INCREASING ADMINISTRATIVE EFFECTIVENESS

ADMINISTRATIVE RETREAT

IICA OFFICE IN JAMAICA

Report of the Administrative Retreat
held at "Pine Grove", St. Andrew

January 21 - 22, 1988

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INTRODUCTION

INTRODUCTION

After an extremely fruitful year of implementing more
efficient administrative procedures, the staff responsible
turned their minds, at the second administrative retreat, to
improving administrative _effectiveness_.

The sections which follow summarize the discussions,
recommendations and decisions. They were inserted, during the
meeting, on Gillian's ADTREAT.88 file, thereby improving
effective reporting and increasing participation.

We anticipate that the tree shall continue to bear fruit
during 1988, and in a year's time, we shall once more meet to
plan the next leap forward.

Jan Hurwitch-MacDonald
Representative

1.   ORGANIZATIONAL STRUCTURE

1.1. FAMILIARIZATION WITH IICA PROGRAMMES AND STRUCTURE

The Representative gave an overview of the structure and
programmes of the Institute. This began with a discussion of
the organizational chart (see Annex C). The five programmes
were outlined and the particular projects of the IICA Jamaica
office were analyzed in the context of these programmes.

1.2 Allocation of duties and responsibilities

The Administrator discussed the allocation of
responsibilities and the following was decided :

1.2.1 Requests for purchases

Secretaries will complete I-6

Supplies should be ordered when stock is at one week's supply
level for items obtained locally.

Secretaries should establish a system to check with
administration if supplies do not arrive

1.2.2. Control of supplies

The I-22 record is to be kept on the stationery cupboards and
used as a part of the basis for inventory control.

1.2.3. Official travel documentation

Secretaries are responsible for preparation of I-4 and
follow-up necessary to facilitate each Technician's trip.
Communications authorizing payment of travel expense should
be copied to accountant.

Technicians and secretaries should pass all information
related to I-5 to accountant for final preparation of the I-5

Secretaries should ensure that a WANG message regarding
travel goes to the host IICA office. Then the information
should go in the trip file to the technician.

1.2.4. Import authorization (I-24)

Secretaries will complete the form, but are not responsible for typing grocery or other lists of personal items being ordered.

1.2.5. Maintenance

Secretaries should ensure that machines and other equipment are kept clean and problem-free.

1.2.6. Internal correspondence

The secretary assigned to each technician will clear the "OUT" trays of that technician and sort the items for distribution by the office helper.

1.3 Use of computers

1.3.1. Computer names

As the computers are part of the IICA Jamaica family, they should be differentiated by name to simplify office communication. These names are :

Computer	Name	Code
Office computers		
IBM Displaywriter	Eve	E
WANG	ISIS	I
IBM/XT	Jonas	J
IBM p/s2	Zeus	Z
Xerox 620 Memory writer	Jessica	Je
Personally owned computers		
IBM/XT (JHM)	James	Ja
Zenith portable (JHM)	Gillian	G
NEC portable (JTM)	Rafael	R

1.3.2. New functions for Maureen

The Representative described the new functions which Maureen
will take on during 1988. These will be administrative and
accounting duties in the Cropping Systems Project. She also
described the changes in seating arrangements which will be
put in place during the next month. These will provide
Maureen with more privacy to do her work, enable the office
to have a computer room, as well as a more comfortable
reception area.

1.3.3. Problem areas and Suggested Solutions

Problem areas and suggested solutions pertaining to the use
of computers were outlined by the Representative.   These
were :

Problem	Solution
1. Duplication of work	Technicians to use computers when creating documents
2. Computer knowledge (or lack thereof)	Upgrade knowledge by going to courses, teaching each other, and reading manuals
3. Scheduling of computer use	This will improve when Isis and Jonas are made compatible by purchase of equipment later this year
	The primary schedule for each computer is prepared by the Administrator on a quarterly basis. However, time is negotiable between individuals interested.
	A schedule is to be placed beside each computer. A note is also to be placed on each printer asking that it be turned off at the end of the day.

1.3.4. A new computer room is being installed in the office

1.3.5. Isis and Eve's disks need to be cleaned out, back up copies of important files made and stored. We should be sure to keep copies of documents which are being prepared for offset printing.

1.3.6. All documents must receive a file name and a code created at the end of the document to indicate on which computer and disk it may be found. For example :

```
                ┌──────────── G : 3 : ADTREAT.88 ──────────┐
                │                     │                      │
                ▼                     ▼                      ▼
    name of computer            disk number           file name
    (by code above)
```
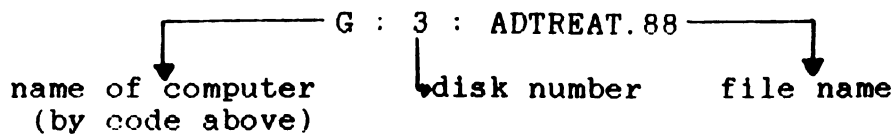
1.4 Reporting System

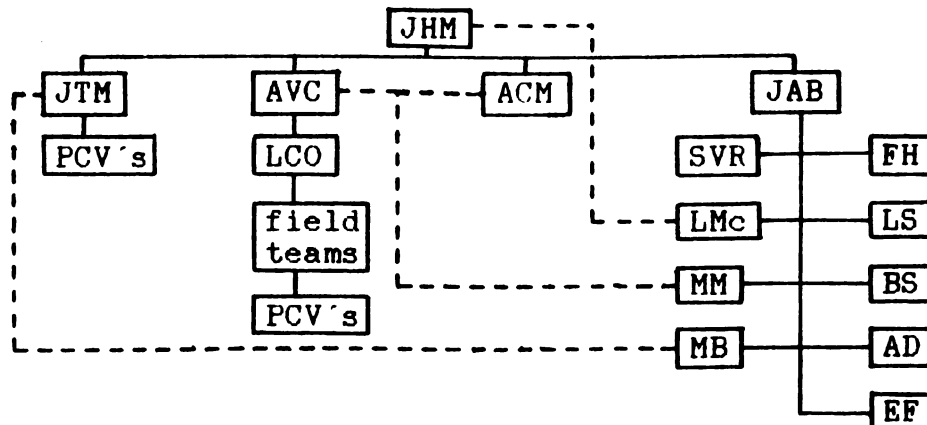The Administrator conducted a discussion on the reporting system in the office. The following table was developed to clarify this.

Individual	Report to	Assigned to
Lorna McPherson	JAB	JHM
Maxine Brown	JAB	JTM
Maureen Machado	JAB	AVC
Sandra Rodney	JAB	JAB

In addition. an organizational chart of the office with lines of reporting was depicted as follows :

2. ADMINISTRATIVE PROCEDURES

2.1 Internal Auditor's Requirements

The Administrator Joan Browne reviewed the internal auditor's questions pertaining to General Services Staff and areas to be clarified and strengthened were discussed in detail.

Annex D contains the list of questions discussed.

The decisions taken include the following :

2.1.1. Identification cards

These are to be made for local staff on a three year basis

2.1.2. Vacation leave

General Services Staff are entitled to fifteen working days per year. All staff are required to complete an application form. The question of whether leave is accumulative is to be clarified with Head office.

