SCDT **SAVANNAH CENTRE**
FOR DEVELOPMENT & TRAINING LTD

FAAN
FEDERAL AIRPORTS AUTHORITY OF NIGERIA

THE REPORT OF THE CAPACITY BUILDING WORKSHOP ON

IMPROVING OPERATIONAL PERFORMANCE AND PRODUCTIVITY OF THE HUMAN RESOURCES PERSONNEL OF THE FEDERAL AIRPORTS AUTHORITY (FAAN)

HELD AT:
THE CORRECTIONAL SERVICE'S ABDULRAHMAN BELLO DANBAZAU CONFERENCE CENTRE, AIRPORT ROAD, ABUJA

FROM 25–26 FEBRUARY, 2025

FESTUS KEYAMO
Minister of Aviation & Aerospace Development

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INTRODUCTION

The Federal Airports Authority of Nigeria (FAAN) has the primary mandate to build commercial airports of global standards with safe, secure, and efficient operational services across the country hence the need for enhanced leadership qualities and good administrative capacity for improved productivity or service delivery. In recognition of the importance of these aspects, the SCDTL, in collaboration with FAAN organized a Two-Day Capacity enhancement workshop for improving the operational performance and productivity of the Human Resources Personnel of FAAN. The workshop aimed to achieve a goal-getting oriented management team in FAAN in the following specific areas:

a. **To identify and proffer solutions to the main challenges to the attainment of FAAN's mandate;**
b. **To encourage participants to establish priorities and target setting;**
c. **To build capacity for managerial competence in attaining the organization's mandate;**
d. **To foster collaborative and harmonious work ethics for improved service delivery in the FAAN's country network; and**
e. **To enhance participants' communications and conflict management skills.**

Opening Remarks by Executive Director, SCDTL;

2. The Executive Director, Savannah Centre for Development and Training Limited (SCDTL), Ambassador Sani Bala, welcomed everybody present and stated that the Programme was mainly to share with the participants what it would take to achieve operational efficiency and productivity in public service such as FAAN and that it was also about collective decision-making, prioritization of policies and how to implement such policies and to enhance operational efficiency and productivity in FAAN.

3. He assured the representative of the Director, Human Resources Department that the participants would have their knowledge refreshed and

new approaches introduced through participatory interactions with the carefully selected facilitators. By way of affirming the Centre's competencies, he informed them that the Centre had successfully carried out similar programmes for a number of states and Federal establishments, including their parent Ministry of Aviation, which made the Centre part of its action plan. He urged participants to access the Report through their Seniors who participated in the Five-Day intensive Workshop in Uyo, 7th -12th February, 2021.

4.   Ambassador Bala invited participants to note that their individual roles were very crucial in policy formation, hence the need to enhance their operational efficiency and capacity to become the 'real change agents' for higher productivity in FAAN which constantly offered essential services to Nigerian and foreign travelers.

5.   He assured them that the activities to be carried out in the course of the programme were on familiar issues meant to refresh their minds on the significance of such issues to human resource management personnel and the day-to- day life of FAAN.

6.   He explained that the goal was to strengthen their human resource capabilities to achieve goals which had targets and in turn, each target had specific strategies. That the programme was designed to stimulate reflective research through simulation exercise to be given by the participants. He therefore, urged the participants to be attentive and actively participate so that at the end, they would emerge an inspired and a well-groomed Human Resource Team. He added that they should feel free to share experience and challenge the Facilitators to get the best out of them. He wished them fruitful interactions among themselves and the Facilitators.

Welcome Address

7.   Ayuba Salamatu Representative of the Director, Human Resources Development Department, welcomed all very warmly to the programme and expressed the hope that the operational performance level of the participants would be improved at the end of the programme. She urged them to pay full attention and participate actively in all the activities organized by the facilitators.

PAPER I:
RE-STATING THE MANDATE:
MISSION AND VISION OF FAAN

By Dr. Richard O. Aisuebeogun; former MD/CEO; FAAN;

8.   Dr. Richard thanked and commended the SCDTL and FAAN for collaborating to organize the programme, stating that he had to honour the invitation because FAAN was his constituency with which he joyfully shared knowledge and experience. He stated that the workshop was very relevant because the staff, with the role of implementing the mandate, were the bedrock of the Authority.

9.   He explained the key terms in the topic as follows:

   a. **Mandate:** Describing it as a dependent variable (on **vision** and **mission)**, Dr. Richard likened the term 'mandate' to a gavel, which he said represented the authority given to an organization to achieve a given task, which, in the case of FAAN, its mandate was to work for the realization of the **vision** and **mission** of making all Nigerian commercial Airports among the best in the world. That the success of a defined vision depended on the mission statement driven by the staff. He therefore, stressed that, as operational staff and leaders in their own rights, participants had great role to play in driving the implementation of FAAN's mandate, hence the need to pay special attention to all the presentations to be made; and

   b. **Vision** and **Mission:**   he explained that while **vision** was the ultimate goal to be achieved by an organization, **mission** was what needed to be done (mandate) by who, using what, when and how, to achieve the ultimate goal. Mission entailed the strategies adopted to ensure that a vision was achieved. According to FAAN, their Vision is "to be among the best airports in the world," while their Mission is "to develop and profitably manage customer-centric airport facilities for safe, secure and efficient carriage of passengers and goods at world-class standards of quality."

Success of the Mandate

10.   Dr. Richard explained, with emphasis, that the success of the mandate driving the achievement of FAAN's Vision and Mission depended on **good leadership,** which included the participants in their own rights: That holding the mandate was what made the Human Resources Department unique because it was charged with the singular responsibility to implement the vision and mission of the Authority by providing leadership: the type that would persuade and Inspire all staff to do what they never thought they would be able to do.

Characteristics of Good Leadership:

11.   He highlighted the following key characteristics of leadership to be imbibed by the participants in the operationalization of FAAN's mandate, stressing that a leader must have, among others, the ability to:

a. persuade and inspire others to do the extraordinary;

b. take responsibility and ownership of what is done to ensure the success of the vision and mission of the Authority;

c. connect with the rest of the working group: sharing in their thoughts and feelings (empathy). HR must be able to bring the workforce very close in order to motivate and inspire them for greater productivity;

d. prioritize the objectives of the Authority above personal interests;

e. learn, teach, network, and lead by example;

f.   observe the workforce through networking and take risks (confidence), identify and find practical solutions to workplace challenges;

g. reflect, using past experiences to solve today's problems;

h. withstand challenges (resilience), never giving up easily as HR's failure would spell doom for the Authority;

i.   communicate effectively across the operational chain;

j.   be a team leader- encourage collaboration and sharing of ideas by holding the hands of others and moving together;

k. build credibility and trust among the workforce as the failure of one, as in the case study of ENRON, would mean the failure of all;

l.   build the culture of adoptive thinkers and healthy workforce by encouraging all to take their annual leave to rejuvenate;

m. build capacity and trust among the workforce for taking delegated

work. This would reduce burden of work and work-related stress on the leaders; and

n. build guided unanimity of purpose to ensure that all operational efforts are geared towards the realization of the Authority's vision and mission- greater productivity.

