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asn: 34114

MANPOWER CONSULTANT'S VISIT
TO
JAMAICA

A Report Prepared by:
JOHN W. MCCOLLUM

During The Period:
OCTOBER 30-DECEMBER 8, 1979

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PREFACE

This report concerns the third visit to Jamaica by John W. McCollum, President, Social, Educational Research and Development, Inc., in conjunction with technical assistance to USAID and Ministry of Health and Environmental Control in Jamaica.

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I. INTRODUCTION AND BACKGROUND

A. Purpose of the Assignment

This consultant assignment was the third visit the consultant has made to Jamaica to provide services to USAID/Health/Nutrition/Population Division and the Jamaican Ministry of Health and Environmental Control (MOHEC) in pre-project activities involving a USAID Project Paper.

The first two assignments focused on assisting MOHEC staff in the Personnel Division to design, develop, and test a personnel inventory of all MOHEC's approximately 14,000 employees.

The scope of work originally consisted of these tasks:

- To conduct as part of a team from Boston University, Center for Educational Development in Health (CEDH), two workshops in curriculum development using CEDH's model, Systematic Course Design.
- To continue to provide support services to USAID and MOHEC's Personnel Division in the inventory of MOHEC's employees.

Upon arrival, and following consultation with Mr. Terrance Tiffany, Acting Chief, USAID/H/N/P, the scope of work was changed to include:

- the preparation of the manpower component of the project paper
- the preparation of training plans for other components in the project paper, that is, Health Education, Nutrition, and the Supply-Management Division.

B. Itinerary Followed

The consultant departed Washington, D.C. on October 30, 1979 on Eastern Airlines Flight 25 at 10:00 a.m. and arrived in Jamaica at 7:00 p.m. on Air Jamaica Flight 25.

The consultant left Jamaica on December 8, on Air Jamaica Flight 21 and arrived in Washington on Eastern Flight 198 at 9:00 p.m.

In both instances, connecting flights originated in Miami.

Except for a one day trip to Portland Parish to participate in the administration of the manpower inventory, the consultant worked in Kingston, Jamaica.

II. OBSERVATIONS AND FINDINGS

A. Scope of Work Task 1: Conduct Curriculum Development Workshops

Each workshop lasted 10 days, started at 8:30 a.m. and closed for the day at 5:30 p.m. The workshops were held at the Inter-Continental Hotel in Kingston, Jamaica.

The first workshop started on November 5 and ended on November 16. The second workshop started November 16 and ended November 30.

The program/curriculum for the first workshop is included in Appendix B. Both workshops followed the same format.

Participants in the workshops were senior staff members from MOHEC, for the most part at the parish level. A total of 24 participants were in the first and 35 participants in the second workshop.

The purposes of the workshop were to teach the participants the Center for Education in Health (Boston University) approach to curriculum development^{1/} and at the same time, to enable the participants to develop actual courses they and their colleagues would teach.

The workshop produced 35 courses.

The consultant had primary responsibility for conducting Workshop I and played a less intensive role in Workshop II, which enabled him to work on other tasks in the scope of work.

The workshops were successful. The fact that 35 courses were produced is an indication of the productivity of the participants. In addition, in the evaluation of the workshops, more than 9 out of 10 participants said they were sufficiently trained to develop additional courses as well as teach courses developed in the workshops.^{2/}

B. Scope of Work Task 2: To Continue Technical Assistance in the Development of the MOHEC Manpower Inventory

The manpower inventory was developed in draft form in earlier consultant assignments.^{3/} This visit focused on:

- Assisting MOHEC staff in hiring a Project Coordinator for the inventory.

^{1/} See Systematic Course Design for the Health Fields, Boston University: Center for Educational Development in Health, Boston, Massachusetts.

^{2/} The workshop report is being prepared by Dr. Hannelore Vanderschmidt of the Center for Educational Development in Health. A copy will be provided APHA.

^{3/} A copy was attached to the report submitted to APHA by this consultant in October.

B. (Continued)

- Refining and revising the inventory before reducing it to final form.
- Discussing with MOHEC staff the pre-test which had been completed between this consultant's second and third assignments.
- Developing a coding system for tabulating inventory data using McBee cards.
- Starting the data collection.

The consultant met on a number of occasions with MOHEC personnel including Mr. Cedric Taylor, the Director of the Personnel Division, his assistant, and the Chief of the Training Branch to resolve the issue of hiring a Coordinator Ms. Nellie Allison to conduct the inventory. Funds from USAID had been available since September 1; the Coordinator was hired November 12.

Shortly after the Coordinator started work, this consultant and the Coordinator reviewed the pre-test inventory instruments and made minor changes in the instrument. The instrument was reduced to final form and printed in Jamaica.

The consultant also worked with MOHEC staff in developing a coding scheme to transfer inventory data to McBee cards.

The consultant and the Project Coordinator traveled to Portland Parish (on the North Coast of Jamaica) and discussed the inventory with parish and hospital staff and got them started administering the inventory.