2.1.3. Accounting functions

All accounting manuals should be kept up to date.

An authorization (I-20) must be sent to the travel agency for purchase of an airline ticket before the ticket can be collected.

Justification for work done by technicians (I-25) will be implemented as soon as the appropriate forms are acquired.

The I-2 will continue to be sent on the 20th of each month. The books will be closed after payday and reopened at the beginning of the next month.

2.2. Correspondence

The Representative's secretary (Lorna McPherson) described the current correspondence procedures and problem areas. These were :

Incoming correspondence :
I-33 forms are not completed properly. (Please refer to Annex E for an outline of the correct procedure).

Letters, after being circulated, at times get lost or are not returned to the central filing system.

Outgoing correspondence :
Copies cannot be traced easily

The solutions recommended were :

1.   That subject files be opened for certain correspondence

2.   That a hard cover book be used to record the correspondence code used for outgoing correspondence

3.   That the numbering system for outgoing mail include a number for the year e.g. AC/JM-039/88

4.   That correspondence going out be entered in the outgoing book by the bearer, and the person receiving this mail be asked to sign for it.

2.3. Electronic Mail

Maureen Machado is responsibsle for the electronic mail.

It was decided that correspondence to be sent should be given to Maureen by 2:00 p.m. (already signed by JHM) and this will be sent at 3:30. In order to save money this will be done on Mondays, Wednesdays and Fridays only (except for emergencies) and messages will be received at the same time. Tomas Mulleady, Joan Browne and Maxine Brown have also been trained to use the system.

2.4. Mailing and Distribution Lists

Lorna McPherson presented the current status of the mailing and distribution lists. It was decided that separate lists must be created for :

List A : Technical Agencies
List B : Rural Development in Action
List C : IICA News
List D : National Directory
List E : Government Ministers/Diplomats
List F : Christmas list
List G : Contact persons (for internal office use)

The national directory should be updated and distributed to the IICA offices and operating units.

2.5 IICA filing system

Maxine Brown is responsible for the filing and she presented the current systemm (see Annex E) as it functions. After discussion, the following decisions were taken :

1. Subject files should be made for certain topics

2. Copies of enclosures should be attached to and filed with our green carbon copies of outgoing letters

3. When keeping an item of correspondence, the green and blue copies of form I-33 must be sent back to the central filing system, while reserving the white copy for reference. Be sure to make a note on the I-33 if the correspondence will be kept.

4. Maxine will continue to code the I-33 form before she files

5. It is recommended that the secretarial staff learn the filing system, and encouraged that the technical staff refrain

6. A calendar notice board shall be established beside Lorna´s desk to record special events to be held by IICA and other agencies, as well as visitors to and from IICA Jamaica

2.6 Postage stamp control system

Maxine Brown is responsible for the postage stamps and she described the current system. It was decided that :

1. The bearer should record the addressee and value in the stamp book

2. Reconciliation should be done by Maxine before new stamps are bought

3. The reconciliations are to be checked by the accountant
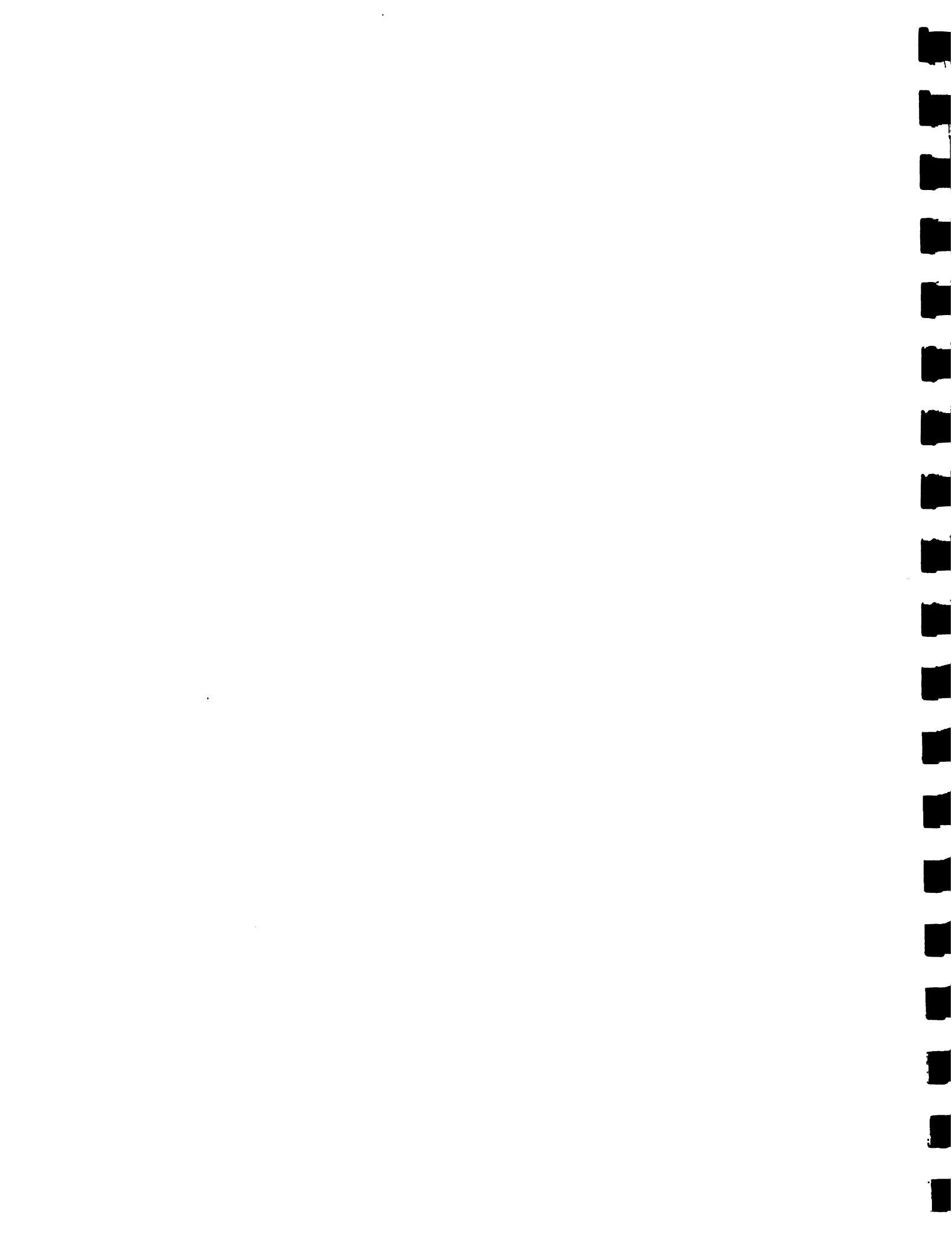
2.7. Stationery supply list

Joan Browne is responsible for the supply list and she described the current procedure for compiling it. The following suggestions were made :

1. Main AMAS orders will be made in January and June

2. Local orders will go out for items at one week's supply level

3. Stock control through I-22 (Record of Removal of Items from Stationery Cabinet) will be used to prepare current orders

4. Office helper will collect I-22 from each person on Monday morning, deliver items and pass I-22 to administration for updating inventory on Zeus.