Interactive Session

12.   A simulation exercise was carried out to make participants understand the interconnectivity between Vision and Mission and Mandate as a dependent concept. Example: Challenge: Due to communal clash, market not able to hold. **Vision**: make the community safe and peaceful so that market can hold freely: **Mission**: what should be done by the police to ensure that the market is secure and open for society to move in and out freely. The Police has the mandate to carry out the mission of restoring peace and security in the community so that the market can hold freely.

13.   The participants expressed deep appreciation for the capacity-building workshop and called on the Authority to regularize it and to include all deserving members as well as payment of necessary training entitlements.

14.   In her contribution, Mrs. Adedayo-Quadri, Assistant Training Officer, who represented the Director, Human Resources Development Department, welcomed the participants and commended their courage to speak out on the need for regular capacity-building and training. She assured them that being the critical rang of officers in the operationalization of the FAAN's mandate, the Authority had put in place all it required to regularize capacity-building and the training of all qualified HR Staff, including timely payment of all their entitlements. She also assured them that management was doing its best to prioritize staff welfare, including timely payment of salaries and allowances. She urged all to turn up early, feel free and participate actively in all the activities of the workshop.

15.   Mr. Oyelola opened his discussion on the subject with this quote from John C. Maxwell, "***A leader's attitude is caught by his or her followers more quickly than his or her actions."*** He thus, defined leadership as ***the art of getting others to do things you want done and feel good about it," the goal is to get the person to embrace the mission and own it."***   That leadership was about showing the way for others to follow. He however, observed that while some leaders succeeded, others failed.

What it Takes to be a Leader

16.   Mr. Oyelola further explained that it would take the following attributes to be a leader:
   a. Learning from others;
   b. Building expertise;
   c. Creating and sustaining team trust;
   d. Exercising patience, persistence and sustainable passion for carrying others along;
   e. Developing good communication skill; and
   f. Compassion and respect for others.

17.   He emphasized that a **Leader** must communicate well, exhibit compassion and respect, trust, love and encouragement. That leaders were people in motion, taking others to where they would not normally want to be by going first, not being authoritarian or one who knows it all; had good control of the use of the 'carrot and stick'; democratic; inclusive, consulting; believing in involving others; participatory, and encouraging collaborative team work.

Styles of Leadership

18.   He explained that leaders adopt the following styles of leadership:
   a. **Authoritarian Leadership,** sometimes called autocratic (do what I say): This works when all the information to solve the problem are at hand;

time is short, and the staff is well motivated to follow through with the decision even if not involved in the decision-making process;

b. **Laissez Faire Leadership**: allowing to do; it is essentially non-interference in the affairs of others. The leader allows others to make the decisions but is responsible for the decisions that are made; the leader participates as one of the groups, agreeing in advance, to carry out whatever decisions the group makes, within the limits set by regulations and policies from higher Headquarters; and

c. **Democratic Leadership**: Also called participatory leadership: (lets work together to solve this problem). This is driven by mutual benefit as it allows others to become part of the team but allowing the leader to make the better decision. This acknowledges that a leader does not know everything, hence the making use of knowledgeable and skillful members to produce a solution to a problem.

Factors Influencing Styles of Leadership

19.   The presenter added that the following factors influence the style of leadership:

a. **the Leader**:   the habit and behaviour pattern of the leader in working with people; his or her confidence in the followers; attitude towards participation, sharing the decision-making process, and group decision-making; and information available to him or her;

b. **the Followers**: level of knowledge and experience; desire and willingness to work independently; ability to assume responsibility; interest in resolving the problem; and how well they are trained;

c. **the Situation:** available time, values, tradition and organizational policies, unity, cohesion and spirit of the group and nature of the problem; and

d. **other possible factors** such as relationships based on respect and trust or on disrespect; internal dynamics; stress levels and the type of task to be carried out.

Leadership Qualities

20.   He stated that the qualities were built on the tripod of **Respect, Integrity and Responsibility:** and that the supporting and equally important qualities

included honesty, trustworthiness; skillfulness; not being pretentious; empathy; flexing of emotional muscle; and humility. Others were listed as valuing others as human beings with whom he must share glory, joy for all, team spirit; self-confidence which brings out the courage in the leader and followers; ability and willingness to include and train others as well as an honest dedicated follower based on mutual respect. He emphasized that Leadership and Team Building intertwined as both accepted responsibilities. He rounded up this aspect with this quote from John Maxwell: *"Leaders become great not because of their power, but because of their ability to empower others."*

Team Building

21.   He defined a **Team** as 'a group of people working together to achieve a common goal'; an effective well functional team, stating that a **good leader** built up a **Team** on the principles of **Ubuntu**, meaning 'it is because you are that I am'; drawing strength not just from numbers but the variety of ideas which far outweighed individual efforts; that a **Team,** which could be permanent or temporary, worked for a set goal. He stated that it was most appropriate for the participants to understand how to function as team members because **Team work**, which had a leaner hierarchy would create greater synergy, support a more empowered way of working for greater output. He added that teamwork fostered credibility, flexibility, interdependency, and responsiveness, as well as promoting a sense of belonging, equity, accountability and justice among members.

