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**REPORT ON CONSULTATION
TO
THE JAMAICA FAMILY PLANNING ASSOCIATION**

**A Report Prepared By:
ALAN P. BLOEBAUM, M. Ed., SOPHE**

**During The Period:
JANUARY 26-FEBRUARY 7, 1980**

**Under The Auspices Of The:
AMERICAN PUBLIC HEALTH ASSOCIATION**

**Supported By The:
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I. INTRODUCTION AND SCOPE OF WORK

The consultant was requested to work with the Jamaica Family Planning Association during the period of January 26 - February 7, 1980 in order to make specific recommendations to the Jamaica Family Planning Association for an Administrative Management Plan which would meet the needs of the Jamaica Family Planning Association in its newly-expanding and continued-expanding role.

At least three recent events are significant in the determination of the goals and directions of the Jamaica Family Planning Association. The first event was the decision to accept the challenge of a greatly expanded and ever-expanding role in family planning, not only in St. Ann's Parish but in the whole of Jamaica.

The second event was the immediate implementation of the above-mentioned decision by adopting the new "Family Planning Youth-to-Youth" and significant expansion of the Association's sterilization services in both Kingston and St. Ann's Bay under a new grant from AVS.

The third event was the decision to employ the services of one who would serve as a "Chief Administrator" for the Jamaica Family Planning Association.

II. METHOD OF PROCEDURE

The following methods were utilized during the consultation period:

1. An examination of all relevant documents, reports and other written materials. This includes the following:

Jamaica Family Planning Association Annual Reports: 1969 (historical), 1976, 1977, 1978. The 1979 Report had not been completed.

The file of all past and current Job Descriptions of all JFPA staff.

A Document, Personnel Policies, undated.

"Organization of the Company." Memo and "Articles of Association of JFPA, 1965."

"Family Planning Youth-to-Youth Project Proposals by Suzanne Olds.

JFPA Organizational Chart, undated.

IPFF-JFPA Contractual Agreement.

Memo: "IPFF to JFPA Concerning 1981 Activity Goals. (Memo read to consultant, but no copy provided).

Verbal Orientation by Mrs. Lenworth Jacobs, Member of the Board, JFPA, "The History of the Jamaica Family Planning Association."

Documents from USAIS pertinent to JFPA-USAID relationships.

Advertisement in The Gleaner for the positions of "Executive Director" and "Program Coordinator" for the Jamaica Family Planning Association.

2. Personal interviews with JFPA staff, with member of the Board of JFPA and with persons from other agencies which are in some manner related to the programs of JFPA. This includes the following:

Terrence Tiffany, Chief, Division of Health, Nutrition and Population, USAID, Kingston.

Mrs. Lenworth Jacobs, Member of the Board of Directors, JFPA.

Dr. Lenworth Jacobs, President, Board of Directors,
JFPA, Medical Director, JFPA.

Mrs. Dorothy Lynton, Secretary/Administrative Aide,
JFPA.

Miss Elsa R. Smith, Principal, St. Ann's Homecraft
Training Center.

Evelyn Spence, candidate for the position of "Program
Coordinator" for JFPA.

Mrs. Peggy Scott, Member of the Board of Directors, JFPA.

Mr. William Griffiths, Field Officer, JFPA.

Mr. E. P. Swapp, Research/Evaluation Officer, JFPA.

Dr. John McDowell, B.D.S., J.P., Member of the Board of
Directors, JFPA.

De-Nath Ghai, M.D., Medical Officer of Health, St. Ann's
Parish.

Mr. Merrick Needham, Member of the Board of Directors,
JFPA.

Public Health Nurse, Department of Health, St. Ann's
Parish.

Mrs. Ruby Grant, Outreach Workers, JFPA.

Margaret Morris, Member of the Board of Directors, JFPA

Mr. Cleveland Smith, Member of the Board of Directors,
JFPA.

3. An examination of all of the physical facilities of JFPA.
4. A full-day meeting with a majority of the members of the Board of Directors and the Secretary/Administrative Aide, JFPA. A presentation of my recommendations, together with a full discussion of them.

4. Implementation of the recommendations:

No specific action was voted by the Board of Directors
at that time.

A draft copy of the Job Descriptions for "Executive Director" and for "Program Consultant" was left with JFPA because of impending interviews with candidates for those positions.

All recommendations, in final and corrected form, are to be sent to the Board of Directors of JFPA to be used as bases of discussions at an upcoming Board Retreat.

A copy of the recommendations was delivered in person to Mr. Merrick Needham, member of the Board of Directors, at his office in Kingston. At that time, Mr. Needham discussed with me and Mr. Terrence Tiffany, Chief, Division of Health, Nutrition and Population, USAID, Kingston, his observations of the recommendations.