5. Individual lists of special stationery needs must reach administration by January 15 and June 15th.

6. Where possible, the AMAS catalogue number and other specificatioins should be supplied

3. INTERPERSONAL RELATIONSHIPS

It is important to the group that it be stressed that the office has few interpersonal relationship problems and they feel that this exercise will help to preserve the good atmosphere that already exists.

3.1. Problems

By way of introduction, Sandra Rodney asked that the areas to be considered not be taken personally. Joan Browne added that while you do not have to like everyone you work with, you have to get along during working hours for the benefit of meeting the Institute's objectives.

Sandra described the problem areas which were manifested to her in the private interviews conducted before the retreat. These were :

1. Improving relationiships so that they are personal and pleasant, but respectful

2. The communication of strong criticism should always take place in private, irrespective of the status of the individuals involved. This is not applicable to Eve, Isis, Zeus, Jonas, Jessica, Gillian and Rafael.

3. Individuals should take the initiative to improve their skills to further their career development.

4. Positive work attitudes should not be affected by states of mind.

5. Personal space should be respected

3.2 Role Play activity

Joan Browne organized three role-play activities to highlight some of the above problems.

Role Play 1

Situation : A is trying to prepare for a meeting and B who has already interrupted B twice interrupts once again. A wants him/her to stop interrupting.

How does A communicate this :

1.   If it's A's boss?
2.   If it's A's peer?
3.   If it's someone junior to A?

React to each of 1, 2 and 3 in 2 ways :

* In a way which you consider contributes negatively to office relations
* In a way which you consider contributes positively to office relations

What we learned :

That in general our office operates well and people cooperate with each other, but there is always room for improvement

That respect is due to everyone in the office, whether they are your supervisor, peer or subordinate

The way you treat your IICA co-workers will affect their work as well as their mood.

Role Play II

Situation : A has just had problems with the photocopier and could not complete the documents needed for the boss. The front door bell rings and she has to leave her desk because the receptionist is not at her station.

Act out how she lets the person into the office and deals with him/her :

1   in an ungracious way
2   in a gracious way

Comment on the implications of 1 and 2 :

a)   for IICA´s image
b)   for the atmosphere in the office if people witness this exchange

What we learned :

In spite of your own mood, being ungracious has serious implications for IICA´s image and the work atmosphere.

Role Play III

Situation : A and B work together as peers. Each time the boss meets with A, he/she complains about B´s work. A also complains about how C, D and E work. The boss notices that A never has a positive thing to say about other people´s performance.

1. You´re the boss, and you want to bring this to A´s attention because she is efficient and you feel it´s worth helping to change this negative behaviour towards her colleagues.

2. You are A, and there are genuine problems with the performance of B, C, D, and E which you feel can be corrected if the boss knows about them.

   How would you bring these to the boss´ attention without appearing like "complaining Annie"?

What we learned :

Balanced assessments of people´s performance are better respected and they achieve more than emotional assessments.

3.3. Categorization of Problems

Sandra Rodney then conducted an exercise to categorize the problems manifested in 3.1 Participants rated the severity of the problems (see 3.1) using the following scale :

    A Quite serious

    B Fairly serious

    C Slightly serious

3.4 Recommendations and decisions

Problem	Rating	Recommendation
1	C	Improving relationships so that they are personal and pleasant, but respectful
		That each person should develop a courteous, but not too familiar, relationship with all other members of staff.
2	B	The communication of strong criticism should always take place in private, irrespective of the status of the individuals involved. This is not applicable to Eve, Isis, Zeus, Jonas, Jessica, Gillian and Rafael.
		Since space is shared, this type of communication might require creating a private setting.
3	C	Individuals should take the initiative to improve their skills to further their career development
		Some funds are available and should be used for this purpose.
4	B	Positive work attitudes should not be affected by states of mind
		Try to maintain your good mood. When not possible, avoid affecting others. At the same time, others should be tolerant of you. Remember that to express a bit of "crankiness" is preferable to allowing resentment to build up.
5	C	Personal space.
		Respect the fact that removing items from people's work stations constitutes an inconvenience and should be avoided.

4. OTHER RECOMMENDATIONS

1.   The secretaries will receive a list of the week's key
activities each Monday, as well as a copy of the staff
meeting minutes as soon as possible.

2.   The technicians and the PCV's must let the respective
secretaries know when they will be out of office so that they
can deal effectively with callers and visitors.

5. CONCLUSIONS

The document from the first retreat was reviewed and it was
concluded that :

    1. All decisions had been implemented, excepting those
       requiring modifications

    2. Any matters pending have been covered in the second
       retreat's agenda.

A meeting will be held with the participants and the
technical staff on February 12, 1988 to review and discuss
these recommendations and decisions.

It was observed by the group that the level of analysis of
this second retreat was more profound than the first one.
This is an indication of the development of the
administrative process in the office as well as the
usefulness of this exercise. It was, therefore, recommended
that it should become an annual event.
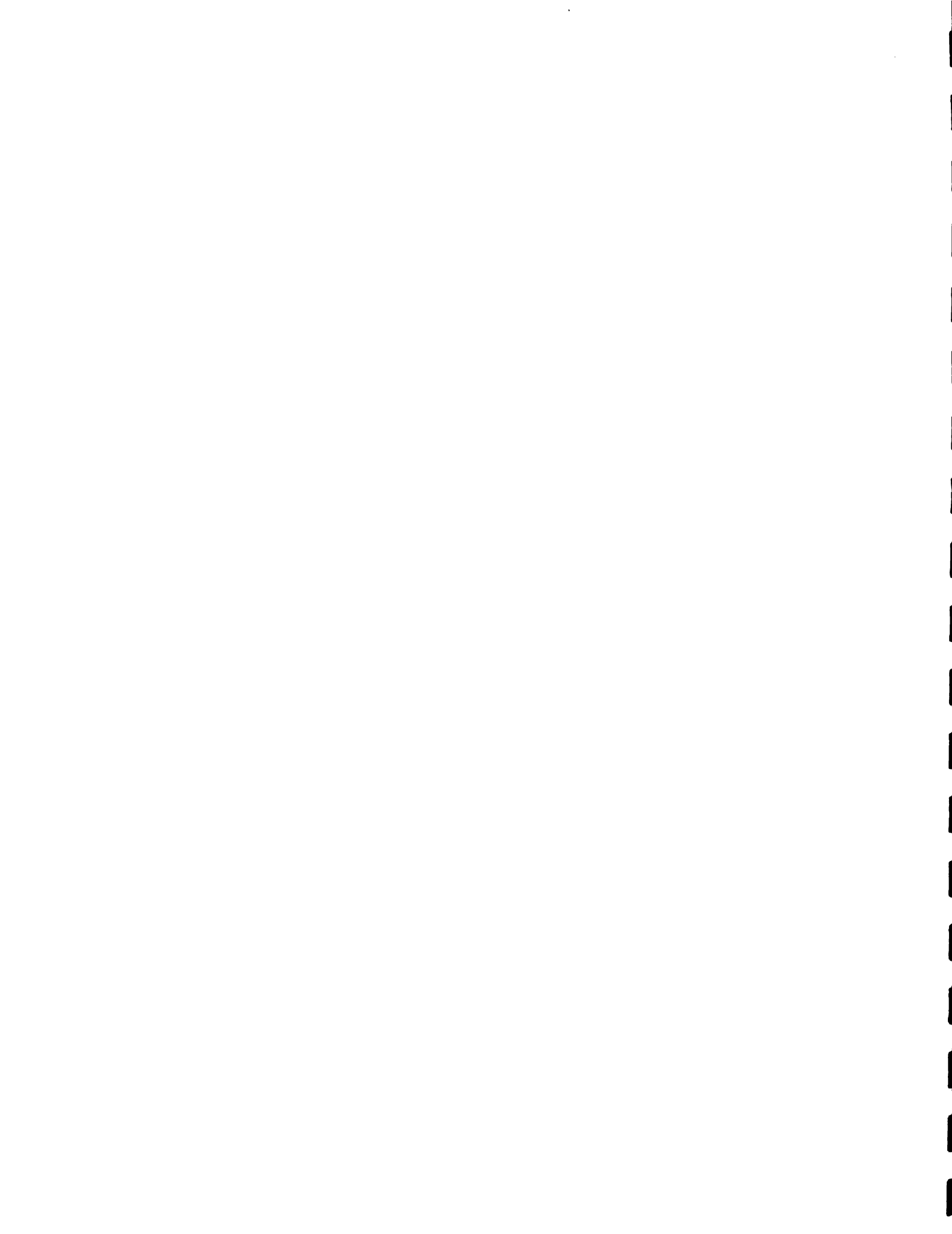
ANNEX A : PARTICIPANTS

