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**THE JAMAICAN INSTITUTE OF MANAGEMENT AND
DEVELOPMENT ASSOCIATES INC.**

**THE UPLIFTING ADOLESCENTS PROJECT
FINAL REPORT**

**ADMINISTRATIVE MANAGEMENT
TRAINING**

FOR

**NON-GOVERNMENT
ORGANISATION (NGO'S)**

Prepared by:

**THE JAMAICAN INSTITUTE OF MANAGEMENT
47 HOPE ROAD, KINGSTON 10**

November, 1997

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ACKNOWLEDGEMENT

The Jamaican Institute of Management acknowledges the important contribution of all the persons who, in one way or other, have contributed to the successful completion of the Administrative Management Training Programme for Non-Governmental Organizations.

Our special thanks and appreciation is due to Development Associates for the expression of confidence in our Institute by selecting us to conduct this training programme and for working along with us during the period of its implementation.

JIM is especially grateful to the following presenters:

Mr. Horace Williams

Mrs. Joy Lyttle

Mr. John Tracey

Mr. Sexton Hope

for their invaluable contribution to the development and presentation of the course as well as providing materials for the manuals.

Thanks is also extended to our office staff for their commitment and co-operative effort in getting the training materials together for the presenters and in preparing materials for the manual.

The Institute also wishes to record its thanks and appreciation to the Director of Programmes, Miss Doret Crawford and her dedicated team in the programmes department for effectively co-ordinating the programme throughout its various stages of development and implementation.

A special thanks must also go to the Director of Administration, Mrs. Sadie Griffith and her staff for organizing and supervising the serving of coffee and lunch at the respective break periods.

Finally, JIM would like to thank all the participants of the many NGO's who participated in the programme.

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INTRODUCTION

This report represents Part II, the final phase of the one year contractual arrangement between the Jamaican Institute of Management and Development Associates. The Institute's role being the provision of training in Administrative Management for NGO's. This Administrative Management Training Programme was commissioned by Development Associates as part of its Uplifting Adolescents Project.

The report provides a general overview of the three (3) modules presented with special emphasis on the preparation and presentation of three (3) manuals which involved participants input.

OBJECTIVES

Major objectives were to:

deliver in depth practical training in Administrative Management concepts, methods and procedures particularly in the areas of:

- (a) Personnel Management
- (b) Accounting Techniques
- (c) Case Management Techniques
- (d) and to prepare a Manual for each of the above areas

The programme was delivered on a modular basis relating to a, b, c, above.

TARGET GROUP

The target group comprised of NGO's who occupied managerial and supervisory positions in their organizations. The course was also opened to individuals who had the potential to become leaders in the organization in which they were employed.

METHODOLOGY

In presenting this programme of training, use was made of a variety of instructional strategies in order to secure and maintain the interest of the participants and to encourage their involvement throughout its duration.

In addition to the normal lecture presentations, the course leaders employed such other training methods as: class discussion, case studies and role play. The major technique used however was the workshop approach wherein the participants assisted in the development of relevant materials for the manual.

OUTLINE OF THE PROGRAMME

MODULE I - PERSONNEL MANAGEMENT

This module was designed in an effort to assist participants in understanding Personnel Management concepts and to apply them in the practical day-to-day operations. In addition it provides guidelines as to the different procedures used in a personnel management environment.

Major themes covered included:

- Recruitment and Selection
- Assessment and Evaluation
- Motivation Process
- Training and Development
- Industrial Relations
- Disciplinary Procedures

MODULE II - ACCOUNTING PROCEDURES

This module focussed on developing NGO officers with practical accounting and financial management procedures in an effort to foster accuracy, efficiency and accountability in the organization.

Major themes covered included:

- Accounting Policies and Procedures
- Documentation
- Record Keeping
- Maintenance of Accounting Registers
- Cash and Cheque - Custody and Control
- Receipt Procedures
- Payment Procedures
- Petty Cash - Procedures & Control
- Reconciliation of Cash and Bank Balances
- General and Internal Control Procedures

MODULE III - CASE MANAGEMENT

This module focussed on the socio-economic conditions which framed the environment of the NGO. It also reviewed the development and documentation of Case Management Procedures and the preparation of a manual as the end product.

Major themes covered included:

- Social and economic background and poverty eradication
- Jamaican Family Structure
- Approaches to handling cases
- Legal, Social, Ethical considerations
- The development of a framework for Case Management

PROGRAMME PRESENTERS

The programme of training was delivered by a selection of qualified and experienced presenters with specialization as follows:

- Ms. Joy Lyttle - Human Resource Management
- Mr. Horace Williams - Management Training and Industrial Relations
- Mr. John Tracey - Accounting Procedures and Systems
- Mr. Sexton Hope - Social Development and Case Studies and Management

(SEE APPENDIX I FOR COMPLETE PROFILES OF THE MAJOR PRESENTERS)

TRAINING VENUE AND ACCOMMODATION

As per agreement, the venue selected and used for all training sessions was the main lecture room of the Jamaican Institute of Management. The accommodation offered at the selected venue enabled the participants to work in a comfortable and spacious environment in which they were able to perform at an optimum level. An important aspect of the arrangement was the provision made to cater for the participants during the coffee and lunch breaks.

ATTENDANCE & PUNCTUALITY

It should be noted that a total of Thirty Nine (39) persons attended the course.

The modules Personnel Management and Accounting Procedures showed a total attendance of Twenty One (21) and Twenty Three (23) respectively. This exceeded the contracted arrangement of Twenty (20).

PARTICIPANTS PERFORMANCE AND CERTIFICATION

Performance was evaluated by a mix of instruments as the level of class participation, completion of assigned activities and regularity of attendance. Based on these criteria, a total of Thirty Nine (39) participants qualified and were awarded certificates.