Stages of Team Building

22.   The Presenter explained that forming a team, depending on the purpose, was done in stages and develop gradually to a highly functional group. He emphasized that while some groups moved easily through the stages but others would move with difficulties, hence the need to understand these stages which critical in team building:

   a. **Formation** (Orientation): the stage of bringing a group of individuals together emphasizing bonding; and focusing on the task to be done. The timeframe for maturity may be shorter for groups with simple tasks and vice versa;

   b. **Numbing** (Building Relationships);

c. **Norming** (Resolution): involving the resolution of issues by setting up the group processes, policies, procedures and values; That at this stage were to resolve difference and clarify mission and roles as they made progress towards their goals as they develop working tools, code of conduct, team values etc;

d. **Performing** (Production): That at this stage, the team had been able to accomplish work effectively, with members cultivating the attitude of confidence, open communication with high energy and high degree of tolerance to individual differences and commitment to increased productivity

How to Build a Team (using Vision, Commitment and Trust)

23. Mr. Oyelola explained that building a functional team was necessary but not easy. He listed the steps to building a Team:

a. **Ability to Relate with People**: That working well on a team would generate energy and enthusiasm to carry out the task assigned to the team; identify and take advantage of the skilled to bring up the unskilled ones;

b. **Commitment:** To some commitment may mean long hours at work, while to others, it could mean productivity. To explain away presumption, clearly define expectations in order to guarantee a soaring team success; develop good communication skills; build trust and encourage inclusion and apply non-assumptive questions; do not ask such questions like why? Who? Engender cross fertilization of healthy ideas;

c. **Inclusion (Get members to cooperate)**, let the task, not the leaders, to dictate the way the work should be done, ensuring that the mission of the team does not fail; Listen carefully to separate the process of taking information from the process of judging it;

d. **Help Exchange:** This is the final step in building a Team. Establish a corroborative and balanced strategy for reaching the committed vision, bearing in mind that no matter the situation, there would always be conflict in a Team. To minimize conflict in a Team, leaders must always exhibit good will and appreciation to all team members.

Conclusion

24.   Mr. Oyelola concluded his presentation by restating the fact that in building and sustaining an effective Team, leaders must:

    a. Create an environment for freedom of expression;

    b. Get all Team mates to agree to cooperate;

    c. Obtain a commitment from each member of the Team;

    d. Allow the task, rather than people, to dictate procedures;

    e. Forge a compromise when differences arise; and

Be alert for opportunities to help the group to succeed.

PAPER III:
EFFECTIVE AND RIGHT CHANNELS OF COMMUNICATION IN FAAN;

By Abayomi O. Oyelola, mni; LDS; FNIM;

25.   **Mr. Oyelola,** who was once their legal adviser, explained that the purpose of his presentation was to highlight the importance of choosing the right channels for communication and to explore how to improve communication within FAAN as a public institution. His presentation sought to make participants understand the functions of communication; its processes; patterns; barriers and effectiveness in FAAN.

Importance of Communication

26.   He explained that communication, basically defined as an 'act of conveying information and action taken as understood' or 'meaningful transfer of information from one person or group of persons to another'. He further stated that communication which covered a wide range of human behaviours when interacting with each other, was an important lifeline in every organization: That it (communication) was one of the most frequently cited sources of interpersonal conflict when poorly conveyed or poorly carried out, hence the need to understand and be understood in an organization.

How to Communicate

27.   The presenter started his explanation with this quote: "***the most basic needs of all human needs is the need to understand and be understood.***" This further underscored the importance of communication in a public service organization like FAAN, hence the need for the participants to know how best it should be done to make sense and avoid troubles due to poor delivery and or poor understanding, incomplete action or inaction at all. He explained that communication could be in spoken or written words or gestures or even silence.

28.   Therefore, he stressed that for communication to be effective, it had to be properly transmitted by the sender and clearly understood and acted upon by the receiver, as expected, by the sender through the following

processes and patterns:

    a. The information has to have:

        i.   Content (what is being communicated;

        ii. Source (by whom);

        iii. Format (in what form: spoken or written);

        iv. Channel (through which medium): Telephone, radio/Tv; Post office or messenger, etc;

        v. Destination (to whom: Receiver, Target, Decoder); and

        vi. Purpose (objective or kind of result(s) expected by the sender or the picture (s) perceived by the receiver).

29.   He stressed that the best way to understand people was to listen to them attentively, making sure all being communicated was heard and adequate attention paid to all gestures, mannerisms, facial expressions of the sender/messenger, etc. He therefore, advised participants to "be quick to listen and be reluctant to respond, or reply only when the issue, especially the one in dispute, was clearly understood; and that in conveying information, four basic elements were involved: The **Sender**, the **Message** (which has to have content, form, channel and purpose), the **Medium** , and the **Audience** or Receiver: That there would be no communication if any of these elements were missing.

Functions of Communication

30.   The facilitator stated that effective communication, which could either be verbal or non-verbal, internal (within FAAN) or external (between FAAN and other organizations), was very important to FAAN because it would:

    a. **facilitate decision making** by providing information (data) that individuals and groups or departments need to make appropriate decisions to address challenges or promote growth;

    b. **foster motivation** by clarifying to employees what, how, and when something should be done and who is to do it, using defined resources and tools; and

    c. **provide measures of control** in staff behavior in various ways;

    d. **make room for the expression of emotional feelings** of satisfaction or frustration among employees within their work group, such as in the HR.

Channels of Communication in Public Service (FAAN)

31.   Mr. Oyelola invited participants to note that the channels of communication in public service included: Letters; Minutes of Meetings; Memoranda; Telegram; Reports of Conferences and Committee Meetings; Internal and External Circulars (from Federal Civil Service Commission/ Head of Civil Service of the Federation); Posters and Bulletins; Periodicals; and Notations/Minuting in or on files. He explained that the basic tools in all of these channels of communication included **Writing; Reading; Speaking** directly or through phone; **Watching** and **Listening.** He further explained that these channels of communication were divided into three broad categories:

   a. **Traditional channels**: face-to-face meetings, direct personal interactions or Printed Materials such as Brochures, Public Notices, Posters; and Telephone conversation through direct personal calls;

   b. **Digital channels:** e-mails (formal and recorded communications; social media (real-time interactive communication; and Websites and Portals (info dissemination and feedback; and

   c. **Mass Media** channels: (Television, Radio, Newspapers, Press Conferences, Press Releases and Press Interviews).

The Imperative of Choosing the Right Channel of Communication in FAAN

32.   With emphasis on effectiveness to ensure that communication delivered the intended impact, the facilitator stressed that because it (communication) was a cocktail of processes, it was necessary to choose the right channel, if not there could be trouble, including interpersonal conflict:

   a. The channel with the **'widest reach and accessibility':** social media for the younger and more technologically savvy audiences and printed materials for the older or less digitally connected groups**;**

   b. The channels with **'clarity and the most impact':** messages or information that may require detailed explanation are better suited for face-to-face contact or written formats; **and**

   c. Channels that guarantee **speed and efficiency:** information that required immediate attention were best communicated through digital channels than the traditional means.

33.   He further explained that in addition to choosing the right channels of communication, the sender had to consider the following critical factors:

a. **The Characteristics of the Audience**: their age, educational standard, and digital literacy;

b. **The Complexity of the Message:** While a simple message may be conveyed quickly through social media or websites, the complex ones would best be communicated through more detailed channels;

c. **The Urgency of the Message**: The ones that require immediate action may be communicated through Phone, SMS; or social media; and

d. **The Feedback Mechanism**: where real-time feedback was needed, use social media or online forms and use printed materials when feedback was less critical.