Jan Hurwitch-MacDonald, Representative

Joan A. Browne, Administrator

Sandra Rodney, Accounting Assistant

Lorna McPherson, Representative's Secretary

Maxine Brown, Secretary to Technicians

Maureen Machado, Secretary to Technicians

Lorna Feanny, Secretary (temporary)

INCREASING ADMINISTRATIVE EFFECTIVENESS

ADMINISTRATIVE RETREAT 11

IICA OFFICE IN JAMAICA

JANUARY 21 - 22, 1988

AGENDA

THURSDAY, JANUARY 21, 1988

8:00   Depart from office

9:30   Session 1 - Organizational Structure

            Moderator - Jan Hurwitch-MacDonald
            Rapporteur - Lorna McPherson

            1.1 Familiarisation with IICA Programmes
                Jan Hurwitch-MacDonald
            1.2 Allocation of duties/responsibilities
                Joan A. Browne

10:30   Coffee break

11:00   Resume Session 1

            1.3 Use of computers - Jan Hurwitch-MacDonald
            1.4 Reporting systems - Joan A. Browne

12:30   Lunch

1:30   Session II - Administrative Procedures

            Moderator - Joan Browne
            Rapporteur - Maxine Brown

            2.1 Internal auditor's requirements - Joan Browne
            2.2 Correspondence   - Lorna McPherson
            2.3 Electronic mail - Maureen Machado

3:00   Coffee break

3:30   Resume Session II

            2.4 Mailing & distribution lists - Lorna McPherson
            2.5 IICA filing system - Maxine Brown
            2.6 Postage stamp control system - Maxine Brown
            2.7 Stationery supply list - Joan A. Browne

6:00   Completion of Session II

7:00   Dinner

8:00   Review of recommendations from Sessions I & II

            Discussions led by Lorna McPherson & Maxine Brown

FRIDAY, January 22, 1988

7:00   Breakfast

8:00   Session III - Interpersonal Relationships

            Moderator - Sandra Rodney
            Rapporteur - Lorna Feanny

            3.1 Problems - Sandra Rodney
            3.2 Role play activity - Joan Browne

10:00   Coffee break

10:30   Resume Session III

            3.3 Categorization of problems   Sandra rodney
            3.4 Recommendations - Sandra Rodney

12:30   Lunch

1:30	Final Session -Conclusions

Moderator - Joan Browne
Rapporteur - Maureen Machado

3:00	Check out

3:30	Depart for office

G:5: Adtreat.88
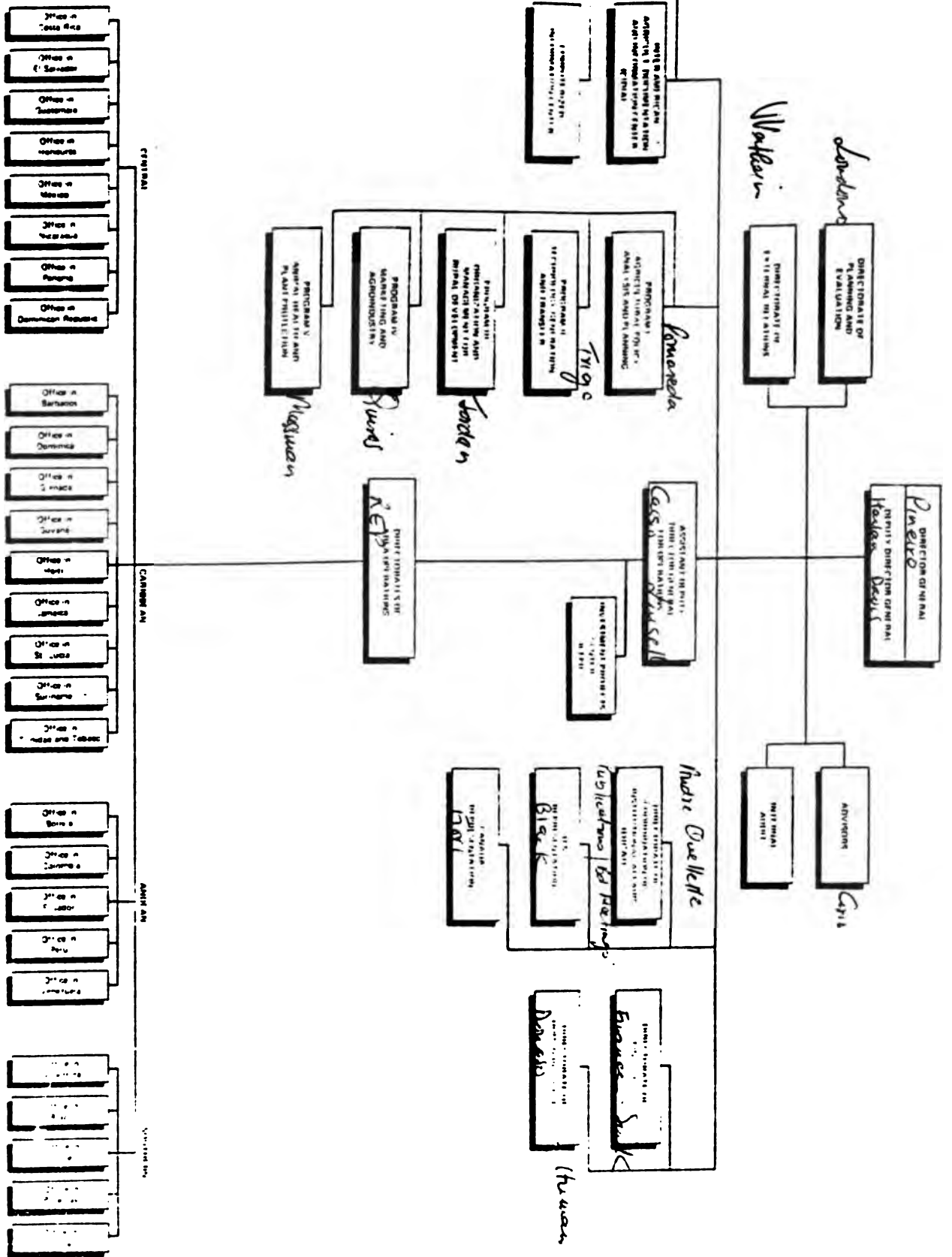
ORGANIZATIONAL CHART FOR IICA (AS AT JANUARY 1987)