The attendance criteria for certification was as follows:

70% - 100% attendance - Certificate of Achievement

Under 70% attendance - Certificate of Participation

FEEDBACK AND EVALUATION OF THE TRAINING COURSE

Participants were asked to evaluate the course against the following criteria: its relevance
Interim and final assessments were done for each module.

A simple ten-item instrument was employed in evaluating the course while a five point instrument was used in evaluating the course presenters. Each item was scored using a five point criteria ranging from strongly agree to strongly disagree (for details see Tables 1 - 3)

Summary - Module I - Personnel Management

Twenty One (21) persons participated in this module . Of the total population, 45% of the respondents strongly agreed with all ten items, 46% agreed and 9% had no opinion in eight items. The module was evaluated on major items such as quality, value of content, and relevance to individuals and the organization. These items were rated between 70% - 50% of the scores from participants on items such as clarity of objectives and usefulness of material and techniques used. 65% - 50% of the respondents agreed that the objectives were clear that they were adequately met and that the course catered to individual and organizational needs. (See Table I)

Summary - Module II - Accounting Policy and Procedures

Twenty Three (23) persons participated in this module. Of the population, 55% of the respondents strongly agreed with all ten items that were evaluated, 43% agreed and 2% had no opinion on four items. Seven items received very positive rating by 60% of the respondents - course objectives, quality, organization relevance and availability of material were rated between 60% - 50%, 64% of the participants felt that they have learnt from the course. 59% rated the course an overall positive module (See Table II)

Summary - Module III - Case Management

Twenty (20) persons participated in this module. Of the total population, 25% of participants strongly agreed in the ten items in which they were evaluated. 51% agreed, 12% had no opinion, 7% of the respondents disagreed with eight items being evaluated and 5% strongly disagreed with six items. Items regarding course importance and relevance to organization rated by 70% - 50%. Between 50% - 60% agreed that the objectives were clear and were adequately met. 53% of the respondents felt that the material used would be of benefit and 63% felt that they would be able to utilize the new skills and techniques learnt. (See Table III)

TABLE 1RESULT OF PARTICIPANTS EVALUATION OF TRAINING COURSEMODULE 1

ITEM NO.	ITEMS EVALUATED	FI	ND	IN	GS	
		SA	A	NO	D	SD
1	Based on the overall quality of the course, would you recommend it to others contemplating taking it	% 47	% 41.2	% 11.8	% 0	% 0
2	The course content was important and relevant to Non-Government Organization.	70.6	29.4	0	0	0
3	The course content was relevant to my organizational goals.	70.6	29.4	0	0	0
4	The course objectives were clear.	29.4	64.7	5.9	0	0
5	The course objectives were adequately met.	23.5	64.7	11.8	0	0
6	In terms of the logical sequencing of activities, the course was well organised.	35.3	58.8	5.9	0	0
7	The materials required for the course was readily available.	41.2	35.3	17.6	5.9	0
8	The materials for the course helped me understand the subject matter of the course	29.4	53.0	17.6	0	0
9	I feel I can apply the skills, techniques and concepts covered in the course in real situation, if given the opportunity.	58.8	35.3	5.9	0	0
10	My overall evaluation of the course is positive	41.2	47.0	11.8	0	0

EVALUATION CRITERIA:

SA = Strongly Agree
A = Agree
NO = No opinion
D = Disagree
SD = Strongly Disagree

TABLE 2

RESULT OF PARTICIPANTS EVALUTION OF TRAINING COURSE

MODULE 2

ITEM NO.	ITEMS EVALUATED	FI	ND	IN	GS	
		SA	A	NO	D	SD
1	Based on the overall quality of the course, would you recommend it to others contemplating taking it	% 63.6	% 31.8	% 4.6	% 0	% 0
2	The course content was important and relevant to Non-Government Organization.	63.6	31.8	0	4.6	0
3	The course content was relevant to my organizational goals.	45.5	54.5	0	0	0
4	The course objectives were clear.	45.5	54.5	0	0	0
5	The course objectives were adequately met.	36	59	5	0	0
6	In terms of the logical sequencing of activities, the course was well organised.	54.5	40.9	4.6	0	0
7	The materials required for the course was readily available.	64	36	0	0	0
8	The materials for the course helped me understand the subject matter of the course	54.5	45.5	0	0	0
9	I feel I can apply the skills, techniques and concepts covered in the course in real situation. if given the opportunity.	63.6	36.4	0	0	0
10	My overall evaluation of the course is positive	59	36	5	0	0

EVALUATION CRITERIA:

- SA = Strongly Agree
- A = Agree
- NO = No opinion
- D = Disagree
- SD = Strongly Disagree

RESULT OF PARTICIPANTS EVALUATION OF TRAINING COURSE

MODULE 3

ITEM NO.	ITEMS EVALUATED	FI	ND	IN	GS	
		SA	A	NO	D	SD
1	Based on the overall quality of the course, would you recommend it to others contemplating taking it	% 29	% 41	% 12	% 12	% 6
2	The course content was important and relevant to Non-Government Organization.	29	53	6	12	0
3	The course content was relevant to my organizational goals.	18	70	0	12	0
4	The course objectives were clear.	20	53	13	7	7
5	The course objectives were adequately met.	12.5	62.5	19	0	6.0
6	In terms of the logical sequencing of activities, the course was well organised.	35.3	35.3	17.6	0	11.8
7	The materials required for the course was readily available.	29.4	41.2	17.6	11.8	0
8	The materials for the course helped me understand the subject matter of the course	17.6	52.9	11.8	5.9	11.8
9	I feel I can apply the skills, techniques and concepts covered in the course in real situation, if given the opportunity.	25	63	6	6	0
10	My overall evaluation of the course is positive	29	41	18	6	6