Effective Internal Communication Strategies

34.   Having established that communication in organizations could be internal or external, the facilitator brought the participants home to note the following effective strategies for internal communication within FAAN, emphasizing that it was not what was said but how it was said that mattered in understanding communication:

a. **Hierarchical Communication**: Top-Down or Bottom -Up: ensure that internal communication flows up or down smoothly, transparently and timely through the appropriate hierarchies in the Department or organization;

b. **Communications through Regular Meetings and Updates**: this would provide open opportunity for staff members to raise concerns and share information;

c. **Internal Newsletters, Minutes and Circulars: T**his would keep everyone in the system fully and informed in real times about developments, new policies and achievements in the organization; and

d. **Using Collaborative Tools (Intranet, Slacks):** The use of these tools in internal communication would facilitate real -time communication and sharing of resources.

Effective Communication

35.   For communication to be effective, Mr. Oyelola quoted Milton Erickson saying that, ***"The effectiveness of communication is not defined by the communication, but by the response,"*** meaning that in order to get the

expected response, the communication had to be:

a. **Transparent:** To build or gain public trust, the message has to be clear and honest;

b. **Citizen Engaging:** the citizens should be engaged through surveys, town hall meetings/consultations, and feedback platforms;

c. **Timely:** Response to developments, especially emergencies, has to be quick and appropriate; and

d. **Accessible to all:** ensure that communication is accessible and clearly understood by all segments of the population.

Challenges in Communication

36. As in all human endeavours, the facilitator invited participants to note that communication had the following strong challenges which would affect the effective operationalization of the Mandate of HR in FAAN:

a. **Miscommunication:** unclear or distorted messages from superiors or misunderstood information by subordinates can bring confusion resulting in wrong responses and failure of purpose;

b. **Bureaucratic Hurdles:** long chains of command often delay communication;

c. **Digital Divide:** Not all citizens have access to or fully understand digital technology. This. Often delay or limit outreach of information;

d. **Resistance to Change:** Some employees and citizens have been reluctant to embrace new communication channels, especially the Artificial Intelligence which they said had come to stay; and

e. **Lack of Attention:** that one of the biggest problems in communication was 'not listening to understand' but' listening to respond.'

Overcoming Communication Barriers

37. To overcome the above listed challenges and deliver effective communication in FAAN, Mr. Oyelola recommended that FAAN should:

a. **Embark on Hierarchical Training and Development:** Regular training for all categories of staff on effective communication and application of modern technological tools;

b. **Develop Integrated Communication Plans:** Create clear coordinated strategies that would incorporate multiple channels of communication;

c. **Create Feedback Loops:** FAAN to encourage regular feedback from staff and the public to improve communication and development; and

d. **Adopt New Technologies:** No gainsaying that digital technology, including AI had come to stay in Nigeria. FAAN, providing service to both national and international air passengers, should stay updated with the latest communications and platforms.

Benefits of Effective Communication

38.   In conclusion, the facilitator underscored the importance of effective communication, stating that it was crucial for FAAN, especially the leadership in HR to choose and constantly follow the right channels of communication for efficiency and effectiveness, making sure that their internal and external communications were clear, transparent and accessible because it (effective communication):

a. increases efficiency and productivity;
b. facilitates team building;
c. builds employee morale;
d. reduces interpersonal conflict at workplace; and
e. reduces employee turnover: Employees are nor removed and fired as when there is constant misunderstanding between employers and employees.

Interactive Session

39.   A participant asked the following question which formed the subject of interaction: My Head of Department and direct boss gives me an assignment to report back on the same deadline. How do I handle this situation without offending one or both?

40.   After reflecting on the views of a number of participants, the faculty advised that in accordance with the hierarchy of authority in the civil service, it was safer to inform and appeal to the immediate boss for permission to attend to the Head of Department first. How ever, if it is possible to finish and submit the two assignments within the same timeline or maneuver your way without hurting either of them, do so. It is good to learn to respect the hierarchy of leadership for effective communication.

PAPER IV:
CONFLICT MANAGEMENT AND
WORKPLACE ETHICS

By Mr. C.P Onyeka; Consultant in Human Capital Development & experienced in Training the Trainers

41.   To begin with, Mr. Onyeka stated that the objective of his Paper was to discuss various causes of conflicts and resolution strategies and to examine the factors for consideration when formulating workplace ethical code of conduct. He explained with emphasis that **workplace conflict**, which could be positive or negative, among colleagues were inevitable, especially when two or more people with varied opinion or personal interests interact and work as a team.

42.   He defined **conflict** as antagonism, discord, strife, verbal assaults, resentment, violence; and rivalry (unhealthy competition) which, if not resolved or managed, there would be hostility. He said there were different types of conflict which included intrapersonal, internal, intrateam, and inter-team conflicts.

Why Manage Conflict?

43.   He explained that it was important to resolve or manage conflict situations because when they occur, they always caused great discomfort, frustration, sadness, pain, verbal assault, resentment. Furthermore, he said other manifestations of conflict included antagonism, misunderstanding, rivalry, hostility and eventual exit or withdrawal from the organization or even violent disruption of work, hence the need to resolve or better, stop conflicts before they escalate into violence, with unpredictable fallouts.

Causes of Conflict

44.   The facilitator explained that differences in opinion, polarized views, personal ego, prioritized personal or group interests, miscommunication and misinterpretation of communication for personal interest or misunderstanding, leading to unintended responses were among the major causes of conflict at work place. Others included cultural barriers, pride, limited resources, poor perception; diversity or differences of perspectives, distrust; jealousy; back-

stubbing, as well as conflicting goals and objectives. That such conflict situations at work place, which paid nobody, could cause sadness, frustration, withdrawal and pain to the parties, resulting in poor productivity and loss of revenue in FAAN, a money-making venture.