CENTRAL
- Office in Costa Rica
- Office in El Salvador
- Office in Guatemala
- Office in Honduras
- Office in Mexico
- Office in Nicaragua
- Office in Panama
- Office in Dominican Republic

CARIBBEAN
- Office in Barbados
- Office in Dominica
- Office in Grenada
- Office in Guyana
- Office in Haiti
- Office in Jamaica
- Office in St. Lucia
- Office in Suriname
- Office in Trinidad and Tobago

ANDEAN
- Office in Bolivia
- Office in Colombia
- Office in Ecuador
- Office in Peru
- Office in Venezuela

SOUTHERN

- DIRECTOR GENERAL — *Pineiro*
- DEPUTY DIRECTOR GENERAL — *Heron Devoll*
- DIRECTORATE OF PLANNING AND EVALUATION — *London*
- DIRECTORATE OF EXTERNAL RELATIONS — *Walters*
- ADVISORS — *Capie*
- INTERNAL AUDIT

- PROGRAM I: AGRICULTURAL POLICY ANALYSIS AND PLANNING — *Pomareda* / *Trigo*
- PROGRAM II: TECHNOLOGY GENERATION AND TRANSFER — *Jordan*
- PROGRAM III: ORGANIZATION AND MANAGEMENT FOR RURAL DEVELOPMENT — *Nunez*
- PROGRAM IV: MARKETING AND AGROINDUSTRY
- PROGRAM V: ANIMAL HEALTH AND PLANT PROTECTION — *Maximo*

- DIRECTORATE OF PERSONNEL TRAINING — *ACTI*
- ACCOUNTING DIVISION / FINANCIAL MANAGEMENT — *Cass* / *Russell*
- INVESTMENT PROJECTS

- DIRECTORATE OF ADMINISTRATION — *Andre Ouellette* (*Williams for Ouellette*)
- *Black*
- *Tait*

- DIRECTORATE OF FINANCE — *Finance Smith* (*Human Resources Donald*)

INTERNAL AUDITING INSPECTION

OFFICE:

DATE:

CARRIED OUT BY:

I - STAFF

GENERAL INFORMATION

1. Working hours

   a)   How many hours a week does the staff work?

   b)   How many does the labour code stipulate?

   c)   What are the hours of work?

2. Official Identification Card

   a)   Does each member of staff receive one?

   b)   Is this card considered useful?

   c)   Is it returned when an employee leaves?

3. Vacation

   a)   Is this applied to the International Professional Staff?

   b)   To General Services Staff?

   c)   Is there a special form to be filled out for control of vacations?

   d)   Is there General Services Staff with accumulated vacation time?

   e)   Does the Labour Code allow vacation time to be accumulated or is it lost after a certain period of time?

   f)   Is the International Professional Staff informed periodically of the status of their vacation time?

4. When changes in the "Official Staff List" are received from the General Directorate, is the list updated immediately?

5. Personnel files

    a) Is there a special file for each person?

    b) What information is kept in this file?

    c) Is it kept confidentially?

    d) Whose responsibility is it?

6. Does each member of staff have a copy of Policies and Regulations?

7. liiscellaneous.

GENERAL SERVICES STAFF

23. Contraction

   a)   Job application

   b)   References

   c)   Medical examination

   d)   Work contract

   e)   Acción de Personal

   f)   Letter of appointment with description of duties

   g)   Ties

   h)   Are there special regulations dealing with chauffeurs, watchmen,
        cleaning staff, etc.?

24. Acciones de Personal

   a)   Is a copy sent to the Regional Office?

   b)   What are these copies used for?

25. Salary list

   a)   Is it often modified?

   b)   When was it last changed?

   c)   What is the policy on promotions?

26. Company benefits

   a)   Is there an obligatory Social Security policy?   Is it used?

   b)   Is the staff considered members?

   c)   Is there a policy for Christmas bonuses?   How much is it?

    d)   Is there payment for overtime? Is it normal to give compensatory time?

    e)   Is there compensation for layoff? How much is it?

    f)   Vacations? Accumulated time?

    g)   Are there any other benefits?

27.   Is the Labour Code observed?

28.   Work regulations

    a)   Are there obligatory rules? Are they used?

    b)   Are the Institute's regulations observed?

29.   What is the ratio in numbers of General Services Staff to technicians?

30.   Is the staff paid wholly or partially with other funds?

31.   Is it normal to hire staff on a temporary basis?

32.   What levels of authority are used for the supervision of General Services Staff? Work distribution?

33.   Are Staff descriptions kept up to date? Is this information sent regularly to the Personnel Department?

34.   Miscellaneous.

II - ACCOUNTING, FINANCES AND ADMINISTRATION OF GOODS

1. Are the manuals kept up to date?   (Review)

2. Official Trips

    a) Are trips made without prior authorization?   (Form I-4)

    b) Are there fixed advances of a permanent nature?

    c) Are advances made in spite of outstanding debts?

    d) Are there delays in making out accounts?

    e) Is Form I-20 "Orden de Compra de pasajes aéreos" used?

    f) Are requests made for exemption from travel taxes on personal flights?

    g) Is the revision and settlement of the expenditure account adjusted
        following the instructions in the Manual? Is the authorization for
        travel attached?

    h) Are the counterfoils for air passages requested?

    i) How many travel agencies do you work through?

    j) Is a check kept on the repayment of passages not used?

    k) Is departure tax paid at the airport?

    l) Does an official have all his visas before he leaves?

    m) Miscellaneous.