III. RECOMMENDATIONS

These were recommended to the Board of Directors, JFPA by the consultant:

1. All job descriptions should be examined and revised in view of the new administrative alignment brought about by the greatly enlarged program scope of JFPA. (See Appendices A-F).
2. Personnel policy should be reviewed immediately in light of the expansion of program and staff, and thereafter should be reviewed at least annually and always with adoption of additional, new or revised programs. It is recommended that employment of the Executive Director be on the basis of a contract for one year, then a longer extension if satisfactory.
3. All management documents such as personnel policy, job descriptions, etc., should be dated individually with date of adoption and implementation. Any and all subsequent revision(s) of such documents should carry date of adoption and implementation.
4. Because of the increased management complexity brought about by program expansion, a review of the Articles of the JFPA is recommended. Some immediate revisions seem to be indicated to insure effective and more problem-free management of the newly expanded program of JFPA and for the possible future expansion. For example:

Additions to Articles

Creation of standing committees such as an Executive Committee (composed of three members who would be officers of the Board of JFPA: President, with the addition of other officers, such as Vice President, Treasurer, etc., such an Executive Committee to act for the Board between Board meetings and would relieve the President of having to devote an ever-increasing amount of time and effort as would be demanded by program expansion), Budget and Finance, Nominating, Information and Education, etc. These committees would be working all year and not just at special times.

Re: Standing committees and committees created for special purposes: JFPA Board members should be chairmen of such committees and other members of the committees recruited from leaders of the communities served who would not be board members but who would have expertise in the committees' areas of responsibility and/or be in a position to offer and to affect support for the program. This also serves as a training and orientation for such people as possible future members of the Board of Directors.

It is recommended that an analytical review of all areas of the Articles of JFPA be conducted as the expanded program gets underway and possibly needed changes may be anticipated or may surface. Some of the changes as recommended if accepted would, of course, cause changes to be made immediately to make the various components of the Articles non-conflicting. The Articles of JFPA should be reviewed annually, and always at the time of expansion.

5. New staff positions and reporting responsibilities should be reflected in a revised organizational chart. (see Appendix F).

February 5, 1980

Appendix A

Job Description

Executive Director

Jamaica Family Planning Association

As recommended to the Board of Directors, JFPA by: Alan P. Bloebaum
Consultant, APHA

Status: Full Time

Salary Range:

Responsible to: Board of Directors

Job Description:

Responsibilities:

I. Association Operational & Programmatic Management & Administration

- Recruits, hires, evaluates, terminates, supervises and is responsible for the provision of training for staff in conformity with JFPA personnel policy.

Develops, monitors and maintains professional standards and practices in all aspects of the JFPA program in conformance with JFPA policy.

Develops an internal format for evaluation of activities and programs of the JFPA.

Is responsible for the overall review and control of financial affairs of JFPA.

Is responsible for functioning of Clinics through the Clinic Coordinator.

Prepares grant requests for public or private funds.

Assumes responsibility for operational aspect of JFPA, including insurance, risk management and reporting, security, leases, bonding, health and safety measures, as well as any other such related areas

Serves as a channel of communication between the JFPA and other related groups and/or associations--private, voluntary or official.

II. JFPA Board and Board Committee Activity

- Shares with the JFPA Board the responsibility for Board and Committee orientation and training.

Responsible for the continuity and direction of the JFPA program, and for implementing these goals and objectives set by the JFPA Board.

Promotes Board deliberation of issues by offering information on a variety of subjects with alternatives, options and recommendation. Should use expertise from staff, Board members, volunteers and other community sources to provide a sound background for Board decisions.

Keeps Board informed of JFPA and community resources, assists committees of the Board as required; provides staff support in fund raising; collaborates and participates with Board in fund raising.

Provides staffing and support to the Board in short- and long-term planning, including knowledge of available project funds and know-how for securing funds.

Attends all Board and executive committee meetings (except when an executive session is convened).

III. The Community

Utilizing all appropriate staff and available resources, explores and gathers facts in order to provide information regarding family planning programs to the community.

Coordinates and combines interagency events for developing staff and for volunteer participation.

Represents JFPA in other appropriate public and private agency meetings and programs.

Appears at media and other public relations events, or delegates this function.

Assists in the development of community relations.

Works to enhance the quality of public relations and to encourage the awareness and acceptance by all sectors of the community of the programs offered.