Sources of Organizational Conflict

45. The Presenter stated that the sources of organizational conflict included change; conflicting goals and objectives; limited resources; and the domino effect**.**

Conflict Resolution and Management

46. Mr. Onyeka stated that the best way to resolve a conflict was to prevent it from occurring or nib it in the bud before it escalated into violence. 46. He however, noted that since conflict was inevitable, more so at work place, the best strategies, especially in resolving and or managing interpersonal conflicts, included:

    a. quenching the flame of conflict before it degenerates into crisis that would disrupt work and productivity in FAAN;

    b. encouraging effective communication from top to bottom and bottom-up;

    c. doing the right things all the time; being guided by the organization's Code of Ethics, morality and the Public Service Rules;

    d. operating on a win-win situation through justice and equity. When staff obey these in all their official undertakings, customers' desires would be satisfied and FAAN's mandate would be considered discharged creditably. He explained that the **Code of Ethics** were rules of conduct as applied to the conduct of persons in establishments; norms or values that must be complied with by all staffers. That workplace ethics were very important but differ from one organization to the other because they set moral values and standards for work relationships dictated by their mandate and mission in the pursuit of their visions;

47. Mr. Onyeka invited Participants to note that other strategies or channels for resolving and managing workplace conflicts generally included:

    e. **Negotiation**: a discussion aimed at reaching an agreement; or a dialogue between two or more parties to resolve some points of

difference or craft outcomes to satisfy various interests. That the goal was to reach an agreement that would benefit all or some of the parties involved. He explained that the strategies and skills included effective communication: active listening and paying attention to non-verbal expressions-body language and ability to analyze all these; assertiveness; persuasion and influence; goal setting; strategic planning; emotional intelligence-empathy, patience, rapport; compromise-give and take; adaptability; questioning techniques; and ability to find mutually beneficial solutions-win-win situation for the parties involved;

a. **Mediation**: That this was a third-party intervention when direct negotiations had failed: a process where the conflicting parties meet at a mutually agreed location with a mutually selected impartial and neutral person to facilitates the negotiation of their differences. The mediator helps the parties to reach a common ground- a win-win situation. He stressed that the conflicting parties must trust the neutrality and respect the mediator as an impartial party in order to be willing to accept the outcome. That the **qualities of a mediator** included neutrality and impartiality; patience, emotional intelligence; willingness to support; good communication skills; trustworthiness; ability to generate options and picking the ones that suited the situation at stake. That the **strategies for mediation** included neutrality; willingness to support, setting the stage and planning the approach: with good approach, the parties would reach a win-win situation; arranging the mutually acceptable venue and time to discuss; generating options or solutions and picking the ones that best suited the situations; and testing satisfaction and compliance by drafting an agreement for them to sign willingly;

b. **Arbitration**: using an independent third party to reach a settlement; and

c. **Adjudication:** using the justice system or court settlement.

Importance of Conflict Resolution

48.   He emphasized that in all, it was very important to resolve conflicts because:

   a. a timely resolution would help in bridging interpersonal conflicts among team stake holders;

   b. a resolved conflict would strengthen team cohesion, build lasting trust, and harmonious relationship; and

   c. it would eliminate bickering among stakeholders in the team.

49.   He further stressed that the processes of resolving or managing conflict must:

   a. involve all the parties connected to the case;

   b. include a very thorough investigation: searching for immediate and remote causes;

   c. accommodation, avoidance and compromises; and

   d. consideration of the situation and adoption of the most suitable approach or strategy; (a)-(h) leading to a win-win outcome.

Challenges to Conflict Resolution

50.   The presenter explained that, like in all other human endeavours, conflict resolution had the following main challenges:

   a. lack of openness and willingness on the part of conflicting parties to accept resolution outcomes;

   b. polarization in the team due to conflict of personal or group interests;

   c. inadequate knowledge, preparation and skills needed by the negotiators in resolving the conflict;

   d. subjectivity or difficulty in applying the principles of neutrality and impartiality by mediators; and

   e. environmental concerns or fear of public reaction.

Workplace Ethics and its Importance

51.   The Facilitator said that **Workplace Ethics** played very vital role in building an organization such as FAAN, with moral values and standards which he said, differed from one organization to the other. He listed the workplace ethics to include:

   a. regular attendance and punctuality;

b. teamwork collaboration and synergy;

c. positive work attitude and commitment as well as fairness, equity, justice, inclusivity, and knowledge;

d. Selflessness, integrity, honesty, self-discipline and transparency as wells as accountability; and

e. Professionalism, confidentiality, courtesy and respect for clients.

52. For clarity of purpose, he stressed that what constituted unethical behaviour in the workplace included:

a. lateness to work, disrespect to constituted authority and absenteeism;

b. discourteous and impolite behaviour to clients/customers;

c. bribery and corruption, stealing as well as putting others at risk;

d. drunkenness, sexual harassment and sexual exploitation;

e. abuse of office and irrational use of office facilities and resources;

f. intentional damage to workplace equipment and tools;

g. membership of secret cults; suppression and distortion of official records or information; and

h. unauthorized disclosure of official information.

53. He defined **Ethics** as "a set of moral principles or a guiding philosophy that informs people about what is 'right' or 'wrong' in thoughts, words, decisions and actions in an organization." He stressed the importance of workplace ethics to include:

a. its centrality as a guide and reference for day-to-day operations of an organization;

b. the clarification of an organization's mission, values and professional conduct;

c. establishing the ethical expectations for employees and setting forth the mechanisms for enforcement and consequences of non-compliance;

d. helping the professionals to find fulfillment in their career choices and reducing the emotional and psychological stress caused by moral indecision; and

e. ensuring that the professionals act in a way that serves the best interest of their chosen profession.

54. He further explained that as important as the workplace ethics was in an organization, there were several factors to consider in formulating such ethics:

a. the organization's goals, vision, mission and values;

b. societal norms;

c. professional and legal frameworks; and

d. operational and regulatory, as well as financial frameworks.

The Nexus Between Conflict and Workplace Ethics

55. The Facilitator established the nexus between Conflict and workplace ethics by stating that:

a. workplace ethics helped to minimize conflicts in an organization;

b. the knowledge of ethical codes as well a rules and regulations influenced employees' to doing the right things always; and

c. workplace ethics always encouraged employees to avoid conflict and collaborate as team members;

Conclusion

56. Mr. Onyeka advised that FAAN should intensify efforts at enforcing workplace ethics because it would reduce incidences of interpersonal and team conflicts arising from lack of compliance with ethical codes of conduct and the Public Service Rules.

Interactive Session

57. During the interactive Session, Mr. Onyeka presented a case study for discussion: **The case of Mr. Harry in the Shop**: Described as a dirty, impolite and scornful salesman who smokes and does not talk to his colleagues and thus, repels customers. The options proffered for resolving the problem of Mr. Harry included counseling, facing disciplinary committee, finding out why Harry behaved like that- emotional intelligence-empathy; introducing ethics to Harry, if not he would be fired.