EVALUATION CRITERIA:

SA = Strongly Agree
 A = Agree
 NO = No opinion
 D = Disagree
 SD = Strongly Disagree

RESULTS OF PARTICIPANTS ASSESSMENTS OF THE PRINCIPAL COURSE PRESENTERS

Participants were asked to assess the session presenters using the following five (5) criteria:

1. **Command of subject matter**
2. **Classroom teaching skills**
3. **Ability to make the teaching materials understandable**
4. **Choice of reading/teaching materials**
5. **Overall assessment of presenter**

The findings of each of the principal lecturer are reported as follows:

MODULE I - HUMAN RESOURCE DEVELOPMENT - PERSONNEL MANAGEMENT

Mr. Horace Williams and Mrs. Jov Little

The assessment at the end of Module I resulted in an overall positive evaluation on all criteria. No opinion was given on items 1, 2 and 5 by four respondents. 69% agreed with the statement in Item I and 25% strongly agreed. In item II regarding lecturers classroom skills 50% of the respondents strongly agreed with the statement 38% agreed. Item III reviewed the lecturers management of materials. 44% of the respondents agreed that material were understandable and 54% strongly agreed the statement. Item III reviewed the choice of material for the course. 38% strongly agreed that the material chosen contributed positively to the learning experience and 56% agreed with the statement. Item II dealt with the overall assessment of the presenters 63% of the respondents gave highly positive ratings in evaluating the presenters and 31% agreed that the lecturers were satisfactory. Less than 5% had no opinion.

There were no negative response of any of the items reviewed. Participants felt that the presenters were interesting and informative. They felt however that some sessions involved too much group work. Overall the presenters met the need of the participants and they were satisfied.

MODULE II - ACCOUNTING PROCEDURES

Mr. John Tracey

Assessment at the end of Module II revealed a highly positive evaluation. No opinion was given in item III by one participant. 45% strongly supported the statements in item I and 55% agreed. There were no disagreements with the statement.

Regarding lecture classroom skills 50% strongly agreed with item II, 45% agreed and 5% had no opinion of its effectiveness.

In item III lecturers ability to make material understandable, 55% of the respondents strongly agreed with the statement and 45% agreed.

In item IV choice of reading material, 41% strongly agreed that materials made a positive contribution to learning experience. While 59% agreed with the statement.

In an overall evaluation of the lecture, 55% of the respondents gave very positive evaluation, 45% gave positive responses.

Participants gave high commendations to this module, some of which are listed below:

- I will recommend this course with the same lecturer anytime
- The course objectives were met
- I have gained a lot and will use this knowledge in planning my daily activities
- good job
- excellent

These were some of the comments given at the end of the evaluation.

MODULE III - CASE MANAGEMENT

Mr. Sexton Hope

The assessment at the end of this module revealed that participants were satisfied with the course the lecturer was assessed on five (5) items. On the matter of the lecturer's command of subject and his level of contribution to the learning experience, 40% of the respondents agreed positively with the statement, and a significant 26% had no opinion 20% strongly agreed with the statement.

Regarding item II, classroom teaching skills and its positive contribution to the learning experience 38% agreed positively with the statement. A significant 25% had no opinion and 19% strongly agreed that the contribution was positive.

On item III understandability of material, 56% of the respondents agreed with the statement that the material was delivered understandably, 31% had no opinion on the statement.

With regards to item IV, the lecturer choice of reading and teaching material and their contribution to the learning experience, 53% responded positively 20% disagreed with the statement.

Regarding item 5, the overall evaluation of the lecturer 38% of the respondent gave positive evaluation, 25% strongly agreed with the statement and 19% was in agreement with the statement.

Participants in this module were equally satisfied with the course, although with this module response were mixed. Some of these responses are listed below.

- "Useful Course"
- "Excellent Networking with other agencies"
- Was not quite comfortable with the present lecturer's presentation
- Good case handling techniques
- The course was limited and generalized
- A follow up is needed

SUMMARY OF COMMENTS/RECOMMENDATIONS BY PARTICIPANTS

- (i) A repeat of this programme so that more persons could benefit
- (ii) More planning in terms of teaching methods. Too much of the workshop approach
- (iii) Wonderful, informative and interactive workshop
- (iv) The food was nutritious
- (v) Information was good
- (vi) Class participation was effective
- (vii) Overall a good course
- (viii) Appropriate course materials
- (vx) Good presenters
- (x) A useful course
- (xi) Information valuable
- (xii) This programme will assist with my personal development

CONCLUSION

Based on the work done on developing and implementing this programme of training and the experience gained from this assignment, we have come to the following conclusions:

- (1) Participants, for the most part, appreciated and welcomed this course in Administrative Management and particularly benefitted from the three (3) workshop modules. They greatly appreciated the module on Accounting Procedures and for the most part enjoyed being able to participate in the development of the manual.
- (2) JIM is satisfied that the provisions for accommodation and meals were adequate and satisfactorily met with the result that participants had little or no complaints regarding regarding these aspects of the programme.
- (3) In general, the participants displayed a positive attitude toward the programme and participated fully and enthusiastically in all the workshops and other discussion sessions.
- (4) While the course content was generally relevant to the needs of the participants, care must be taken to avoid trying to cover too much materials in too limited a time frame.
- (5) The experience gained in developing and implementing this phase of the training puts us in an enviable position for future projects of this nature.
- (6) This became extremely obvious in the accounting and case management modules.