QualificationsPersonal

1. Possession of strong administrative management skills, especially in the areas of program planning, budgeting and personnel management.
2. Understanding of, and commitment to, the goals of JFPA.
3. Ability to work with Board and with staff in a way that recognizes and develops the skills of each Board and staff member.
4. Has the imagination and initiative that are necessary for effective program fulfillment for successful establishment of new services and programs and for the development of leadership in others.
5. Has the necessary ability to distinguish between administrative practice (the Executive Director's responsibility) and policy-making (determined by the Board of Directors).
6. Has a good knowledge, appreciation and understanding of professional ethics and an appreciation of other professional groups along with a commitment to the right of clients to assume responsibility for their own choices.
7. To not only like, but respect other people and be able to work well with all kinds, both individually and collectively. Knowledge of, and ability to use, human relations skills.

AcademicUndergraduate Preparation

A baccalaureate degree from an accredited college or university is considered minimum preparation for the position of Executive Director. A variety of academic majors are appropriate. These include, but are not limited to: business, political science, the sciences and English.

Graduate Education

Graduate education in such fields as public administration, public health or social work can be an added advantage, but is not a prerequisite. Courses in public relations, group process, statistics, and

Appendix B

Job Description

Administrative Coordinator

Jamaica Family Planning Association

As recommended to the Board of Directors, JFPA by: Alan P. Bloebaum
Consultant, APHA

Status: Full Time

Salary Range:

Responsible to: Executive Director

Job Description:

Responsibilities

I. Association Operational and Programmatic Management and Administration

- To keep JFPA's financial records in order and to keep the Executive Director informed of and about such records.
- Together with the Executive Director, to prepare monthly projections of expenditures.

To effect full budget control and budgeting.

To be responsible for preparing all financial statements, whether they be internal, national or international.

To serve as the Purchasing Agent for all supplies and equipment used by JFPA, according to the budget adopted by the Board, and with the advice and approval of the Executive Director.

To act as a supportive link between the Executive Director and the program in general, maintaining the good will of all.

To be Consultant to the overall program, together with any other administrative staff, at the request and direction of the Executive Director.

To assist in the orientation, training and allocation of staff at the request and direction of the Executive Director.

- To supervise the training, placement, functions and assignments of secretarial and clerical staff, as well as office attendants, as approved by the Executive Director.
- To keep a record of staff attendance, absences, sick leaves, vacations, etc., according to the adopted plans and procedures of the JFPA Personnel Policies.
- To maintain control of and adequate records regarding all contraceptive supplies which are delivered directly to the administrative office (those used by outreach workers). (Clinic contraceptive supplies are delivered directly to the clinic and are accounted for there by the Clinic Coordinator.)
- Is responsible for alerting the Executive Director of building repair and maintenance needs, including those of the grounds and equipment
- To carry out all such other operational and programmatic management and administrative functions which may reasonably fall within the scope of the Administrative Coordinator or which may be assigned by the Executive Director.

II. JFPA Board and Board Committee Activities

- Together with and at the direction of the the Executive Director, to provide data, especially financial, to the Board in short- and long-term planning.
- To present regular financial statements for meetings of the Board and Membership of the Company.

Qualifications

Personal

- An understanding of, and commitment to, the goals of JFPA.
- The ability to work with Board and with staff of all levels at all levels in such a way as to recognize and to assist the Executive Director in developing to a maximum the skills of each staff member and in utilizing strengths, talents and expertise of each Board member.

- The knowledge, understanding of and ability to use human relations skills.
- A sensitivity to the needs of all peoples.
- To have the imagination, initiative and knowledge that are necessary to assist the Executive Director in effective program fulfillment, successful establishment of new services and programs and for the development of leadership in others.
- To have the necessary ability to distinguish and to discriminate between what is administrative practice (the Executive Director's responsibility) and administrative duties and responsibilities (delegated by the Executive Director) and what is policy-making (determined by the Board).
- To have a good knowledge, appreciation and understanding of professional ethics and an appreciation and knowledge of other professional groups.
- To not only like, but to respect other people and to be able to work well with all kinds of people, both individually and collectively, including those in other agencies and organizations.

Training

A baccalaureate degree from an accredited college or university, with majors in such fields as business, management, public relations, would be an advantage but not a requirement if replaced by a background of experience, sufficient in scope and depth, together with demonstrated performance.

Job Description

Information and Education Coordinator

Jamaica Family Planning Association

As recommended to the Board of Directors, JFPA by: Alan P. Bloebaum
Consultant, APHA

Status: Full Time

Salary Range:

Responsible to: Executive Director

Job Description:

Responsibilities

- Coordinates the "total educational effort" of JFPA:
 1. Patient recruitment
 2. Patient education
 3. Community education
 4. Professional (library, JFPA and professionals in other health service and education organizations, groups, institutions, etc.)
- Develops JFPA educational goals and directions and presents to the Executive Director.
- Develops annual I & E budgets and presents to the Executive Director.
- Operates within adopted budgets.
- Develops new and creative educational efforts and seeks funding for them.
- Prepares proposals for funding of special educational efforts.
- Is custodian of all educational supplies and equipment, including JFPA library.
- Trains and develops other staff in performing educational tasks.