BY ENGR. ISAAC OLUWATOSIN

58. Engr. Tosin introduced his topic by explaining that the rapid advancement of digital technology worldwide had transformed how office administration activities were being caried out today, hence the imperative for FAAN to adopt this modern technology to revolutionize its critical functions like staff succession scheme, passenger management, security and interagency cooperation, and facility management. He emphasized that these applications would not only enhance operational efficiency but also contribute to improving service delivery in FAAN. He expressed his expectation that at the end of the session, participants would be able to:

  a.   explain the concept of digital technology;
  b.   describe the roles of digital technology in office operations; and
  c.   state the challenges of implementing the technologies in FAAN.

Definition of Technology

59. He defined the concept as '***a tool that can drive innovation, efficiency, safety, and sustainability in an organization.***'

a. **Digital Tech:** "garbage in garbage out" whatever we feed the system is what we get at the end of the day; In HR, technology, using Microsoft excel, should be able to flag when Mr. Tosin would retire from service and what is accruable to him on retirement; our services and planning must go round the AI application;

b. Urged participants to get very familiar with the digital technological tools, very essential for them, which are doing a lot more for mankind;

c. **Assured participants that** Technology was never intended to and would not take away jobs from humans but only to help humans do things better, faster and more accurately, such as automation of communication network between departments to help trace origin, and saves time, energy and resources;

d. **advised** the FAAN organization needed a Data Centre because of the enormity and the sensitivity of its assignment: service to the global citizen;

e. Must look at how best activities of the organization would be assisted by AI technology; such as automating the system of administration; storing data; holding meetings; schedule payment of salaries and other staff monetary benefits. He cautioned that for such services various subscription fees must be paid;

f. Use *gamma.app* for many purposes; it helps to the minutest details; security surveillance; facial recognition system; runway maintenance;

g. AI can be biased, so we need to continue to update the data fed into the system to be on the safe side always;

h. AI has revolutionized administration, essential to remain agile and current in applying the technology to improve efficiency and ease job performance; and

i. If the lecture exposes participant's illiteracy, they should endeavor to learn more, even on their own. Digital tech operates on the fast lane. Participants must learn it every day in order to keep pace. They were advised to use algorism, especially for self-learning.

Conclusion

60. He concluded his presentation by inviting participants to note that **AI** can be very good when applied objectively and equally dangerous, when applied for subjective purposes. He stressed that because it had come to stay, FAAN needed to embrace the positive components of the technology. He cautioned that Africa was being left behind by the rest of the world which had gone far in applying AI technology in solving complex problems and ease of livelihood.

PAPER VI:
AGENDA SETTING, PLANNING AND EVALUATION

BY MR. FRANCIS BINUYO

61.   Mr. Binuyo began his presentation by sharing his expectation that at the end of the session, participants would be able to:

    a. review concepts in context;

    b. link the concepts for improved operational performance; and

    c. determine drivers of organizational productivity.

62.   By way of connecting the concepts of agenda setting, planning and evaluation to productivity in FAAN, Mr. Binuyo explained that FAAN, as a service provider, provided services that would create value which in turn would be experienced in exchange for a premium. He added that the delivery of service, which he described as intangible but with invaluable impact, by FAAN, would involve processes, people, and performances that required continuous improvement within the Aviation industry as its service cut across stakeholders and tiers of deliverables. He stressed that it was in this regard that agenda needed to be set, planned and evaluated continually for the desired service delivery by FAAN which dreams to be Africa's Aviation Hub.

Agenda Setting

63.   Mr. Binuyo said that this was about issues connected to planning: arranging things in place or prioritizing issues on the front burner to be addressed based on **Performance Management System** (PMS). He explained that linking the concepts of agenda-setting, planning and evaluation, all add up to performance: i.e, all FAAN staff working together to deliver expected services to the public effectively. Furthermore, he stated that Services by FAAN created values: (cargo, passengers, ticketing, regulators) ensuring that no baggage loss, no missing of flights; etc. That agenda-setting, centered on policy, which had the characteristics of conflict in the prioritization process, was operating at two levels:

    a. **First Level: The Object**: The priority issues to be projected or the influence to be created on the people; everyone's contribution in FAAN would

create a multiplier effect on the people which would be assessed through a performance management system, recommended for consideration by FAAN; and

b. **Second Level: Attributes** or the characteristics and traits or nature of the issues and the people to do the work, often projected by the media to bring in the interest of the public; everybody in FAAN was expected to do his/her job as assigned; working together with responsibility and accountability to create the sum that would be greater than the sum of the individual.

Types of Agenda-Setting

64.   He advised that in setting up an agenda, participant must take due consideration of:

a. **The Public:** which could determine or influence the importance of the issues at stake, often based on media publicity;

b. **The Media**: which could determine the importance or the relevance of the content of the agenda by the time of airing or publishing the information for public consumption; and

c. **The Policy:** the agenda and decisions of public policy makers could be influenced by the media publication and public response.

Planning

65.   He explained that planning, like in Business Process Management (BPM) was the combination of various methods to discover, analyze, model and measure, (in order to) produce a measurable outcome. He further explained that any combination of methods used to manage a company's business processes is business process management which could be a single activity or a combination of multiple activities that could be implemented with one common goal in mind: to improve business processes. He stressed that planning must be for a specific or a number of defined objectives. He invited participants to note that in planning, the following must be considered:

a. **Definition of the problems** to be solved, including the clients' expectations and the main goal to be achieved;

b. **The input:** The human and material resources to be used for the execution of the plan;

c. **Expected Outcome and Impact:** The effects of behaviour change and the long term, widespread improvement in the nature of service to be delivered;

d. **Implementation Process:** How can the client receive the final product or service;

e. **Incident Management Process:** Feedback mechanism; how the client can respond to deficient service delivery and the contact person from your organization; and

f. **Review and Evaluate** (Monitoring and Evaluation: the process of ensuring that the plan is on course through continuous monitoring of performance for the realization of the ultimate goal-improved service delivery.

PAPER VII:
PRODUCTIVITY AND SELF-APPRAISAL IN MANAGEMENT

BY MR. FRANCIS BINUYO

66. Building on his first Paper on *Agenda Setting, Planning and Evaluation*, Mr. Binuyo explained that the ultimate goal of agenda setting is **Productivity,** which he said depended on effective performance by staff at all levels. He expatiated this point by stating that productivity was the sum of the client's expectations fulfilled by the action of all, leaving no one out on the chain.