RECOMMENDATIONS

On the basis of our own observations and the comments and recommendations of both the participants and course presenters, we would like to offer the following recommendations to improve and enhance future training programmes:

We recommend:

- (1) A careful review of the time period allocated for completion of each of the modules
- (2) More flexibility in the lead time expected for delivery of the relevant reports
- (3) A review of the training needs analysis for NGO's to ensure that the training needs for the UAP Programme are addressed
- (4) Follow-up

SUGGESTED FUTURE TRAINING PROGRAMMES

Theme:

- (a) Performance Appraisal
- (b) Job Evaluation
- (c) Management by Objectives (MBO)
- (d) Financial Analysis
- (e) Project Management
- (f) Strategic Planning
- (h) Effective Supervision

CURRICULUM VITAE'

Name: Horace Alexander Williams
Date of Birth:
Marital Status: Married - Veronica (Spouse)
Antoinette (Daughter)

Address:

Telephone: Work - 968-0346/9269220 - 9

Career Objective

A career in General Management and/or Human Resource Management which will utilize the varied experience harnessed in Engineering, Construction, Production and Human Resources Development.

Education:

1993 Masters in Business Administration (EMBA)
Barry University

1982 B.Sc. Management Studies (Honours)
University of the West Indies
Majoring in Accounting, Production Marketing Personnel
Management, Business & Economic Policy Organization Theory &
Behaviour)

1975 Certificate in Management Studies
University of the West Indies

1979 Diploma Mechanical Engineer
University of Technology
Certificate City of Guild Construction Engineering
University of Technology

1967 Diploma Trained Teacher for Secondary & Technical High School
Mico Teachers' College

1965 Holmwood Technical High School

G.C.E. O' Level Passes

- Building Construction
- English Language
- Mathematics
- Physics
- Chemistry

Management Courses

1973 - 1974 Alcan Supervisory Management courses

1975 Jamaica Industrial Development Corporation
"Productivity Improvement Courses"

1978 Alcan's Caribbean Management Seminar for Senior Managers

1982 Caribbean Management Seminar
"Improving Managerial Performance"

1983 U.W.I. School of Continuing Studies
"Practical Public Relations"

1983 Caterpillar Tractor Company
Training Instructor's Seminar
Toronto, Canada

1984 Jamaican Institute of Management
Convention - Ocho Rios
"Management for Improved Productivity"

1984 Job Evaluation Course (Hay System)
Toronto Canada
Sponsored by Alcan Aluminum Ltd. Canada

1985 Jamaican Institute of Management
"Productivity Management"

1991 LOMA - Human Resource Symposium
New Orleans, USA
Sponsored by Life Office Management Association

1992

Management Seminar
Ciboney Hotel - Ocho Rios
"Total Quality Management Association

Computer Skills

Theoretical & Pactical hands-on knowledge of Lotus 3.1, Dbase IV, Word Perfect and Microsoft Word.

Work Experience

1996 to Present

Senior Director
Human Resource Management & Administration
Ministry of Health, 10 Caledonia Avenue
Kingston 5

1988 - 1996

Personnel/Industrial Relations Manager
Jamaica Mutual Life Assurance Society
2 Oxford Road, Kingston 5

The largest financial conglomerate in the Caribbean
- Part of the Human Resource Management Team with specific
responsibility for:

- Recruitment
- Compensation
- Employee Services
- Union Negotiations

1986 - 1988

Director
Personnel & Industrial Relations
Mead Johnson (Ja.) Ltd.
(Subsidiary of Bristol Myers)
16 Half Way Tree Road, Kingston 5

Responsible for all aspects of Personnel, Industrial Relations,
Security and Office Maintenance
(This subsidiary was closed in 1994)

1983 - 1986

Personnel, Industrial Relations
& Public Relations Manager
Alcan Products of (Ja.) Limited
& JAMTRAC Limited
Kingston

- Human Resources Development
 - Union contract Negotiations
 - Salary Administration
 - Maintaining adherence to Company Policies
 - Maintaining good, Corporate & Public Relations
 - Responsible for Executives, Personnel & Plant Security
 - Implement & maintain Safety Programme
 - Building, Sanitation, Air condition & Transport Maintenance

Staff complement

100 - Administrative
200 - Unionized

1982 - 1983

Personnel Administrator
Sprostons (Ja) Ltd
379 Spanish Town Road, Kingston 11

Special Assignments - Alcan Ewarton
(June to September 1982)

1969 - 1980

Alcan Products Jamaica Limited (ALPROJAM)

1970 - 1972 - Mechanical Draughtsman
1972 - 1975 - Contracts Adminsitrator
1975 - 1978 - Contract Manager

- a. Preparation of estimates from bills of quantities
- b. Organize schedule and supervise the fabrication of aluminum and steel building components
- c. Supervise the installation of aluminum roofing and siding and the erection of steel structures islandwide

1978 - 1980

Production Manager
ALPROJAM's Extrusion Plant
Twickenham Park, Spanish Town

- Maintenance of quality control, production deadlines and efficiencies in the production of aluminum extrusions for the local and export market

1980 - 1982

Study Leave - University of the West Indies
Special assignment at Alcan Ewarton Plant

June - October 1982

Assistant to the Vice President ALPROJAM

- Maintaining the cost controls project evaluation and capital Projects supervision

Extra Curricular Activities

Chairman	Fund Raising Committee, St. Catherine Division of Jamal
Member	Nightingale Grove Basic School Trust <ul style="list-style-type: none">• Farquharson institute of Public Affairs• Jamaican Institute of Management (Council Member)• Kiwanis Club of Kingston• Jamaica Employers Federation (Member of Executive) (Chairman Finance Committee)
President	Brooks Level Citizens Association
Past President	Kiwanis Club of Old Harbour
Adjunct Lecturer	Insurance College of the West Indies University of Technology Jamaica Institute of Management <ul style="list-style-type: none">- Lecturer in Strategic Management- Human Resource Management- Organization Development- Management