3. Salaries for national staff

    a) Is a special payroll prepared?

    b) How many payments are made in one month?

    c) Are these payments made confidentially?

    d) Miscellaneous

4.   Agreements, Contracts (Review)

    a)   How many does the Office have?

    b)   Is there a budget which has prior approval?

    c)   Are expenses adjusted to these budgets?

    d)   In these agreements, is a budget for overhead considered?

    e)   Are cash problems encountered when fulfilling these agreements?

    f)   Miscellaneous

5.   "Control de cuentas bancarias" - Form I-1

    a)   Is there any doubt as to their preparation?

    b)   Is it sent off on Fridays?

    c)   Is it accompanied by the Forms I-2 (Request for funds) and I-25 (Monthly distribution of Professionals' time per Programme)?

    d)   What method of payment is used for expenses (telephone, cables, etc.) made by officials in other offices?

    e)   Is there any problem with charges made to and from other offices through the I-1?

    f)   Miscellaneous

6.   Bank accounts

    a)   How many are there?

    b)   In which banks?

    c)   Who signs officially?

    d)   Are special cheques used?

    e)   Is it normal to sign blank cheques?

    f)   Are cheques made out "to bearer"?

    g)   Is a protectograph used?

h) Does the local bank send back the cheques?

i) Are there unpaid cheques for collection made out more than 90 days previously?

j) Are funds deposited as soon as possible in American Security?

k) Miscellaneous

7. Petty Cash (audit)

a) How many Petty Cash Accounts are there?

b) Who is in charge of them?

c) How much capital is there? Is it enough?

d) Is a weekly account made?

e) Does the person in charge make a daily audit?

f) Is this done each month by another official?

g) Other

8. Budgetary Reports

a) Are they received in good time?

b) Are they of any use for planning budgets?

c) Are additional controls effected? Why?

d) Are exchanges made in due course between items? (Form I-30)

e) Other

9. Request for Goods and Services - Form I-6 (Review)

a) Are these issued before the purchase order?

b) Who signs them?

c) Other. (Your) opinion on their usefulness.

10. Purchase Order - Form I-7 (Review)

   a) Is this issued without a corresponding Request for Goods and Services?

   b) After the purchase?

   c) Are blank Purchase Orders used?

   d) Is Form I-8 "Aviso de Cambio" used?

   e) Is there a special day for paying suppliers?

   f) Is the "Informe mensual de obligaciones" (Form I-21) sent out with the last I-1 of the month?

   g) Is a note made on the purchase order which is the last one of the month?

   h) Is the payment order normally used?

   i) Is a stamp used to settle Purchase Orders?

   j) Miscellaneous

11. Inventory Control

   a) Do all goods for inventory have a "Tarjeta de Equipo y Mobiliario" (Form I-17)?

   b) Is this card sent with the I-7 on which is listed the purchase of the item?

   c) Are all items labelled as soon as they are acquired?

   d) Is a special type of numbering used to show the origin of the goods?

   e) Is an inventory review made when the lists are received from the General Directorate?

   f) Are unusable items put aside?

   g) Is Form I-18 "Inventario de Equipo y Mobiliario" prepared for each employee? Is it signed?

   h) When an employee leaves, is his list checked?

   i) What is the normal procedure for selling equipment?

   j) Miscellaneous

12. Books of sale (Inventory)

    a) Are they kept in a safe place?

    b) Are trimestral reports prepared to be sent to the Office for Public Information?

    c) What procedure is used to record the cost of donated books?

13. Stockroom control (Review)

    a) Is all the stock kept in a safe place?

    b) Are goods bought in certain quantities to obtain a better price?

    c) Is there a "Control de Existencias" card (Form I-19) for each item?

    d) Is Form I-11 "Inventario Físico de bodega de existencias" sent out every six months?

    e) Is all material delivered with Form I-22 "Solicitud de materiales en existencia"?

    f) Is there a special day for delivering stock material?.

    g) Is Form I-12 "Análisis de Consumo de Materiales" used?

    h) Miscellaneous

14. Vehicles

    a) How many vehicles are there?

    b) What funds were used to purchase them?

    c) Is there individual control?

    d) How are gasoline privileges managed?

    e) What control is there over gasoline expenses?

    f) Is there a per km rate for local trips?

15. Is there an official doctor?

16. Is there an official lawyer?

17. Are contributions in kind made? What do they consist of?

18. Other - Use of Forms and suggestions

IICA JAMAICA FILING SYSTEM

The system combines a numeric code with a classification based on
the various administrative and technical divisions of IICA. The
titles and sub-titles (and in some cases sub-sub-titles) describe
the file content at various levels of simplicity and
disaggregation.

e.g. 2.6.6.4   : <u>2</u>   Locates it broadly within the
                                      area of control of the Asst.
                                      Deputy Director General for
                                      Operations.

                    2.<u>6</u>   Identifies Area 2: Caribbean

                    2.6.56   Identifies the IICA Office in
                                      Jamaica

                    2.6.6.4   Identifies matters concerning
                                      the General Services Staff of the
                                      Jamaica IICA Office.

IICA OFFICE IN JAMAICA
Filing System Procedure

INCOMING ITEMS

All incoming items are routed through the Director's Secretary.

Letters/Memos/Circulars/Documents/Telexes

1.   Attach quadruplicate Registration Form I-33

2.   Determine Subject Matter and File No.
     - Main subject matter is usually indicated under "Subject/Asunto" or in the first paragraph of the document.
     - If unsure, consult appropriate staff member
     - If more than one subject matter is relevant decide which is of primary importance and which is/are secondary.

3.   Insert Main Subject Matter in appropriate space on Registration Form (and if necessary, any other relevant subject matter of secondary importance as #2, #3).

4.   Insert File No. (and, if necessary, any other File No/Nos. below the first) in the appropriate space on the Registration Form.

5.   Insert Document Date and Place of Origin (Remittance) in the space provided on the form.

6.   Insert Date of Arrival in space provided on the form

7.   Indicate that document is passed to Director under "Distribution".

8. <u>Detach</u> the triplicate (Yellow) copy of the Registration Form. These yellow copies are filed in numerical order in one control file maintained by the "Document Distribution Unit" (using the number printed on top right of registration form).

9. <u>Forward</u> correspondence with remaining 3 copies of Registration Form to Director (Item 7).

10. Person taking action on correspondence retains <u>White copy</u> and returns <u>green and blue</u> to the Central Filing Unit with indication of action necessary/taken and/or correspondence.

11. When the correspondence returns, Central Filing detaches the quadruplicate (Blue) copy of the Registration Form and files in chronological order (using the date the item is received in this office) in another control file to be maintained by the "Document Distribution Unit" for all incoming and outgoing correspondence.

12. <u>re Telexes</u>: a copy of the telex is made (if copy not available) and filed in chronological order in a separate file maintained by the "Document Distribution Unit" for all incoming and outgoing telexes.

13. All distribution should be done before item goest to "Document Distribution Unit".
    <u>NOTE</u>: Actions 1-11 should be completed on the same day or by noon of the next day after mail is received.

14. <u>When item is Returned for Filing</u>
    (a) <u>File in appropriate folder</u> as indicated under Filing Code in chronological order from the back of the file (i.e. with the earlier dated items behind).
    (b) <u>If secondary file(s) indicated</u> under the Filing Code, make copy(ies) of the Registration Form and file in the Secondary file(s).

OUTGOING ITEMS Letters/Memos/Circulars/Documents

1. Outgoing correspondence will be identified as usual by the AC/JM No. by the typist preparing the correspondence. A register of these numbers is kept by the Director's Secretary. Take the next consecutive number in sequence.

2. <u>Confidential correspondence</u> is treated differently from other items. The three copies, one green one yellow, and one pink are typed with the original. For confidential correspondence the body of the letter is typed only on the original and pink copy, the green and yellow copies should only have the date, memo no. and subject matter. The pink copy should be sent to the Administrator to be filed in confidential files.

