)	1	—	—	1
Agricultural Economics	1	—	—	1
Veterinary Science	4	2	2	—
Trade Apprenticeships	10	3	6	1
Hospital Administration	1	1	—	—
Sister Tutor	1	1	—	—
Geophysics	1	1	—	—
Teaching (Q.C. & B.H.S.)	13	9	—	4
	<u>107</u>	<u>53</u>	<u>13</u>	<u>41</u>

APPENDIX II

AWARDS UNDER THE WEST INDIES TRAINING SCHEME

Year	Courses
1949	Canning methods
1950	(1) Reinforced concrete construction (2) Post Office Accounting and Administration (3) Education (4) Labour Welfare and Personnel Management (5) Navigation
1951	(1) Education (2) Telecommunications (2 officers) (3) Accounting and Auditing (4) Domestic Science (5) Approved schools (6) Draftsmanship (7) Probation
1952	(1) Local Government (2) Telecommunications (3) Prison Administration (4) Hospital Administration (5) Bacteriology (6) Post Office Accounting and Administration (7) Artificial Insemination (8) Co-operatives
1953	(1) Telecommunications (2 officers) (2) Prison Administration (3) Education (2 officers) (4) Hospital Administration (5) Bacteriology
1954	(1) Broadcasting (2) Agriculture (3) Prison Administration (4) Co-operatives (5) Municipal Accounting (6) Laboratory Techniques

1955	(1) Education (2) Home Economics (3) Building (4) Auto-mechanics (5) Postal Work
1956	(1) Telecommunications (4 officers) (2) Serological Techniques (3) Fire Protection
1957	(1) Telecommunications (3 officers) (2) Health Visiting (3) Post Office Accounting and Administration (4) Air Traffic Control
*1958	(1) Histological Techniques (2) Post Office Accounting and Administration (3) Health Visiting (4) Ophthalmic Nursing (5) Blood Transfusion Methods (6) Telecommunications (2 officers) (7) Education (8) Friendly Societies (9) Prison Welfare Work (10) Practical Water Supply Engineering (11) Railway Accounting
*1959	(1) Personnel Management (2) International Course in Hydraulic Engineering (3) Telecommunications (4) Photogrammetry (5) Post Office Accounting and Administration

*Awards made from territorial allocation transferred to B.G. on the coming into being of the West Indies Federation.

APPENDIX III

OVERSEAS COURSES AND ATTACHMENTS FINANCED FROM LOCAL FUNDS

Department	1950	1951	1952	1953	1954	1955	1956	1957	1958	1959	1960
Agriculture	2	1	1	1	1	4	4	5	4	1	—
Audit	—	1	—	—	—	—	—	—	1	1	2
Probation	1	—	—	—	—	1	1	—	1	—	—
Analyst	1	—	—	—	—	—	—	—	—	1	1
Police	3	1	—	3	2	3	7	6	5	9	5
Public Works	2	—	—	1	1	4	3	1	2	3	1
Local Government	1	—	—	1	1	—	1	2	1	4	1
Social Welfare	1	4	—	—	—	—	2	4	—	2	1
Inland Revenue	1	1	—	1	—	—	—	—	—	1	—
Lands and Mines	—	1	—	—	—	—	—	—	—	—	—
Secretariats	—	1	—	—	—	2	3	5	2	4	1
Education	—	1	—	1	1	6	9	8	6	3	2
Legal (A.G.'s Office & Deeds Registry)	—	1	—	1	—	—	—	—	1	1	—
Post Office	—	—	—	—	1	—	1	1	—	—	—
P.O. Telecoms.	—	—	—	2	2	12	4	6	2	5	1
Fire Protection	—	—	—	—	—	3	1	3	2	2	2
Co-operative Development	—	—	—	1	1	1	1	1	1	1	—
Public Service Commission	—	—	—	1	—	—	—	—	1	—	—
Civil Aviation	—	—	1	1	1	1	2	2	—	1	—
Customs & Excise	—	—	—	1	1	2	5	2	1	2	2
Drainage & Irrigation	—	—	—	1	1	—	2	2	—	1	—
Labour	—	—	—	1	1	—	—	1	1	1	1
Forest	—	—	—	—	1	—	1	2	—	—	2
Medical	—	—	—	—	1	7	2	5	5	8	4
Housing	—	—	—	—	—	1	2	—	—	—	—
Govt. Information Services	—	—	—	—	—	1	2	2	—	2	—
Transport and Harbours	—	—	—	—	1	—	2	1	1	1	—
Accountant General's	—	—	—	—	—	—	2	1	—	—	—
Geological Survey	—	—	—	—	—	—	2	2	1	—	—
Interior	—	—	—	—	—	—	—	1	1	—	—
Technical Institute	—	—	—	—	—	—	1	—	1	1	—
Land Development	—	—	—	—	—	—	1	2	2	1	2
Legislature	—	—	—	—	—	—	—	1	1	1	—
General Register Office	—	—	—	—	—	—	—	—	1	—	—
Prisons	—	—	—	—	—	—	1	—	1	—	2
B.H.S.	—	—	—	—	—	—	—	1	—	—	—
Volunteer Force	—	—	—	—	—	—	—	—	1	—	—
	12	12	2	17	17	48	63	67	46	57	30

