

Although there is substantial agreement among most partners that screening candidates for non-technical skills is important, there is little agreement on how to do this and who should be responsible. There would appear to be four "schools of thought" on this issue as follows:

### **The "Hands-Off" Approach**

This approach is one in which CIDA does not interfere at all in the selection process for advisors. This is solely the task of the CEA. Several officers in CIDA argued that the trend to output contracting means that CIDA must not intervene in the selection process. If CIDA intervenes they become trapped in being accountable for any personnel failures. Output contracting should make the CEA solely accountable for recruiting and selecting advisors who can live and work effectively in Egypt. Not surprisingly, this is the position favoured by most CEA managers who feel that they themselves are the most knowledgeable and competent to make personnel selection decisions. It is also a position supported by about 50% of the CIDA officers interviewed for this project.

### **The "Arms-Length" Approach**

This position argues that CIDA should provide clear and detailed guidelines for personnel selection. CEAs who are bidding on CIDA

contracts should receive these guidelines including the selection criteria for both the technical and non-technical skills required for Egypt. It then becomes the responsibility of the CEA to ensure that candidates are carefully screened against these criteria. Some people extend this position to include providing direct assistance to CEAs in methods for screening and selecting overseas personnel. About 35% of CIDA officers supported this position. Also, about 30% of CEA managers agreed with the first part of this position, that is, with CIDA providing its guidelines and criteria. These managers, however, wanted the freedom to do the actual selection. With respect to screening for personal skills and psychological screening, they were open to the idea provided CIDA would cover all costs associated with undertaking this part of personnel assessment.

### **The "Partnership" Approach**

This position, greatly favoured by the Egyptians, argues that personnel selection should be a joint and direct undertaking of all key partners in the project. Therefore the key management representatives from the GOE, the CEA, and CIDA who will be involved in managing the implementation of the project should work closely together in identifying, screening, and selecting both Canadian advisors and Egyptian