Personal

Sports & Recreational Activities:	Table tennis, lawn tennis, badminton, squash, hiking, dominoes and jogging
Directorship	Solution Plus Management Consultancy Clintock Enterprises Limited Construction & Civil Engineering Works
Director	Fortress Manufacturing Company Ltd. (Makers of Furniture & Construction Components)

References

Mr. Winston Clarke
c/o Coopers & Lybrand
Management Consultants
1b Holborn Road
Kingston 10 - Telephone 926-9370

Mr. Kenneth Garfield
8 Parkland Close
Kingston 8 - Telephone 925-6682

Mr. S. O. Brown
JAMTRAC
379 Spanish Town Road
Kingston 11 - Telephone 923-9251

Mr. Basil O. Dawkins
59 Arcadia Circle
Kingston 8 - Telephone 924-1844

Dr. George Phillips
c/o The Jamaica Employers Federation
2 Ruthven Road
Kingston 10

Mrs. Janette Grant -Woodham
c/o Jamaican Institute of Management
47 Hope Road
Kingston 10

Mr. R. M. Jim Parkes
President
Mutual Life
2 Oxford Road
Kingston 5

Areas of Consultancy

As consultant with Solution Plus

- Team Building
- Organization Development
- Business Planning
- Strategic Management
- Job Evaluation & Reclassification
- Structuring Organizations
- Employee's Appraisals
- Career Stock-Taking
- Manpower Planning
- Modern Approaches to Supervision
- Retirement Planning
- Industrial Relations Management
- Compensation Systems
- In-company Evaluation, Assessment and the
Development and implementation of critical success
factors.

Joy E. Lyttle
25 Musgrave Close
Kingston 10. Jamaica W.I.
Telephone: 927-3360, 922-5150
Facsimile: 967-2358

OBJECTIVE: A career position commensurate with my qualifications.

CREDENTIALIALS

Jamaica RN License	#5819
Jamaica Midwifery License	#4527
Florida RN License	#1615222
Texas RN License	#523581
Commission on Graduate for Foreign Nursing Schools	#411850

EDUCATION

St. Thomas/ Barry Universities
32nd Avenue,
Miami, Florida.
Masters of Science in Management 1995(GPA 3.75)
* Major- Health Management
* Minor- Human Resource Management
University of the West Indies
Mona, Kingston, Jamaica.
Completed Course work for the Masters of Science in Public
Administration 1985.

University of the West Indies
Mona, Kingston, Jamaica.
Bachelor of Arts (Hons) 1980.

University of the West Indies
Mona, Kingston, Jamaica.
Certificate, Advanced Nursing Education 1975
University Hospital of the West Indies
Mona, Kingston, Jamaica.
Certified Nurse Midwife May 1972

EDUCATION (continued)

University Hospital of the West Indies
Mona, Kingston, Jamaica.
Registered General Nurse May 1970

CERTIFICATION

- * Epidemiology of AIDS & Population at Risk 1989, 1994.
- * Electronic Fetal Monitoring since 1985 and currently
- * Basic Cardiac Life Support
- * Advances in Perinatology
- * Neonatal Intensive Care/Advanced Cardiac Life Support
- * Operating Room Techniques for the Labour/Delivery Nurse
- * High Risk Inpatient Obstetrics
- * Hospital Management Systems
- * Managed Care /Hospital Reimbursement Systems
- * Patient Administration Systems

WORK STYLE

- * Self-directed coordination and management of projects
- * Dynamic and strong team leader/player
- * Fosters positive interpersonal relationships
- * Encourages self-governance of others within the ambit of personal responsibility and accountability
- * Values continuous learning.

EXPERIENCE

October 1997 to present

Ministry of Health's Head Office
Coordinator of the Ministry's Human Resource Development
Reorganization Programme.

September 1995 to Sept. 1997;

Ministry of Health, 10 Caledonia Avenue, Kingston 5.
Management Coordinator in the Ministry of Health's Head Office
since September 1995;

The primary purpose and mission of this position is to provide organisational development and strategic planning for the Ministry of Health in its Restructuring Exercise.

- Part of the head office team of the Ministry of Health that determined the structure of the Regional Health Authorities.
- Participated in the planning and delivery of training of health workers for decentralisation.
- Provided periodic reports on the progress of decentralisation.
- Provided assistance to the regions/parishes in implementing decentralization.
- Assisted with the process of decentralisation from Head Office.
- Provided guidance and supervision for health managers at the field level in the area of strategic management.
- Designed curriculum for the new managers of the Regional Health Authorities.
- Conducted workshops/sensitisation sessions for Ministry of Health personnel and community members on health reform.
- Drafted Cabinet Submission relating to issues on decentralisation.
- Provided technical advice for the Management Information System to ensure the availability of core data on the national health system.
- Coordinated working groups activities in examining the head office policy or specific activities or components of health services/ or delivery.

June 1987 to 1995

Norwest Medical Center, Margate, Florida

Director Women and Children's Services/Paediatrics,
 Troubleshooter, Liaison between the Department and Senior Executives of the Hospital.

This is one of the decentralized organization of the huge "For-Profit" Hospital Corporation of America.

- Coordinated the daily operations for clinical staff of the Unit
- Marketed the hospital services to clients, physicians, insurance providers as well as educational in service of industry specific programs geared towards managed care groups, hospital nursing staff and physicians
- Participated in annual budgetary preparation and monthly review of Profit and Loss Statements for the hospital.
- Redesigned procedures and protocols for the maternity and Paediatric Units within the scope of Continuous Quality Improvement and Risk Management.