67. He explained that self-Appraisal in management was a "structured process by which employees reflect on their individual and group performances, highlighting achievements, identifying areas for improvement and aligning their goals with organizational objectives. He further explained that **Self-Appraisal** was an essential component of attaining the goal of productivity in an organization like FAAN because it made the workers to work better with their colleagues and people outside; that it motivated commitment and yearning for learning, making every individual worker more relevant on the production chain. He stressed that it was only through self-appraisal that the organization and the workers tell better what they do to meet client expectations. That the key factors in self-appraisal were Transparency, Responsibility, Accountability, Credibility, and Efficiency (TRACE) which do help the individual officers and the organization to know whether or not they were doing well. He stressed that self-appraisal encourages effective planning and making necessary changes to ensure provisions were made for human and material resources as well as the most suitable and affordable technology needed to produce desired results.

68. For a good self-assessment in FAAN, the Presenter pointed out that the assessing team or individual should try to answer the following guiding questions, bearing in mind that Management was to control, direct and coordinate the self-appraisal processes:

a. What is the objective of your function- what problems are you solving and what are the people's expectations?

b. What are the requisite tools needed to do the work to the satisfaction of

the clients?

c. What is the organization's service culture: way of doing things in FAAN? (must be done in such a way that creates room for accommodation of changes, especially the use of technology for efficiency and ease of doing business);

d. What resources (AI, Training, Instructors, etc) are needed?

e. What do you do that meets your client's expectations?

f. What are the things you are unable to do to meet your client's expectations and why?

g. What are your communication norms?

h. What is your implementation plan? (How can the people expect to receive your final service?)

i. What are the things you should do when incidents arise? Or who will be the point of contact when such situation arises? and

j. Review and evaluate the relationship between you, colleagues and clients and change to do the things that would improve productivity.

Performance Improvement and Productivity

69. Mr. Binuyo concluded his presentation by reiterating the point that in order to improve performance for efficiency and productivity, the management staff should cultivate and inculcate in their subordinates, the habit of voicing out important work place courteous words like**, *please, excuse me, sorry, thank you, pardon me"** as main components of every day relationship at work place. He stressed that because every problem solved together was the best, these words of courtesy were needed for generating positive result or output because they would help management staff to make people that work with them to be more committed, rather than just being compliant.

PAPER VIII:
INTER-AGENCY/DEPARTMENTAL COLLABORATION

BY AMB. JOHN GANA, Retired career Diplomat and former Permanent Secretary, Cabinet Office

70. Ambassador Gana introduced his topic using the analogy of culture. He explained that because the topic emphasized interagency collaboration, there was the need for the collaborating agencies to know and respect each other's mandate, operational and organizational culture relating to the kind of things they had been authorized to do every day. He stressed that it was the understanding of their respective and dynamic operational and organizational culture that would promote the desired kind of collaboration with the outside world. He identified the key words in the topic as follows:

   a. **Agency**: FAAN: a government organization performing special functions;
   b. **Interagency**: interaction between agencies; in this case, between FAAN and other agencies, especially those operating on daily bases at Nigerian Commercial Airports;
   c. **Collaboration**; most important word in the topic: working with other people to achieve some objectives (positive or negative) depending on who is defining the objective; (a group of people working to steal is negative objective to the owner of what the thieves want to steal and objective to the thieves when they succeed in stealing the goat, for example. That collaboration was H**orizontal** and **Lateral**;
   d. **Authority**: FAAN, established by law with specific powers to manage and maintain Nigerian Commercial Airports;
   e. **Department**: used interchangeably with Agency.

71. He observed that from the **Vision** and **Mission** of FAAN, a federal organization with national jurisdiction, it had to work with other people or organizations to render a safe, secure and efficient Service to air passengers and airline workers in accordance with world class standards. That FAAN could do all these by setting standards and timelines, and providing very adequate and well-equipped infrastructure for the convenience and

comfort of clients; well-trained number and equipped staff; clear passage of information, etc.

What it Takes to Collaborate

72. The Ambassador noted that no one agency could do it all alone, hence the key concept of interdependency which called for collaboration. He stated that it would take all, including mutual trust; clear lines of communication; functional facilities; clear ground rules, roles, responsibilities and final authority; accountability and transparency; regular consultations; flexibility and adaptability; all would allow them to share knowledge, understanding and methodologies; align policies and procedures; improve safety and security of people and properties at airports; increased efficiency; meeting regulatory requirements as spelt out by AICAO; good leadership by the MD/CEO of FAAN; strong team spirit and coordination by all workers; regular stakeholder engagements; appropriate use of modern technology and capacity building.

The Levels of Collaboration

73. He explained that there were two levels of collaboration:

a. **Vertical**: The collaborators at this level included FAAN; the Federal Ministry of Aviation (with oversight and regulatory functions), State Governments; Local Communities; the Nigerian Civil Aviation Authority (NCAA)which regulates the aviation industry as whole; the Nigerian Airspace Management Agency (NAMA) which manages the Nigerian airspace; and the Accident Investigation Bureau (AIB); which investigates aviation accidents. Others were the Nigerian Collage of Aviation Technology (NCAT), which trains aviation professionals; and the Nigerian Meteorological Agency (NiMET), which provided weather services as well as **Non-Aviation Industry Agencies** which included Security Agencies; Immigration; Customs; Port Health and Medical Services; Financial Services; Environmental and Regulatory Agencies; and the Nigerian Agriculture Quarantine Service; and

b. **Horizontal:** The Collaborators at this level included international organizations with collaboration on aviation standards, global best practices and capacity-building: the International Civil Aviation

Organization (ICAO), which sets global standards; and International Air Transport Association (IATA), a trade association representing airlines.

74. He stressed the point that at both levels of collaboration, except the Federal Ministry of Aviation which provided supervisory role, no any collaborating agency, especially at the vertical level of collaboration, was more important than the other in supporting FAAN to achieve its goal of providing a developed and profitably managed customer-centric airport facilities for safe, secure and efficient carriage of passengers and goods at world class standards. Meaning that FAAN would never work successfully without the contributions of all the agencies mentioned above.

Conclusion

75. Ambassador Gana concluded his presentation by reiterating that interagency collaboration was a **Must-Do** action for FAAN because it would never deliver on its mandate satisfactorily without the services of horizontal partners, obtained through sustained constructive engagements. Participants were urged to always consider the security and people-centered nature of the services to be offered by FAAN and to offer such services in the politest, collaborative, efficient, and effective ways possible.

PAPER IX:
EMOTIONAL INTELLIGENCE,
STRESS MANAGEMENT AND MENTAL HEALTH

By Mr. Isaac Onoja

76.   Mr. Onoja started by explaining **"Mental Health"** as 'a state of psychological, mental, emotional and social well-being that enables people to cope with the challenges of life'**.** He stated that the people who lived long had quality and healthy relationships with family and outside-work place and social gatherings.   He stressed that the participants needed more social connections, not only better food in order to live long and carry out their national assignments diligently, emphasizing that there were some sicknesses that could not be diagnosed because they came with mood swings or the state of the mind at a given time in the life of an individual.