In addition, the consultant and the Coordinator spent one day with staff from the Kingston Public Hospital planning the administration of the inventory.

Finally, the Coordinator and the consultant developed plans to administer the inventory in all parishes during December 1979.

C. Scope of Work Task 3; The Preparation of the Manpower Component for the USAID Project Paper

The Manpower Component outline prepared by USAID staff contained these topics:

1. Introduction
2. Manpower Development and Training Plan
3. Training Center
4. Personnel
5. Building and Equipment
6. Supplies and Materials
7. Training
8. Consultants

C. (Continued)

Developing this component required visiting many MOHEC staff to enlist their views. Because the two workshops required a great deal of the consultant's time, this portion of this task was not completed. Portions in draft form include items 1, 2, 3, 7, and 8 above. The draft document was reviewed favorably by USAID/Jamaica staff.

D. Scope of Work Task 4: Preparation of Training Plans
For All Components in the Project Paper

In addition to the Manpower Component, there are four other components in the proposed project paper: Health Education; Supply Management; Nutrition; and Health Information.

Discussions were held with MOHEC staff from the above units. They were asked to supply by January 4, the following training information for each training project:

- . Purposes
- . Expected End Results
- . Numbers of Trainees
- . Length of Training
- . Estimated Cost
- . Where Training Would Occur.

The above information was supplied by the Health Information component prior to this consultant's departure. Since returning, information from one additional unit has been received.

III. RECOMMENDATIONS

In early January, sufficient data from the manpower inventory should be available (Cornwall's five parishes, St. Catherine, Clarendon, and Portland parishes should be complete) and it will be useful to develop the final coding scheme to get MOHEC staff at work tabulating the data.

A meeting should be held with MOHEC staff to review and revise the manpower component as well as collect the training information for all remaining components.

The consultant discussed accomplishments with Mr. Terrance Tiffany, Acting Chief, USAID/H/N/P Jamaica and the following recommendations (Scope of Work) for the next visit (January 2-9, 1980) were agreed upon:

- Identify for all components training needs and develop schedules of costs and activities.
- Identify staff needs for the proposed training branch.
- Identify the training facility, size and location, equipment and other needs.
- Complete the manpower inventory and plan for data production.
- Develop a training strategy focusing on health manpower shortages and the needs of the primary health care system.

APPENDICES

A through C

APPENDIX A
INDIVIDUALS CONTACTED

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APPENDIX A: INDIVIDUALS CONTACTED

Mrs. Julia Allen, Director, Nutrition Education Bureau, MOHEC
Ms. Nellie Allison, Training Branch, MOHEC
Milton Berry, Training Branch, MOHEC
Edward Baker, USAID
Dorothy Blake, MOH/Portland, MOHEC
Hyacinth Bulgin, Training Branch, MOHEC
Peter Carr, PAHO Consultant
Gary Cook, USAID/Jamaica
Darnell Dolley, USAID/Jamaica
Mr. Ellington, Director, Supply Management, MOHEC
Osmond Gordor, Health Information, MOHEC
Lynnette Harris, Assistant to Chief Medical Officer, MOHEC
Mr. King, Administrator, Kingston Public Hospital
Susan Lee, PAHO Consultant
Douglas Manley, Minister, MOHEC
Tony Meyers, USAID
Donald Miller, Permanent Secretary, MOHEC
Dr. Christine Moody, Chief Medical Officer, MOHEC
Ramon Ricardo, PAHO Consultant
Peter Rouselle, USAID Consultant
Yvonne Sinclair, Bureau Health Education, MOHEC
Cedric Taylor, Director, Personnel, MOHEC
Terrance Tiffany, USAID/Jamaica
Edna Tulloch, Director, Planning, MOHEC
Fay Williams, Assistant Director, Personnel, MOHEC