APPENDIX IV

COURSES OF TRAINING PROVIDED OVERSEAS AND FINANCED
FROM LOCAL FUNDS: 1955—1960

1955

Education

One year courses at University Institute of Education in the United Kingdom (5 Primary School Teachers).
9—month Home Economics Course at U.C.W.I.

Fire Protection

Fire service and fire prevention training in the United Kingdom for three officers of Fire Brigade.

Public Works

Course in Tropical Architecture at Architectural Association's School of Architecture, U.K.
Building Research Course in United Kingdom. Course in Mechanical Accounting at H.M. Treasury.
Concrete and Road Research Course.

Housing

Course in Tropical Architecture at Architectural Association's School of Architecture.

Customs and Excise

1 year Course at Polytechnic in United Kingdom for Registered Statistical Assistant examination
Customs Officer Course at Adelaide House, London.

Medical

Courses arranged for 2 Ward Sisters by National Association for the Prevention of Tuberculosis.
Environmental Control Course at London School of Hygiene and Tropical Medicine.
Course in Bacteriology in United Kingdom for a Technologist.
Practical training in Radiography in United Kingdom.
Course for Certificate of the British Tuberculosis Association—Ward Sister.
Course in Public Health Bacteriology in U.S.A.

Probation

Practical and theoretical training in probation work in United Kingdom.

Government Information Services

B.B.C. Course in Broadcasting.

Post Office (Telecommunications Branch)

Practical and theoretical training in telecommunications for up to 3 years (12 officers).

Police

Course in Criminal Investigation in United Kingdom.
Specialised Course in Photography in United Kingdom for an N.C.O.
Course in Equitation in United Kingdom.

Agriculture

Course in Soil Work at I.C.T.A., Trinidad.
Course in Farm Machinery and Practical Dairying in United Kingdom.
Attachment to a Provincial H.Q. of National Agricultural Services, United Kingdom.
Course in Agricultural Extension at Wageningen (the Netherlands).

Secretariats

Course for Senior Secretariat Officers, United Kingdom.
Training in Industrial Relations with special reference to Staff Associations and Unions of Government Employees.

Civil Aviation

Air Traffic Control Course in United Kingdom.

Co-operative Development

Study Tour of European Co-operative Organisations.

943

1956

Education

- 1 year University Institute Courses (7 teachers).
- Home Economics Course at U.C.W.I. (2 teachers).

Transport and Harbours Department

- 2-year course in Traffic Operating and Commercial Methods.
- Visit to Department of Scientific and Industrial Research, United Kingdom.

Post Office (including Telecommunications Branch)

- 2 year course in practical and theoretical telecommunications.
- Training in Post Office Accounting with British Post Office.
- Training in Telephone Operating (3 Telephone Operators).

Social Welfare

- 2 year Social Science Course at Liverpool University (2 officers).
- Training in the Work of Approved Schools.

Co-operative Development

- Course for Overseas Co-operative Officers, Loughborough.

Fire Protection

- Fire Service training in United Kingdom for Fire Brigade Officer.

Prisons

- Course for Overseas Prison Officers.

Housing

- Course in Tropical Architecture at Architectural Association's School of Architecture.
- Training in planning control work with a United Kingdom County Borough.