3. The copy(ies) of the outgoing correspondence which are to be retained in this office should be passed to the "Document Distribution Unit" who will insert the appropriate file No. on the top right hand corner of the copy(ies) and filing will proceed as follows:

    -   Duplicate (yellow) to 'Chronological File' or outgoing correspondence
    -   Triplicate (green) to file as indicated by File No. accompanied by enclosure(s) and relevant incoming correspondence.

FILING CODES   **Title**

Code No.

0.1.0	Inter-American Board of Agriculture	-	
0.2.0	J.I.A. Executive Committee	-	
0.3.0	Executive Orders and Directives	-	
1.0.0	OFFICE OF DIRECTOR GENERAL	-	Martin E. Piñeiro
1.0.1	Deputy Director General	-	Harlan Davis
1.1.0.	Advisor to the Director General	-	Fernando Suarez de Castro
1.2.0	Financial Resources & Management	-	Paul Sisk
1.2.1	Head of Accounting Division	-	Alejandro Rebolledo
1.3.0	Human Resources	-	Augusto Donoso
1.3.1	Head of Division of Remuneration & Benefits	-	Marcial Sanchez-Lam
1.4.0	Director of Programming & Evaluation	-	Diego Londoño
1.5.0	Legal Affairs	-	
1.6.0	Internal Audit	-	
1.7.0	Division of Organization & Methods	-	
1.8.0	Tropical Agricultural Research and Training Centre (CATIE)	-	Rodrigo Tarte
2.0.0	ASST. DEPUTY DIRECTOR GENERAL FOR OPERATIONS	-	Cassio Luiselli
2.1.0	Follow-up and Supervision	-	
2.2.0	Centre for Investment Projects (CEPI)	-	
2.3.0	Special Funds and Projects	-	
2.4.0	Inter-American Agricultural Documentation and Information Centre (CIDIA)	-	

2.5.0   <u>Area 1 Northern Zone Regional Office</u>
         <u>and Country Offices</u>
         Director of Operations Area I (Central) - Rodolfo M. Ferrate
         Costa Rica   - Jose A. Holguin
         El Salvador   - Carlos A. Rucks
         Guatemala   - Armando Reyes
         Honduras   - Juan A. Aguirre
         Mexico   - Hector Morales
         Nigaragua   - Alfonso Chirinos
         Panama   - Eduardo Salvado
         Dominican Republic)   - Gilberto Paez

2.5.1   Director of Operations Area II (Car.)   - Reginald Pierre

AREA 2 CARIBBEAN OFFICES

2.6.0   IICA/Barbados Office   - Michael Moran
2.6.1   IICA/Dominica Office*   - Franz Alexander
2.6.2   IICA/Grenada Office*   - Franz Alexander
2.6.3   IICA/Guyana Office   - George Buckmire
2.6.4   IICA/Haiti Office   - Percy Aitken-Soux

JAMAICA OFFICE

2.6.5   IICA/Jamaica Office (Internal
           correspondence)
2.6.6   Local Miscellaneous
2.6.6.1   Foreign Miscellaneous
2.6.6.2   Staff Meetings
2.6.6.3   International Professional
2.6.6.4   General Services
2.6.6.5   Incoming Telexes
2.6.6.6   Outgoing Telexes
2.6.6.7   Collector General
2.6.6.8   Collector of Taxes
2.6.6.9   Visits/Itineraries/Invitations/Cocktails/Retreats
2.6.6.10   Quarterly Project Report Inf. 1
2.6.6.11   Annual Project Report Inf. 2
2.6.6.12   Final Project Report Inf. 3
2.6.6.13   Semester Programme Report Inf. 4
2.6.6.14   Semester Report on National Offices Inf. 5
2.6.6.15   Trip Report Inf. 8
2.6.6.16   Airway bills/Bill of Lading

AREA 2 CARIBBEAN OFFICES

|		
2.6.7	IICA/St. Lucia Office	- Franz Alexander
2.6.8	IICA/Suriname Office	- Mario Franca
2.6.9	IICA/Trinidad & Tobago Office	- Chelston Brathwaite

ANDEAN ZONE (AREA 3)

2.7.0   **Area 3 Andean Zone: Regional Office**
and Country Offices

Director of Operations Area III (Andean)	- Luis Montoya
Bolivia	- Alberto Franco
Colombia	- Mario Blasco
Ecuador	- Jaime Roman
Peru	- Israel Tineo
Venezuela	- Mariano Segura

2.8.0   **Area 4 Southern Zone Regional Office**
and Country Offices

Director of Operations Area IV (South.)	- Arnaldo Veras
Argentina	- Carlos J. Garramon
Brazil	- Norberto Pasini
Chile	- Alfredo Alonso
Paraguay	- Sergio Gonzalez
Uruguay	- Emilio Montero

3.0.0.	ASSISTANT DEPUTY DIRECTOR GENERAL FOR PROGRAMME DEVELOPMENT	-
3.1.0	Agrarian Policy Analysis & Planning PROGRAMME I	- Carlos Pomareda
3.2.0	Technology Generation/Transfer PROGRAMME II	- Eduardo J. Trigo
3.3.0	Organization and Management for Rural Development PROGRAMME III	- Fausto Jordan
3.4.0	Marketing and Agro-Industry PROGRAMME IV	- Rodolfo Quiros
3.5.0	Animal Health & Plant Protection PROGRAMME V	- Harry Mussman
4.0.0	ASST. DEPUTY DIRECTOR GENERAL FOR EXTERNAL AFFAIRS	- Jorge Werthein
4.1.0	Technical Supports Unit	-
4.2.0	Director for the Coordination of Institutional Affairs	- Andre J. Ouellette
4.3.0	Representation in Canada	- Ernani Fiori
4.4.0	Representation in U.S.A.	- Harry Black
5.0.0	IICA STAFF ASSOCIATION	

JAMAICA GOVERNMENT MINISTRIES, AGENCIES, OFFICES

6.1.0	Ministry of Agriculture, Science and Technology	- Percival Broderick
6.2.0	Ministry of Foreign Affairs	- Hugh L. Shearer
6.2.1	Formal Communications with other Diplomatic Missions to Jamaica	
6.3.0	Coffee Industry Board	
6.4.0	Planning Institute of Jamaica	
6.4.1	UNDP/Hayes Project	
6.4.2	AGRO-21	
6.4.3	JIS Press Release	
6.4.4.	Administrative Staff College	
6.4.5	College of Agriculture	
6.4.6	Hillside Agriculture Committee	
6.4.7	Cocoa Industry Board	
6.4.8	Coconut Industry Board	

