

PROJECT ASSISTANCE COMPLETION REPORT
Support for Management Training

Project Title: Support for Management Training
 Project Number: 532-0084
 Date of Authorization: 08/01/85
 Date of Completion: 03/31/87
 Project Amount: \$200,000 (Grant)
 Implementing Agencies: Institute of Management and
 Production and
 Jamaican Institute of Management
 Project Officer: Yvonne Johnson

THE JAMAICA INSTITUTE OF MANAGEMENT (JIM)

Background

The goal of this project was the achievement of greater impact on management development as a means of helping to improve the island's economy. The immediate objective was improvement in the relevance, quality, marketing and delivery of the programmes offered by the Jamaica Institute of Management(JIM). This necessitated the achievement of other objectives such as:

- (a) improvement in organizational structure and operational systems and procedures,
- (b) staff development,
- (c) assessment of training needs, and
- (d) the acquisition of teaching aids.

This project was punctually and successfully implemented and achieved its objectives thereby laying the foundation for continuing improvements in the services offered by JIM. The total expenditure from USAID funds was US\$200,000. JIM contributed just over US\$30,000 in cash and a further US\$20,000 in materials and services.

Cash contribution by JIM went mainly to supplement the grant in areas such as the purchase of computer equipment, subsistence to staff on development programmes abroad and for local accommodation of US instructors on special seminars. The ratio of expenditure by AID as compared with JIM was approximately four to one (4:1). Total expenditure of USAID's funds by sub-head was:

	US\$
Organizational improvement	30,245
Special Seminars	101,566.00
Staff Development	26,836.00
Training Needs Survey	32,558.00
Teaching Aids	8,795
<hr/> Total	<hr/> 200,000.00

Accomplishments

Two areas of the project - namely, Special Seminars and Teaching Aids - were fully realized and their effects are persisting. The other three have been implemented but their total realization requires continuing efforts, which JIM is currently pursuing.

- In respect of Staff Development, eight full-time members of staff received training in the United States, covering six areas of study and varying in duration from three days to two weeks. Fifteen part-time instructors received training over two week-ends.

- In respect of Assessment of Training Needs, the project was completed and, of the needs identified, six new courses have been designed to meet them and are being marketed, while others are on the drawing board.

- In the area of Organizational Development three areas were highly successful, namely; a) the new Accounting System designed by Peat Marwick Mitchell, was installed; b) a Computer Classroom was established and equipped and; c) an 'institutional study for organizational improvement' was carried out by the American Management Association and the recommendations made by this firm were effected.

The Special Seminars trained (93) ninety-three senior level managers from the private sector and quasi-government agencies serving the private sector, as well as (236) two hundred and thirty-six middle-level managers from the private sector. The special seminars in particular made it possible for Jamaican Managers to receive high level management development training that had become unaffordable because of the lack of foreign exchange. Such courses were, prior to this, either obtainable abroad only (in the case of Top Management Courses) or only occasionally obtainable through contracted overseas presenters. These new seminars brought top level managers, who themselves rarely participated in seminars, into training as well as providing them with a better appreciation of the nature of JIM and the desirability and affordability of having their staff trained locally. For the junior and middle managers, the seminars introduced them to operational principles and techniques that were already proven in the USA and were largely unknown, though easily adaptable to Jamaica.

The grant for Teaching Aids enabled the purchase of twelve special programs and workbooks for training in Supervisory Management and the purchase of films and workbooks for training in Sales.

Added to the above is that four of JIM's Diploma Courses and one certificate course have been accredited by the American Council on Education (ACE).

Summary

Although apparently of low significance, the re-defining of JIM's mission which was done as a prelude to the American Management Association (AMA) Team's evaluation for the formulation of JIM's new strategic plan, had far reaching impact. Prior to this, the elements of the JIM mission were diffused through the twenty-one objectives set out in the Institute's Memorandum of Association. In re-formulating JIM's mission, senior staff had to do the necessary analysis and synthesis in the context of current and foreseeable future environment. As a result of this grant JIM's staff now operate from a clearer perspective and their new mission statement serves to enhance the image of the organization.

Annexed for information purposes only, is a statistical summary of participation in JIM's Advanced Management Program and Special Management Program. JIM caters to working managers, at all levels, the overwhelming majority of whose clientele cannot be accommodated in the normal educational system. The Institute, with its membership base of over six hundred (600) managers (mostly from the private sector) is strategically and uniquely poised to provide the needed managerial training and development. The achievements of this project have improved its capabilities to address these needs and have laid the foundation upon which to build.

Lessons Learned

The training approach of, JIM as has been observed through the provision of this grant, seems to be more pragmatic than that of the formal systems in Jamaica and from this standpoint seems more appropriate for the practising manager. USAID should therefore try and target institutions such as JIM and IMP for future management training grants. A significant number (if not the majority) of those seeking the training do not possess the requirements for entry to the formal system. Besides JIM, as a key institution in management training in Jamaica is providing a vital service for working professionals that is not provided by more traditional academic institutions.

TABLE II

STATISTICAL SUMMARY OF PARTICIPATION IN SPECIAL SEMINARS

SEMINAR TITLE & DATE	MANAGEMENT LEVEL	DURATION IN HOURS	NO OF PARTICIPANTS	TOTAL MANHOURS	SCHOLARSHIPS AWARDED
Advanced Management Programme August 12-30, 1985 July 7-25, 1986	Senior	105	27	1698	8
		105	45	2712	10
Productivity Management August 8 - November 12, 1985 August 15 - November 16, 1986	Middle	56	20	980	1
		56	13	728	-
Entrepreneurship February 27 & 28, 1986	Open	14	25 +80*	470	-
Building Highly Productive Management Teams# April 3 & 4, 1986	Middle Junior	14	22	308	3
How To Interview and and Select The effective Employee April 17, 1986	Junior & Middle	7	45	315	1
Problem Solving and Decision Making April 18, 1986	Junior & Middle	7	31	217	1
Marketing Strategies and Planning for Financial Services Organisations October 27 - 29, 1986	Senior	21	21	441	-
TOTAL		385	329	7869	24

* In a 1 1/2 hours lecture and discussion

A repeat on March 19 & 20, 1987 (without project support) catered to 54 participants and left 30 others on stand by for April.

Table 1 below, summarises participation in this programme in 1985 and 1986. It will be seen that managers who could not take advantage of the full programme were able to do such areas as they wished.

TABLE 1

PARTICIPATION IN ADVANCED MANAGEMENT PROGRAMME

	NO. OF PARTS TAKEN						TOTAL PARTICIPANTS
	6	5	4	3	2	1	
No. of Participants 1985	12	-	2	-	4	9	27
No. of Participants 1986	20	-	-	1	8	16	45
TOTAL	32	-	2	1	12	25	72
Scholarships Awarded by J.I.M.:							
1985	3	-	1	1	-	3	8
1986	1	-	-	-	4	5	10
TOTAL	4	-	1	1	4	8	18

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