Civil Aviation

- Training in preparation for post of Assistant Director of Civil Aviation.
- Air Traffic Control Course in United Kingdom.

Government Information Services

- Colonial Office Course for Information Officers.
- Training at Central Office of Information, at B.B.C., and with British Council.

Land Development

- Community Development Course in Denmark.

Police

- Security Service Course.
- Attachments at ports and in Passport Office, United Kingdom (2 officers).
- Finger-print and Photography Courses.
- Riot Control Course.
- Criminal Investigation Course.
- Course with Royal Canadian Mounted Police, Canada.

Geological

- Course in Sedimentary Petrology and Photogeology (2 officers).

Inland Revenue

- British Council Course in Taxation.

Technical Institute

- Training in Automobile Engineering.

Agriculture

Community Development Course in Denmark.
 Attachment to Hannah Dairy Research Institute, United Kingdom.
 Practical training in market gardening and dairying, United Kingdom.
 Visit to National Institute of Agricultural Engineering.

Accountant General's

Course in Mechanised Accounting (2 officers).

Drainage and Irrigation

Course in Soil Cement Construction for Engineers.
 Course in Concrete Road Construction for Engineers.

Medical

Environmental Control Course at London School of Hygiene.
 Training in Serological Techniques at Leeds School of Medicine.

Public Works

Road Building Research Course (2 officers).
 Soil Cement Construction Course for Engineers.
 Course in Bitumen.

Customs and Excise

Course in Long Room procedure, valuation and examination at Adelaide House, London
 (4 officers).
 Customs Officers Course at H.M. Customs Training Centre, London.

Probation

Visits to Borstals and Senior Probation Officers in London.

Local Government

Study Conference for Clerks to Local Authorities.
 Pilot Course in Public and Business Administration, U.C.W.I.
 Community Development Course in Denmark.

Audit

Second Course for Auditors at Overseas Audit Office.

Forest

Course in utilisation at Forest Products Research Laboratory, Princes Risborough and visits
 to saw-mills and manufacturers of woodworking machinery.

Secretariats

Pilot Course in Public and Business Administration, U.C.W.I.
 Community Development Course in Denmark (2 officers).

1957*Transport and Harbours Department*

2-year course in Traffic Operating and Commercial Methods with British Railways.

Co-operative Development

Course for Overseas Co-operative Officers, Co-operative College, Loughborough.

Education

University Institute Courses in U.K. (6 teachers).
 Course at London Institute of Education for an Assistant Education Officer.
 Attachment to an activity centered school.

Land Development

Fordson Tractor and Agriculture Implements Courses.
 Land Development Seminar in Holland.

Medical

Study course in the control of enteric fevers.
 Training in Biochemistry.
 Environmental Control Course at London School of Hygiene.
 2-year Course in Radiography, Jamaica.
 Training Course in Rodent Control and Health Education.

945

Local Government

Attachment to St. Thomas Rural District Council.
Senior Secretariat Officers Course.

Social Welfare

2 year Social Science Course at Liverpool University.
Attendance at Third British National Conference on Social Work (2 officers).
Training Course in Cottage and Minor Industries.

Police

Special Branch Course in Trinidad (3 officers).
Police Training Course for Instructors.
Course in Criminal Investigation at Hendon (2 officers).

Legislature

Attachment to House of Commons.

Civil Aviation

Air Traffic Control Course in U.K. (2 officers).

Geological

Courses in Sedimentary Petrology and Photogeology (2 officers).

Fire Protection

Course in Civil Defence.
Training Course in maintenance of fire equipment and Basic Training Course for Firemen (2 officers).

Post Office (including Telecoms.)

Practical and theoretical training in telecommunications including Telephone Operating for up to 2 years in U. K. (6 officers).
Course in Post Office Methods and Administration.

Government Information Services

General Staff Training Course for Information Officers.
Attendance at Overseas Service Week-end Study Conference.

Drainage and Irrigation

Course in photogrammetry at the Directorate of Overseas Surveys.
Course in concrete work organised by Cement and Concrete Association.

Interior

Attachment to a Local Authority in the U.K.

Accountant General's

Course in Public and Business Administration, U.C.W.I.