Develops, field tests and seeks funding for, and production and distribution of, new bulletins, leaflets, audio-visuals, etc.

Maintains contact and liaison with the directors of educational components of allied and related agencies--whether local, national or international.

Job DescriptionClinic CoordinatorJamaica Family Planning Association

As recommended to the Board of Directors, JFPA by: Alan P. Bloebaum
Consultant, APHA

Status: Full Time

Salary Range:

Responsible to: Executive Director

Job Description:

Responsibilities

With the advice, guidance and approval of the Medical Director, is responsible for the organization of the clinic process.

Is responsible for the satisfactory clinic flow.

Evaluates the clinic process, makes recommendations for change to the Executive Director with advice from and approval of the Medical Director.

Supervises, directs and evaluates the clinic staff.

Working closely with the Research Evaluation Coordinator, devises, maintains, evaluates and recommends changes if and as needed in the clinic record keeping system.

Working closely with the Information and Education Coordinator, utilizes the patient education materials, evaluates materials and makes recommendations for development of new materials.

Working closely with Administrative Coordinator is responsible for clinic supply inventory.

Supervises a medical follow-up system for abnormal laboratory work and referral for other possible medical services.

Is responsible for providing technical assistance in grant and proposal writing dealing with clinic services and procedures.

Is responsible for preparing and maintaining clinic component budget.

Maintains a record of contraceptive supplies which come directly to the clinic.

Job Description

Program Coordinator

Jamaica Family Planning Association

As recommended to the Board of Directors, JFPA by: Alan P. Bloebaum
Consultant, APHA

Status: Full Time

Salary Range:

Responsible to: Executive Director

Job Description:

Responsibilities

I. Association Operational and Programmatic Management and Administration

- Maintains a close liaison-advisory relationship with the Clinic Coordinator.
- Maintains a liaison-advisory relationship with the Research/Evaluation Coordinator.

Is responsible for the successful execution of all JFPA field or non-clinical programs.

Develops and recommends new programs and projects to the Executive Director. Develops proposals and plans of action for all new program directions.

In conjunction with the Executive Director, recruits and supervises all field or non-clinical program staff.

Evaluates the performance of all field or non-clinical program staff and makes recommendations regarding them.

Assumes the supervision, direction and delegation of functions of the Information and Education Coordinator until such time as JFPA may expand these functions into an Information and Education Department.

Makes recommendations for non-clinical program changes, if needed, to the Executive Director.

- Works closely and cooperatively with the Research/Evaluation Coordinator in accumulating and maintaining clinical records and data for their subsequent use in research, statistics reporting to the public and to funding agencies and in developing grant proposals.

II. To the Community

- Obtains information about governmental and other agency policies, other program strategies and donor agencies relative to non-clinical program management, development and expansion.

Maintains a close liaison with NFPB, MOHSS, etc., for the coordination of outreach field work.

Makes public appearances and utilizes all available media in the explanation and promotion of JFPA programs.

III. To JFPA Board and Board Committee Activities

Meets with the Board and Board Committees, when requested, in order to provide information regarding non-clinical programs.

Qualifications

Personel

Possession of strong management skills. especially in the areas of program planning, budgeting, and personnel management.

An understanding of, and commitment to, the goals of JFPA.

The knowledge of, and a sensitivity to, the history and culture of all peoples to be served by JFPA.

The ability to work with staff in such a way that recognizes and develops each member of the non-clinical program staff.

To have the imagination and initiative that are necessary for effective program fulfillment and development of new programs.

- To have the ability to distinguish between what is non-clinical program, what is overall administration and what is policy making.
- To have a knowledge and appreciation of professional ethics and the ability to relate to other professional groups. Also, to have a commitment to the right of clients to assume the responsibility for their own choice.
- To like and respect other people and to be able to work well with all kinds of people, both individually and collectively.
- A knowledge of, and the ability to use, public relations skills.
- To have good written and interpersonal skills.

Academic

Undergraduate Preparation

A baccalaureate degree from an accredited college or university should be considered minimum preparation for the Program Coordinator. A variety of majors are appropriate; most advantageous among these are social and physical sciences.

Graduate Education

Graduate education in such fields as public administration, public health, or social work are desirable. Courses in public relations, group process, statistics, and various aspects of health and medical care would be valuable.

Experience

In addition to academic background, the Program Director should have at least five years of professional employment in health or social service fields. Extensive experience in management, program planning and evaluation would be an asset.

February 5, 1980
 Recommended JFPA Organization
 By: Alan F. Blumberg