- Experience with JCAHO surveys and accomplishment of accreditation with commendation for 1994
- Interviewing, hiring, counseling, performance appraisal of clinical and administrative staff
- Clinical resource person to the nursing staff.
- Prepared a Health Plan for this Hospital
- Coordinator/ Lecturer in the training and ongoing education of hospital staff.
- Expert Witness in Obstetrics and Children's Litigation.
- Developed Critical Pathways for tracking length of stay in Hospital as a means of measuring performance.
- Implemented various aspects of Human Resource Policies.

Northridge Medical Center (per diem status)

Relief Charge Nurse

- Setting up the new twelve bed LDRP Unit in the Hospital.
- Development and implementation of nursing policies, procedures and standards of care for maternity services
- Participant in the labour-delivery-recovery-postpartum concept of delivering obstetrical care to clients and families.

Westside Medical Center, Plantation, Florida

Assistant Nurse Clinician, Labour and Delivery

- Setting up the new Labour and Delivery Unit
- Supervision, guidance and evaluation of nursing care delivered to patients, including a large high risk group
- Development and implementation of nursing policies, procedures and standards of care for maternity services
- A clinical resource person, teacher and consultant for the nursing department.

May 1985 to May 1987

Bohne Memorial Hospital, Brenham, Texas

Assistant Nurse Manager

- Clinical and administrative responsibility for labour and delivery, postpartum and newborn nursery
- Planned designed and implemented the mother-baby concept for obstetrical services ensuring efficient and effective cost effective quality patient care
- Wrote policies and procedures within the ambit of JCAHO standards

- Interviewed, hired and orientated of nursing personnel
- Relief charge nurse in medical/surgical and gerontology nursing
- Conducted a three month course in Obstetric and Newborn Care with R.N.s/ Obstetricians.

Houston Hospital, Bryan, Texas

Assistant Nurse Manager

- Established a new Obstetric Unit in collaboration with Hospital Administrators.
- Planning and implementing obstetrical services for the hospital's high-risk clientele
- Preceptor to staff in all areas of obstetric nursing
- Counselling, evaluated and scheduled staff members
- Participated in the development of annual budget preparation
- Coordinated committee that prepared for JCAHO evaluation of the hospital

June 1974 to January 1984

Clinical Instructor, Department of Nursing Education

Nurse Tutor with responsibility for planning, coordinating and teaching varying aspects of the R.N. program

- Senior tutor who assisted with some administrative duties, also conducted interviews and selected students for the R.N. program
- Conducted nursing rounds and clinical classes for varying grades of student nurses
- Experience with Labour Unions, grievance resolution and negotiation.

May 1970 to June 1974

University Hospital of the West Indies, Kingston, Jamaica

Staff Nurse rotating in medical/surgical Nursing Obstetric and Gynecology

- Night supervision for 500 bed hospital; rotating in various units.

PROFESSIONAL ORGANISATIONS AND AFFILIATIONS

Florida Nursing Association
 Nurses Association of Jamaica
 Texas Nursing Association

OTHER

- Member of the Lions's Club of Downtown Kingston
 - Member of Aglow International
 - Member of the Kingston Branch of the Red Cross Society
 - Secretary to Wolmers High School PTA
- (References furnished upon request.)*

Revised October 1997.

CURRICULUM VITAE

NAME: John Vancise Tracey

DATE OF BIRTH:

NATIONALITY: Jamaican

MARITAL STATUS: Married

ADDRESS:

Work - Management Institute for National Development
235A Old Hope Road, Kingston 6, Jamaica W.I.

TELEPHONE:

Academic and Professional Qualification:

- B.Sc (Hons) Management Studies U.W.I. 1975
- Certificate in Organisation and Methods (O & M) 1976
- Certificate in Skills and Techniques of Training Eaton Hall International UL 1981
- Certificate in Supplies and Materials Management Crown Agents UK 1981
- Member of the Institute of Materials Management since September 1981 (now Institute of Logistics)
- Institute of Purchasing and Supplies (IPS) Member
- Member Jamaica Institute of Management

Employment & Experience

1994 - present	Head - Division of Finance, Accounts & Secretarial Studies MIND
1982 - 1994	Director/Principal, Finance and Accounts College of Training (FACT)
1979 - 1981	Head - Department of Supplies & Materials Management FACT
1977 - 1979	Lecturer in Organisation Studies, Cost Accounting, Management Accounting, Internal Auditing, Purchasing and Supplies Management
1975 - 1977	Management Analyst with concentration on Streamlining Organisations Systems and Procedures - Management Services Division, Ministry of the Public Service

Other Current Activities

Part time Lecturer - College of Arts, Science and Technology
(CAST) now University of Technology (UTECH)

In the areas of:

- (1) Cost Accounting
- (2) Business Organisation

Session Leader/Tutor - Institute of Management and
Production, JAMPRO, Jamaica Institute of Management

Assistant Chief Examiner Accounts - Caribbean Examination
Council

Lecturer in Purchasing and Supplies - Jamaica Institute of
Management

Areas of Specialisation

- (1) Cost & Management Accounting
- (2) Management of Public Finance
- (3) Purchasing & Supplies Management
- (4) Government Accounting
- (5) Business Organisation
- (6) Setting up Financial Management Systems

Hobbies

- Music
- Football
- Badminton

Curriculum vitae

NAME: Sexton Karl Hope

ADDRESS:

DATE OF BIRTH:

TELEPHONE #:

EDUCATION:	CAST	Certificate in Marketing	1987 - '88
	UWI	B.Sc. - Business Administration	1966 - '69
	Mico Teachers College	Diploma	1959 - '61
	Excelsior High	GCE	1957 - '58
	Claremont Primary	3 rd Jamaica Local	1952 - '55
	Caribbean Development Bank	Project Preparation & Management	1995