Agriculture

Visits to Young Farmers Clubs and training course in 4-H Club Work.
Study Conference at the Essex Institute of Agriculture.
Courses in Agricultural Extension, Wegeningen and visits to Central Information Services and Schools.
Massey-Harris—Ferguson Tropical Equipment Course.
Course at Ford Mechanised Farming Centre.
Training Course in Fisheries.

Secretariats

Attachment to Colonial Office.
Study Conference on Current Problems of Government and Administration (2 officers).
Course in Public and Business Administration at U.C.W.I. (2 officers).

Bishops' High School

Course in Marine Biology.

Public Works

Building Research Course.

Forest

Training Course in practical Forestry U.K.
Attachment to Forestry Commission and to a large Department in U.K. for study of general office activities.

Customs and Excise

Training Course at Regional Training School for Customs and Excise Officers, Trinidad (2 officers).

Labour

Training Course in Training-Within-Industry.

1958*Deeds Registry*

Study of land registration systems in Trinidad and Jamaica.

Education

One-year University Institute Courses in U.K. (5 Teachers).
Home Economics Course in Jamaica.

Police

Course in Traffic Control.
Courses in Fingerprint and Photography (2 officers).
Course in Criminal Investigation (2 officers).

Agriculture

Training in Toxicology and visits to coir fibre mills.
Visit to Economic and Statistical Division of U.K. Ministry of Agriculture.
Attachments to Co-operative Wholesale Society Ltd. and Unilever Ltd. and visits to study stock feed processing, ham and bacon manufacture, etc.
Attachments to dairies and A.P.V. Ltd. to study collection and distribution of milk and manufacture of condensed milk.

Medical

Course in Public and Business Administration, U.C.W.I.
N.A.P.T. Course and attendance at Congress of Royal Society of Health, Eastbourne.
Training Course in Rodent Control.

Training in Laundry Technology.
Environmental Control Course at London School of Hygiene.

Public Works

Training in Problems of Protective Systems for High Voltage Generations and Transmission, Power Station Practice, etc.
Course in Mechanised Accounting.

Fire Protection

Basic Training Course for Firemen and Sub-Officers Course at Fire Service College (2 officers)

Interior

U.C.W.I. Course in Public and Business Administration.

Audit

Second Course at Central Office of Overseas Audit Department.

Volunteer Force

Armourer's Course, Jamaica.

Legislature

Attachment to Hansard Office, House of Commons.

Secretariats

U.C.W.I. Course in Public and Business Administration.
Training in Organisation and Administration of Archives.

General Register Office

Visits to General Register Offices, London and Portsmouth.

Post Office (including Telecommunications Branch)

Supervising Officers Organisation and Supervision Course.
Practical and theoretical telecommunications.

Prisons

Training in the Education of Illiterate Adults in Prison, Jamaica.

Public Service Commission

Attachment to Colonial Office for observation of records system.

Co-operative Development

Course for Overseas Co-operative Staff, Co-operative College, Loughborough.

Technical Institute

Course organised by Cement and Concrete Association.

Geological

Geological Research Course.

Local Government

Course in Community Development at London Institute of Education.

Land Development

International Seminar in Land Development, Holland (2 officers).

1959*Medical*

Course in Environmental Control at London School of Hygiene and Tropical Medicine.
N.A.P.T. Course in Tuberculosis and Chest Diseases at Welsh National School of Medicine, Cardiff.
Course in flame photogrammetry and Chromatography, Flurematic tests.
Medical laboratory Technology.
Course in Blood-typing (all groups).
Refresher course in Medical Laboratory Technology in U.K.
N.A.P.T. Course in Laboratory training.
Course in Laboratory Techniques at Government Chemistry Lab., Scotland Yard.

Public Works

One-year course in Hydraulic Eng. sponsored by Netherlands University Foundation for International Co-operation and Delft Technological University, Holland.
Course in Public and Business Administration in Jamaica.
Six-week course in hydrographic surveying with Br. Admiralty and one-month course in the maintenance of Echo Sounders.

Transport and Harbours

Course in Organisation and Methods at H.M. Treasury.

Co-operative

Nine-month study course for Overseas Co-operative Staff, Loughborough.

Education

Courses in Agricultural and Home Economics Extension.
Conference on Family and Social Development.
Ministry of Commonwealth Education Course.