Psychological, Social and Emotional Well-being of an Individual

77.   The Facilitator explained that the ideal psychological, social and emotional well-being of the individual included:

    a. **Quality Relationships at home and workplace;**

    b. **Self-Acceptance:** a very important factor in emotional issues built around self-confidence and esteem believing in who he/she is. The 'me' is the most important and critical factor in relationships. Participants were invited to note and always believe that **"I am" the most important person in considering emotional well-being in relationships,** and others follow;

    c. **Purpose:** Must have defined purpose for living;

    d. **Personal Growth:** Participants to consider personal growth before others. Here, comes again, "I am the most important person"; He informed that women were growing wonderfully well through the promotion of "gender equality and gender parity;

    e. **Autonomy:** participants to learn to support and do things by themselves;

    f. **Competence:** Stressed that the new anti-aging cream was learning. Participants must not stop learning; keep improving stheir mental abilities; If your partner is growing, grow.

    g. **Self-Regulation:** Self-control, not to be teleguided;

h. **Emotional Literacy:** Keep learning self-improvement. That social connectivity was important but learning to do things by oneself prolonged life generally, hence the need to develop self-confidence, and competence to push oneself above waters in any situation.

Stress Management

78. Mr. Onoja defined stress as *"the body's response to changes that create demand on it."* He explained that the body's response to changes could either be positive (Eustress) or negative (Distress). He listed the **eustressors** to include:

   a. starting a new job or receiving a much-awaited promotion at work;
   b. marriage or having a new baby; and
   c. buying a new home or taking advanced educational courses, etc.
   while the **distressors** could be:
   d. money problems or death of a spouse or child;
   e. unemployment or child's problem at school; and
   f. eviction from rented accommodation before end of contract, etc.

79. He invited participants to note that many things were determined by the type of stimulus and the human responses: That in the space between **Stimulus** and **Response,** laid the individual's or human **power to choose** the type of response and that in that response, laid **growth, freedom or doom**: meaning that every choice had positive or negative consequences. He advised participants to make sure they always make quality and functional choices, such as Running away from drugs; Learning to say no to doing things out of obligation; Saying NO to treating themselves, their health or their needs as secondary to someone's. "I am" the most important.

Emotional Intelligence

80. Mr. Onoja rounded up his presentation by stating that **Emotional Intelligence** was the "*blending of thinking and feeling for optimal outcomes.*" That human beings feel and express **anger** or **outrage** when they feel something is **standing in their way** or feel and express **fear** when they think that somebody or something is **threatening them.** The outcomes would be determined by the choices made in responding to **anger** and **fear.**

Interactive Session and Conclusion

81. He concluded by engaging the participants in discussing the strategies for managing stress out of which he recommended the following basic but very critical ways of managing **distress** arising from home or workplace relationships for improved collaborative operations and productivity in FAAN:

a. always choose yourself first with defined purpose and personal growth;

b. navigate the emotions carefully as the best step towards building healthy family and workplace relationships;

c. change location, where possible, especially in situations of anger, fear and disruption in the processes of self-realization;

d. engage in regular physical and mental exercises, including legal sex, and body massage;

e. laughter, forgiveness, compromises, and good diet; and

f. self-reliance, self-confidence and continual education for personal growth.

PRESENTATION OF CERTIFICATES OF PARTICIPATION

82. The thirty-four participants present were issued Certificates of Participation. The Ceremony was conducted by Col. Abdulwahab Ademola Lawal (Rtd) and the Certificates were Issued to Participants by Ambassador Felix Pwol (SCDTL) and assisted by Mrs. Adewunmi Adedayo-Quadri (FAAN).

Vote of Thanks

83. **Mrs. Okpo Peter Iquo-Ewa**, from the Cargo Department, FAAN, gave the vote of thanks on behalf of the participants. She:

a. thanked FAAN Management for the privilege given to them to attend the capacity-building workshop organized by the SCDTL and supported by FAAN. She expressed their desire for more of such training opportunities and ensuring that no one was left behind;

b. expressed their deep appreciation to the Savannah Centre for organizing such an educative and capacity enhancement program;

c. thanked resource persons for their well-researched, stimulating, educative and impactful presentations from which, she said, they learnt a lot and looked forward for more;

d. thanked the Caterer for the good meals served and congratulated her

colleagues for the active and lively participation in the learning activities; and

e. wished everybody journey mercies as they returned to their various destinations.

84. **Mrs. Adewunmi Adedayo-Quadri**, Assistant Training Officer from the Training and Human Resources Development Department of FAAN, offered the Vote of Thanks on behalf of the General Manager/Chief Executive Officer, FAAN and the Director, Training and Human Resources Development Department. She:

a. thanked the SCDTL for a well-organized training programme and the carefully-selected Resource Persons for their well-researched, very stimulating, educative and impactful presentations. She looked forward to more of such impactful engagements with the Centre and the Facilitators; and

b. congratulated the participants for their enthusiasm to learn and their active and lively participation in the two-day programme. She assured them that considering the importance the GM/CEO attached to training and capacity-building, FAAN had a line-up of more training opportunities for them up to the end of the year and beyond and that all their training entitlements would be paid accordingly. Mrs. Adedayo-Quadri assured the participants that the Department would always be fair and just in making sure no one was left behind in the selection for training and payment of legitimate entitlements;

85. **Ambassador Felix Pwol**, Director, Diplomacy and Democracy Department, gave the Closing Remarks on behalf of the Founder/Chairman and Executive Director of SCDTL. He:

a. thanked FAAN for trusting and charging the Centre with the responsibility to organize this very important two-day capacity-building program for its critical operational staff;

b. assured FAAN of the Centre's commitment and preparedness to offer high quality collaborative engagements with FAAN;

c. thanked all the participants for turning up and congratulated them for their attentive, enthusiastic, lively and active participation in all the

sessional and simulation activities assigned to them at the end of the presentations; and

d. thanked everybody, from the Hall Manager, technical staff, cleaners and the Caterer, the Resource Persons as well as the Staff of FAAN, led by Mrs. Adedayo-Quadri and the Savannah Centre, for collaborating committedly to the successful conduct of the program and wished all journey mercies back home as he looked forward to more collaborative and mutually beneficial engagements.

The Savannah Centre for Development and Training Limited
25th February 2025

SCDTL

SAVANNAH CENTRE
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