WORK EXPERIENCE

Min. of Education	Trained Teacher	1961 - '66
Grantham College (Priv. Sch.)	Teacher	1970 - '74
Grantham College	Principal	1975 - '80
Grenbell Trust	Research Officer	1980 - '83
Min of Youth Com. Dev. & Sp.	Special Assistant	1983 - '85
Social Development Comm.	Programme Co-ordinator	1985 - '85
	Project Manager Inner-City Project	1985 - '89
	Project Officer / Co-ordinator	1990 - '96
	Project Co-ordinator I.C.D.P.	1996 - '97

SPECIAL DUTIES:

Staff Representative for S.D.C. on Jamaica Civil Service Association 1995 - '97

SPECIAL INTEREST:

Journalism	- Won Seprod Journalism Award	1967
Sports	- Full Colour for Volleyball U.W.I.	
Community Chairman	- Rollington Town Council on Drug Abuse	
Church	- Secretary of Coke Methodist Mens Fellowship	

EVALUATION RESULTS

LECTURER: MR. HORACE WILLIAMS/MRS. JOY LITTLE

(1) The Lecturer's Command of the Subject Matter contributed positively to the learning experience.

(1) = 0
(2) = 0
(3) = 1
(4) = 11
(5) = 4

(2) The Lecturer's Classroom Teaching Skills contributed positively to the learning experience.

(1) = 0
(2) = 0
(3) = 2
(4) = 6
(5) = 8

(3) The Lecturer Made the Material Understandable.

(1) = 0
(2) = 0
(3) = 0
(4) = 7
(5) = 8

(4) The Lecturer's Choice of Reading and Teaching Materials contributed positively to the learning experience.

(1) = 0
(2) = 0
(3) = 0
(4) = 9

LECTURER: MR. JOHN TRACEY

- (1) The lecturer's Command of the Subject Matter contributed positively to the learning experience.

(1) = 0
(2) = 0
(3) = 0
(4) = 10
(5) = 12

- (2) The Lecturer's Classroom Teaching Skills contributed positively to the learning experience.

(1) = 0
(2) = 0
(3) = 1
(4) = 11
(5) = 11

- (3) The lecturer Made the Materials Understandable.

(1) = 0
(2) = 0
(3) = 0
(4) = 10
(5) = 12

- (4) The lecturer's Choice of Readings and Teaching Materials contributed positively to the learning experience.

(1) = 0
(2) = 0
(3) = 0
(4) = 13
(5) = 9

- (5) My Overall Evaluation of the lecture is positive.

(1) = 0
(2) = 0
(3) = 0
(4) = 12
(5) = 10

EVALUATION RESULTS

LECTURER: MR. SEXTON HOPE

(1) The Lecturer's Command of the Subject Matter contributed positively to the learning experience.

(1) = 1
(2) = 1
(3) = 4
(4) = 6
(5) = 3

(2) The Lecturer's Classroom Teaching Skills contributed positively to the learning experience.

(1) = 1
(2) = 2
(3) = 4
(4) = 6
(5) = 3

(3) The Lecturer Made the Material Understandable.

(1) = 1
(2) = 0
(3) = 5
(4) = 9
(5) = 1

(4) The Lecturer's Choice of Reading and Teaching Materials contributed positively to the learning experience.

(1) = 0
(2) = 3
(3) = 2
(4) = 8
(5) = 2

(5) My Overall Evaluation of the Lecturer is positive

- (1) = 1
- (2) = 3
- (3) = 2
- (4) = 6
- (5) = 4

NGO'S - UPLIFTING ADOLESCENT PROGRAMME

EVALUATION OF MODULES

Please do not write your name anywhere on this form. Each of the statements below deals with an aspect of the course and its teaching. Please indicate your agreement or disagreement with each statement by circling the appropriate number where:

[1] = I STRONGLY DISAGREE with the statement made.

[2] = I DISAGREE with the statement made.

[3] = I have NO OPINION concerning the statement made.

[4] = I AGREE with the statement made.

[5] = I STRONGLY AGREE with the statement made.

(a) ASSESSMENT OF THE COURSE:

(i) Based on the overall quality of the course, I would recommend it to others contemplating taking it.

[1] [2] [3] [4] [5]

(2) The course content is important and relevant to Non-Government Organisations.

[1] [2] [3] [4] [5]

(3) The course content is relevant to my organisational goals.

[1] [2] [3] [4] [5]

(4) The course objectives were clear.

[1] [2] [3] [4] [5]

(5) The course objectives were adequately met.

[1] [2] [3] [4] [5]

(6) In terms of the logical sequencing of activities, the course was well organized.

[1] [2] [3] [4] [5]

(7) The materials (text, handouts etc.) required for the course was readily available.

- (8) The materials for this course helped me understand the subject matter of the course.

[1] [2] [3] [4] [5]

- (9) I feel that I can apply the skills, techniques and concepts covered in this course in real-life situations if given the opportunity.

[1] [2] [3] [4] [5]

- (10) My overall evaluation of the the course is positive.

[1] [2] [3] [4] [5]

(b) ASSESSMENT OF THE LECTURER: _____

- (1) The Lecturer's COMMAND OF THE SUBJECT MATTER contributed positively to the learning experience.

[1] [2] [3] [4] [5]

- (2) The Lecturer's CLASSROOM TEACHING SKILLS contributed positively to the learning experience.

[1] [2] [3] [4] [5]

- (3) The Lecturer MADE THE MATERIAL UNDERSTANDABLE.

[1] [2] [3] [4] [5]

- (4) The Lecturer's CHOICE OF READINGS AND TEACHING MATERIALS contributed positively to the learning experience.