7.0.0   **INTERNATIONAL AID AND TECHNICAL ASSISTANCE AGENCIES AND ORGANISATIONS**

7.1.0   Commonwealth Secretariat and Commonwealth Fund for Technical Cooperation (CFTC)

7.2.0   European Economic Community (EEC) and European Development Fund (EDF)

7.3.0   Canadian International Development Agency

7.4.0   International Fund for Agricultural Development (IFAD)

7.5.0   Organization of American States (OAS) General Secretariat

7.5.1   Inter-American Development Bank (IDB)

7.5.2   Pan American Health Organization (PAHO)

7.6.0   United Nations (UN) General Secretariat

7.6.1   Food and Agriculture Organization (FAO)

7.6.2   Development Programme (UNDP)

7.6.3   Other UN Agencies, UNESCO, etc.

7.7.0   United States Agency for International Development (USAID)

7.8.0   World Bank

7.8.1   International Development Agency (IDA)

7.8.2   Organizacion Latino American De Energia
(OLADE)

8.0.0.   <u>REGIONAL AID AND TECHNICAL ASSISTANCE AGENCIES
AND ORGANISATIONS</u>

8.1.0   Caribbean Development Bank (CDB)

8.2.0   Caribbean Agricultural Research and
Development Institute (CARDI)

8.3.0   Caribbean Community Organization
(CARICOM) and CARICOM Secretariat

8.4.0   Caribbean Food and Nutrition Institute (CFNI)

8.5.0   Economic Commission for Latin America (ECLA)

8.6.0.   Others

9.0.0   <u>INTERNATIONAL RESEARCH INSTITUTIONS</u>

9.1.0   International Development Research
Centre (IDRC)

9.2.0   International Tropical Research
Centre (CIAT)

9.3.0   International Maize and Wheat
Improvement Centre (CIMMYT)

9.4.0   International Rice Research
Institute (IRRI)

9.5.0   ISNAR

9.6.0   Swedish Agency for Research
Cooperation (SAREC)

* Dominica and Grenada matters may be treated together with each
other or with St. Lucia as they are all administered from St.
Lucia. Such items should be filed under St. Lucia and a cross
reference inserted under 2.6.1 or 2.6.2 or both.
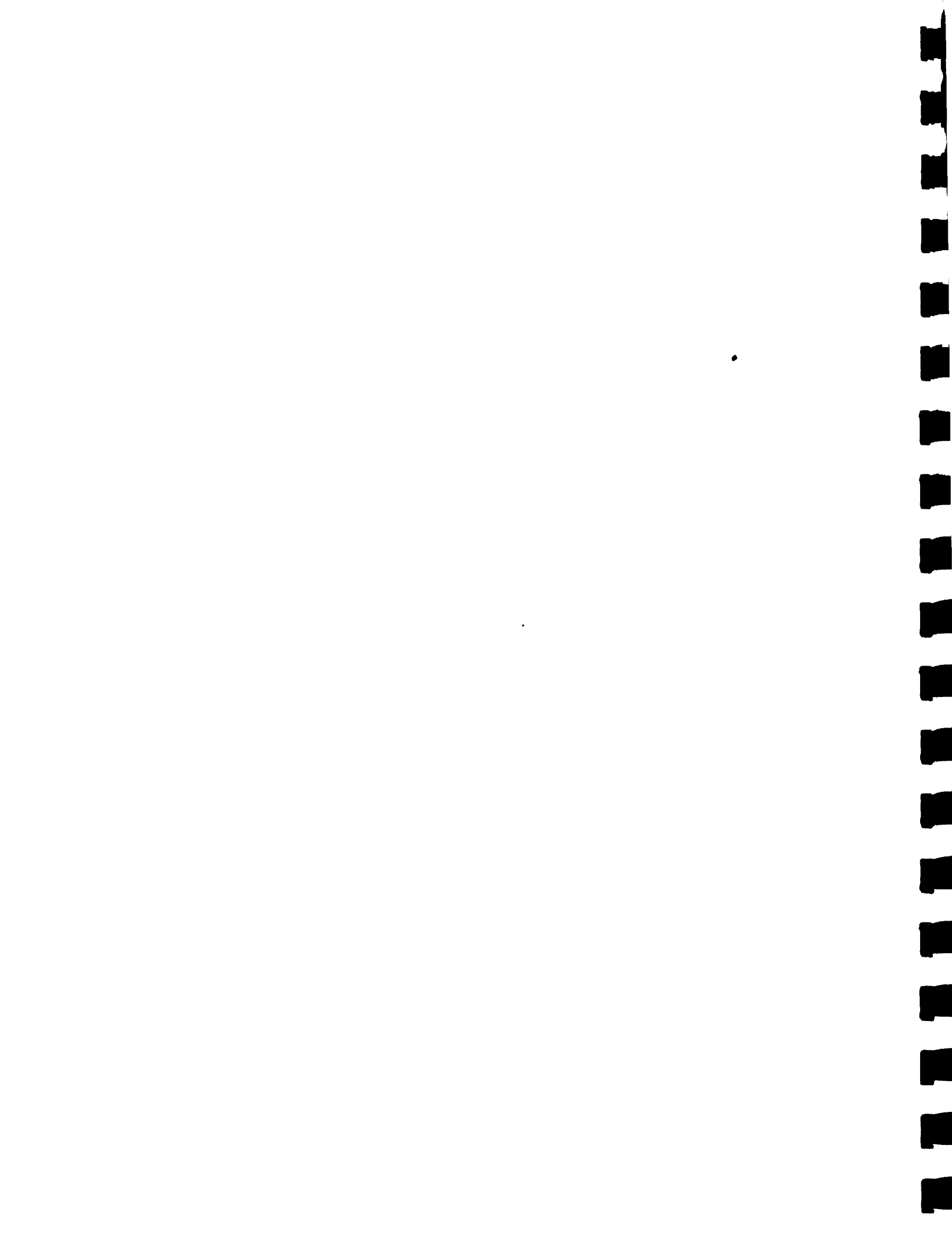
INCREASING ADMINISTRATIVE EFFECTIVENESS

ADMINISTRATIVE RETREAT II

IICA OFFICE IN JAMAICA

ROLE PLAY ACTIVITY

"Oh! Would some power the Giver give us
To see ourselves as others see us"

--With apologies to Robert Burns

ROLE PLAY 1

Making a mountain out of a molehill, or, Life is too short to be little

- Choosing between alternative ways of reacting to irritation

ROLE PLAY 2

To be or not to be gracious (how important is it?)

ROLE PLAY 3

If you're OK, then I won't look quite as OK

- Focussing on the negatives in other people's performance

FECHA DE DEVOLUCION			

1988

reasing administrative
iveness administrative
retreat

Nombre del solicitante

INCREASING ADMINISTRATIVE EFFECTIVENESS

ADMINISTRATIVE RETREAT II

CIRCULATION SHEET

Inter-American Institute for Cooperati
on Agriculture

Date:............

Attention	Initials	Date
J. H. MacDonald		
1. T. Mulleady		
2. A. V. Chin		
3. A. C. MacDonald		
4. Leslie Orr		
5. Joan Browne		
6. R. Reiter		
7. T. C. Niemann		
8. T. Jones		
9. E. Hill		
10. R. Reiks		
11. H. Campbell		
12. Z. Martin		
13. C. Reid		
14. J. Dehaney		
15. L. McBean		
16. L. McPherson		
17. O. Tingling		
18. M. Brown		
19. M. Machado		
20. L. Feanny		
21. F. Hope		
22. L. Simmonds	/
23. E. Foster		
24. A. Daley		
25. B. Suglam		
26.		

IICA OFFICE IN JAMAICA   JAN. 21-22 1988