APPENDIX B
WORKSHOP PROGRAM

WORKSHOP
PLANNING AND COMPETENCY BASED
CURRICULUM DEVELOPMENT

NOVEMBER 5, 1979 - NOVEMBER 16, 1979

SPONSORED BY

MINISTRY OF HEALTH AND ENVIRONMENTAL CONTROL

AND

THE CENTER FOR EDUCATIONAL DEVELOPMENT IN HEALTH
BOSTON, UNIVERSITY
BOSTON, MASSACHUSETTS

AT THE

INTERCONTINENTAL HOTEL
KINGSTON, JAMAICA

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PARTICIPANTS

Name	Title	Official Address
PINNOCK-BARRETT, Claudette	P.H.N (N.Cr.II)	Villa Nova H/C, Sp/Town, St. Catherine
MORGAN, Kingsley B.	Acting Deputy CPHI	Spanish Town, St. Catherine
CAYEMITTES, Michel P.A.	MOH	Spanish Town, St. Catherine <i>Health Department San Jago Parish</i>
BLAKE, Dorothy	MOH	Port Antonio, Portland
NGWE, Pearline	Nurse Practitioner	Flamingo Complex, Kingston 5
CARROLL, Cecile	Nurse Practitioner	Flamingo Complex, Kingston 5
SWABY, Herlin	School Dental Nurse	Health Dept., St. James
DAVIS, Myrna	School Dental Nurse	Dental Health Ed. Unit, 15a Old Hope Road, Kingston 5
WILLIAMS, Brenda	Nutrition Asst.	St. Ann Health Dept.
SMALL, Medlyn	Nutrition Asst.	KSAC, 2 Winchester Road, Kingston 10
PRATT, Kathleen	Nutrition Asst.	Spanish Town H/O, St. Catherine
GOODISON, Audrey	Nutrition Asst.	KSAC, 2 Winchester Road, Kingston 10.
LAWRENCE, Grace	Nutrition Asst.	Savanna-la-Mar, Westmoreland
McPHERSON, Christine	Nurse Practitioner	Flamingo Complex, Kingston 5.
SWABY, Jean	Nurse Practitioner	Flamingo Complex, Kingston 5.
BOWEN-GORDON, Ruth	Nurse Practitioner	Flamingo Complex, Kingston 5.
DOCKERY-BROWN, Cheryl A.	P.H. Nurse	Hanover Health Dept., Lucea P.O.
RICKETTS, Leroy	Acting CPHI	Hanover Health Dept., Lucea P.O.
LEWIS, Mayol L.	P.H. Inspector	St. Ann Health Dept., St. Ann P.O.
MOORE, Harold	Health Educator	Portland
STENNETT, Thelma	P.H.N.	KSAC Health Office, Marescaux Rd. Ki
WILLIAMS, Norma	Health Educator	KSAC
WATSON, Laurie	P.H.I.	Manchioneal P.O., Portland.
PATTERSON, Merlyn	P.H.N.	Health Dept., Port Antonio.

STAFF

Hyacinth Stewart-Bulgin
Chief, Training Branch
Personnel Division
Ministry of Health & Environmental Control
Kingston, Jamaica

Jose Carnerio, Director
Latin American Programs
Center for Education Development in Health
Boston University
Boston, Massachusetts, USA

John McCollum, Consultant
U.S.A.I.D.
Washington, D.C., USA

WORKSHOP PURPOSES

1. Produce specific plans for In-Service Training Programs at the course level.
2. To acquire skills in Systematic Course Design Approach.
3. To develop specific in-service training programs.
4. To practice teaching programs developed in the Workshop.

TRAINING COORDINATORS FOLLOW-UP WORKSHOP

NOVEMBER 5 THROUGH NOVEMBER 16, 1979

WEEK ONE

	MONDAY 5th	TUESDAY 6th	WEDNESDAY 7th	THURSDAY 8th	FRIDAY 9th
8:30 a.m.	Welcome Introduction Purposes Parish level Training Problems	Developing Program Descriptions	Job Performance Verification of Job Description	Continued	Complete Evaluation Plan
10:30 a.m.	-----	----- C O F F E E -----	-----	-----	-----
10:45 a.m.	Developing Parish Training Plans and Program Priorities	Developing Job Descriptions	Continued	Task Analysis	Continued
1:00 p.m.	-----	----- L U N C H -----	-----	-----	-----
2:00 p.m.	Continued	Developing Job Descriptions	Continued	Continued	Sequencing and Ordering Tasks
4:00 p.m.	-----	----- C O F F E E -----	-----	-----	-----
4:15 p.m.	The systematic course design approach	Verification of Job Descriptions	Describing Student Performance	Continued	Presentations

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WEEK TWO

	MONDAY 12th	TUESDAY 13th	WEDNESDAY 14th	THURSDAY 15th	FRIDAY 16th
8:30 a.m.	Summary Activities Plans	Continued	Developing Tests and Program Evaluation	Practice Teaching	Continued
10:30 a.m.	-----	C O F F E E	-----	-----	-----
10:45 a.m.	Continued	Session Plans	Continued	Continued	Presentations
1:00 p.m.	-----	L U N C H	-----	-----	-----
2:00 p.m.	Syllabus	Continued	Continued	Continued	Closing Exercises
4:00 p.m.	-----	C O F F E E	-----	-----	-----
4:15 p.m.	Continued	Continued	Continued	Continued	

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APPENDIX C

DRAFT OF MANPOWER COMPONENT

December 6, 1979

TO: E. Baker
G. Cook
D. Dollgy
L. Harris
T. Mgyer
H. Mignott
P. Rouselle
T. Tiffany

FROM: John McCollum

Attached you will find a first draft of the Manpower Component.

The outline calls for the following:

- a. Manpower Inventory - status okay
- b. Manpower Development and Training Plan - status okay
- c. Training Center (read: The Training Branch). - status not complete:
 - a. Personnel
 - b. Building
 - c. Supplies

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