[1] [2] [3] [4] [5]

- (5) My OVERALL EVALUATION of the Lecturer is positive.

[1] [2] [3] [4] [5]

COMMENTS:

THE JAMAICAN INSTITUTE OF MANAGEMENT
47 HOPE ROAD

NGO'S - UPLIFTMENT ADOLESCENTS PROGRAMME

EVALUATION OF MODULE 1

(A) ASSESSMENT OF THE COURSE:

Number of Respondents = 17

- (1) Based on the overall quality of the course, I would recommend it to others contemplating taking it.

(1) = 0
(2) = 0
(3) = 2
(4) = 7
(5) = 8

- (2) The course content is important and relevant to non-Government Organisations.

(1) = 0
(2) = 0
(3) = 0
(4) = 5
(5) = 12

- (3) The course course content is relevant to my organisational goals.

(1) = 0
(2) = 0
(3) = 0
(4) = 5
(5) = 12

- (4) The course objectives were clear.

(1) = 0
(2) = 0
(3) = 1
(4) = 11
(5) = 5

(5) The course objectives were adequately met.

- (1) = 1
- (2) = 0
- (3) = 3
- (4) = 10
- (5) = 2

(6) In terms of the logical sequencing of activities, the course was well organized.

- (1) = 2
- (2) = 0
- (3) = 3
- (4) = 6
- (5) = 6

The materials (text, handouts etc.) required for the course was readily available.

- (7)
- (1) = 0
 - (2) = 2
 - (3) = 3
 - (4) = 7
 - (5) = 5

(8) The materials for the course helped me understand the subject matter of the course.

- (1) = 2
- (2) = 1
- (3) = 2
- (4) = 9
- (5) = 3

(9) I feel that I can apply the skills, techniques and concepts covered in this course in real-life situations if given the opportunity.

- (1) = 0
- (2) = 1
- (3) = 1
- (4) = 10
- (5) = 4

(10) My overall evaluation of the course is positive.

(1) = 0

(2) = 0

(3) = 2

(4) = 8

(5) = 7

THE JAMAICAN INSTITUTE OF MANAGEMENT
47 HOPE ROAD

NGO'S - UPLIFTMENT ADOLESCENTS PROGRAMME

EVALUATION OF MODULE 11

(A) ASSESSMENT OF THE COURSE:

Number of Respondents = 17

- (1) Based on the overall quality of the course, I would recommend it to others contemplating taking it.

(1) = 0
(2) = 0
(3) = 1
(4) = 7
(5) = 14

- (2) The course content is important and relevant to non-Government Organisations.

(1) = 0
(2) = 1
(3) = 0
(4) = 7
(5) = 14

- (3) The course course content is relevant to my organisational goals.

(1) = 0
(2) = 0
(3) = 0
(4) = 12
(5) = 10

- (4) The course objectives were clear.

(1) = 0
(2) = 0
(3) = 0
(4) = 12
(5) = 10

(5) The course objectives were adequately met.

- (1) = 0
- (2) = 0
- (3) = 1
- (4) = 13
- (5) = 8

(6) In terms of the logical sequencing of activities, the course was well organized.

- (1) = 0
- (2) = 0
- (3) = 1
- (4) = 9
- (5) = 12

The materials (text, handouts etc.) required for the course was readily available.

- (7)
- (1) = 0
 - (2) = 0
 - (3) = 0
 - (4) = 8
 - (5) = 14

(8) The materials for the course helped me understand the subject matter of the course.

- (1) = 0
- (2) = 0
- (3) = 0
- (4) = 10
- (5) = 12

(9) I feel that I can apply the skills, techniques and concepts covered in this course in real-life situations if given the opportunity.

- (1) = 0
- (2) = 0
- (3) = 0
- (4) = 8
- (5) = 14

THE JAMAICAN INSTITUTE OF MANAGEMENT
47 HOPE ROAD

NGO'S - UPLIFTMENT ADOLESCENTS PROGRAMME

EVALUATION OF MODULE 111

(A) ASSESSMENT OF THE COURSE:

Number of Respondents = 17

(1) Based on the overall quality of the course, I would recommend it to others contemplating taking it.

- (1) = 1
- (2) = 2
- (3) = 2
- (4) = 7
- (5) = 5

(2) The course content is important and relevant to non-Government Organisations.

- (1) = 0
- (2) = 2
- (3) = 1
- (4) = 9
- (5) = 5

(3) The course course content is relevant to my organisational goals.

- (1) = 0
- (2) = 2
- (3) = 0
- (4) = 12
- (5) = 3

(4) The course objectives were clear.

- (1) = 1
- (2) = 1
- (3) = 2
- (4) = 8
- (5) = 3

(5) The course objectives were adequately met.

- (1) = 0
- (2) = 0
- (3) = 2
- (4) = 11
- (5) = 4

(6) In terms of the logical sequencing of activities, the course was well organized.

- (1) = 0
- (2) = 0
- (3) = 1
- (4) = 10
- (5) = 6

The materials (text, handouts etc.) required for the course was readily available.

- (7)
- (1) = 0
 - (2) = 1
 - (3) = 3
 - (4) = 6
 - (5) = 7

(8) The materials for the course helped me understand the subject matter of the course.

- (1) = 0
- (2) = 0
- (3) = 3
- (4) = 9
- (5) = 5

(9) I feel that I can apply the skills, techniques and concepts covered in this course in real-life situations if given the opportunity.

- (1) = 0
- (2) = 0
- (3) = 1
- (4) = 6
- (5) = 10

(10) My overall evaluation of the course is positive.

(1) = 1

(2) = 1

(3) = 3

(4) = 7

(5) = 5