Income Tax

Administration of Estate Duty and deceased persons estates.

Government Information Services

Six-week B.B.C. General Staff Training Course and four-week attachment to B.B.C. Television.
Course at the Colonial Office, Information Department and Central Office of Information.

Fire Protection

Specialised training with Fire boat formation in the U.K.
Course in Fire Protection.

Post Office Telecommunications

One-year course on erection and maintenance of towers and termination of V.H.F. feeders, including attachment with B.I. Callenders Construction Co. on lattice work towers and on the construction of acrias and towers.
Nine-week non-director auto manual sleeve control Telephonist course. Forty-four week course to equip trainee for post of Supervisor or Chief Supervisor.
Twenty-seven week training course with the British Post Office and nine-week course with G.E.C. Telephone Works.
Six-month course in telecommunications training.

Police

Senior Security Service Training Course.
Course in Criminal Law Procedure and Practice at the Detective Training School of Metropolitan Police, Hendon.
Course in Fingerprint and photography.
Special Branch Course.
Attendance at a Diesel Course and Fleet Owner General Course.
Course in All Arms Drill Wing at Guards Battalion Pilbright followed by individual instruction by Drum Major.
Training Course for one and one half years in V.H.F. Radio.
Training of Dog Handler, Trinidad.
Course in Public and Business Administration in Jamaica.

Agriculture

Course for Diploma in Tropical Veterinary Medicine.

Technical Institute

Course at Willemstad Technical College, London and attachments to various firms.

Legislature

Attachment to Reportorial Office of the House of Commons.

Chief Secretary's Office

Attachment to H.M. Stationery Office.

Establishment

Ordinary Practitioner's course, and Methods course.

Customs and Excise

Course at Regional Training School for Customs and Excise Officers in Trinidad.
Three-week Customs and Excise Course at Adelaide House.

Civil Aviation

Primary Air Traffic Control Course at Hurn.

Local Government

5-month course in Local Government Training (2 officers).
Community Development course.
Course in Public and Business Administration, U.C.W.I. Jamaica.

Social Welfare

Two-year course in Social Science.
Three-month course for After-Care Officer.

Audit

Overseas Audit Service Course.

Ministry of Trade and Industry

Board of Trade Course.
Second Residential Course in Handicraft.

Attorney General's Office

Attachment to Colonial Office Legal Department.

Finance Secretariat

Course in Industrial Financing, United Kingdom.

1960*Audit*

Second Course for Auditors at Overseas Audit Office (2 officers).

Analyst

Practical Training at Food and Drugs Laboratory, Government Chemists, London.

Police

Senior Police Officers' Course at Police College, Branshill, United Kingdom.
Junior Police Officers' Course at Police College, Ryton-on-Dunsmore, United Kingdom.
Course in Security Work in United Kingdom.
Detective Training Course in United Kingdom.
Training at Royal Military School of Music and attachments to regimental bands.

Public Works

Practical training in Hydrographic Surveying with the United Kingdom Admiralty.

Local Government

Course in Community Development, Extension Work and Adult Education at London University.

Social Welfare

Training Course in Social Development at University College, Swansea.

Secretariats

Course in Economic Development and Planning at the World Bank Economic Development Institute, United States of America.

Post Office Telecommunications

Course in Electrical Engineering to complete H.N.C.

Education

Course for Teachers of Commercial Subjects at Pitman's Central College, United Kingdom.

Fire Protection

Operational Sub-Officers Course at the Fire Service College, United Kingdom and attachments to Fire Brigade and Fire Engineering Firms.

Course of Training at Manchester and other municipal Fire Brigades.

Customs and Excise

Course at Regional Training School for Customs and Excise Officers, Trinidad (2 officers).

Labour

Colonial Office Labour Officers' Course.

Forest

Course in Timber Technology, machine Woodworking technology and Works Management. Postgraduate Course at the Imperial Forestry Institute, Oxford.

Medical

Course in Environmental Control
Overseas Ward Sisters' Course at the Royal College of Nursing London (3 officers).

Land Development

Course in Public Administration and Accountancy in United Kingdom.
Course in Public and Business Administration at University College of the West Indies.

Prisons

Training in Adult Literacy Methods (2 officers).