

TOWARDS ADMINISTRATIVE EXCELLENCE:

CONSOLIDATING EFFICIENCY AND EFFECTIVENESS

ADMINISTRATIVE RETREAT III

CIRCULATION SHEET

Inter-American Institute for Cooperation
on Agriculture

Attention

Date: _____

Initials

Date

1 J.H. MacDonald

2 J.T. Mulleady

3 A.V. Chin

4 A.C. MacDonald

5 L. Boyne

6 J.A. Browne

7 R. Romero

8 J. Eisenhauer

9 C. Rogers

10 E. Hill

11 B. Blosser

12 R. Fryzek

13 B. Pearson

14 Z. Martin

15 L. Reid

16 J. Dehaney

17 S. V. Rodney

18 L. McPherson

19 M. Machado

20 M. Reckord

21 L. Simmonds

22 E. Foster

23 A. Daley

24 B. Suglam

25 F. Hope

IICA
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1989

The Inter-American Institute for Cooperation on Agriculture (IICA) is the specialized agency for agriculture of the Inter-American system. The Institute was founded on October 7, 1942 when the Council of Directors of the Pan American Union approved the creation of the Inter-American Institute for Agricultural Sciences.

IICA was founded as an institution for agricultural research and graduate training in tropical agriculture. In response to changing needs in the hemisphere, the Institute gradually evolved into an agency for technical cooperation and institutional strengthening in the field of agriculture. These changes were officially recognized through the ratification of a new Convention on December 8, 1980. The Institute's purposes under the new Convention are to encourage, promote and support cooperation among the 29 Member States, to bring about agricultural development and rural well-being.

With its broader and more flexible mandate and a new structure to facilitate direct participation by the Member States in activities of the Inter-American Board of Agriculture and the Executive Committee, the Institute now has a geographic reach that allows it to respond to needs for technical cooperation in all of its Member States.

The contributions provided by the Member States and the ties IICA maintains with its twelve observer countries and numerous international organizations provide the Institute with channels to direct its human and financial resources in support of agricultural development throughout the Americas.

The 1987-1991 Medium Term Plan, the policy document that sets IICA's priorities, stresses the reactivation of the agricultural sector as the key to economic growth. In support of this policy, the Institute is placing special emphasis on the support and promotion of actions to modernize agricultural technology and strengthen the processes of regional and subregional integration.

In order to attain these goals, the Institute is concentrating its actions on the following five programs: Agrarian Policy Analysis and Planning; Technology Generation and Transfer; Organization and Management for Rural Development; Marketing and Agroindustry; and Animal Health and Plant Protection.

These fields of action reflect the needs and priorities established by the Member States and delimit the areas in which IICA concentrates its efforts and technical capacity. They are the focus of IICA's human and financial resource allocations and shape its relationship with other international organizations.

LICA OFFICE IN JAMAICA

ADMINISTRATIVE RETREAT 1989

Held in the Norman Manley Suite of the Pegasus Hotel

January 30 - 31, 1989

**Towards Administrative Excellence:
Consolidating Efficiency and Effectiveness**

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OFFICE OF THE ATTORNEY GENERAL

STATE OF CALIFORNIA

DEPARTMENT OF JUSTICE

IN RE: [Illegible Name]
[Illegible Address]

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INTRODUCTION

The third administrative retreat of the IICA Office in Jamaica focuses on moving "towards administrative excellence: consolidating efficiency and effectiveness", thereby building upon the improvements projected by the first retreat (efficiency) and the second retreat (effectiveness).

At each retreat, we review the document containing last year's recommendations, discussing accomplishments and shortfalls in their implementation. We also share the responsibility of presenting different topics of concern to the administration. The team analyzes and decides on solutions which are put into effect once discussed with the technical staff at a subsequent meeting.

This is our method for working toward administrative excellence. It is our way of strengthening the administrative team. We listen, we share, we solve and we implement. Thereby improving every year.

We believe in the words of Tom Peters, when he says :

Create an environment where listening is cherished-- and opportunities for structured and unstructured listening are rife. Listening means managers listening to their people, of course. And it means teammates listening to each other..... Listening also means people paying attention to those in other functions, battering down the time-honoured, action-slowing functional boundaries at every opportunity. 1/



Jan Hurwitch-MacDonald
Representative

1. ORGANIZATIONAL STRUCTURE

1.1 Organizational Chart

The Representative provided a review of the Institute's organizational chart, noting changes of individuals responsible for units. She then reviewed the organizational chart of the IICA Office in Jamaica, providing a background on each of the technical projects. (See Annex C) She stressed the importance of a strong Administrative Section, now that budget, personnel and technical activities have been increased and are likely to continue to grow.

1.2 The Structure of the Administrative Section

The Administrator reviewed the current structure of the Administrative Section, highlighting the functions of each individual. The administrative requirements of the office, in light of the new projects coming on stream, were pointed out and discussed.

1.3 Functions and strengths of the administrative staff

The Administrator went on to outline the strengths of the administrative staff. The temporary rotation of Lorna, Marilyn and the new HASP secretary-AA, was discussed, given the two new projects coming on stream. Feedback was provided by the administrative staff, including new challenges they would like to address in 1989:

Sandra : looks good; would like to tackle new areas once the accounting programme works smoothly.

Maureen : looks fine; spoke with Dr. Mulleady regarding Lotus course and he agreed it would be useful to have; she is interested. She also agreed to continue with procurement, adding to her responsibilities starting earlier in the chain. Maureen will continue working with Mr. AC MacDonald, as well as Dr. Mulleady.

Lorna: still not aware of entire scope of work; it does not appear that the field staff are clear that they must now go to Lorna for their administrative needs. Joan to write a memo regarding this. Maureen will be the backup person if Lorna is not in office, until the HASP secretary-AA is hired. Is pleased and feels she can handle the new job.

Marilyn: likes a challenge, but feels she is not yet organized; feels challenged.

The group had an update from the Accountant regarding the accounting programme "bug" which she went to Head Office to have solved. Unfortunately, even though she was able to complete her work there, it appears that the "bug" is still with us. The Representative indicated that she will raise the matter at the Caribbean Director's meeting in February, especially since it may be that other offices may have similar problems which they send on to Head Office.

1.4 1989 Supplementary staff requirements of the Administrative Section

New people to be hired :

HASP secretary-AA
Receptionist
Printer

2. ERGONOMICS

Human beings, ecologists maintain, are greatly influenced by their environment. This is true whether they are functioning in the classroom, on the factory assembly line, or in the office. Recognising this fact, psychologists and industrial engineers have studied the relationships of workers with their tools and machines to determine how these items affect the workers' attitudes and performances. The result is a new field of knowledge called ergonomics (from the Greek ergos, or work, and nomos, or natural laws) that brings together the physiological factors that make an effective work environment and the psychological factors that explain how workers react to that environment.

The office environment involves the proper utilization of space and the effective arrangement of furniture and equipment, along with other physiological factors such as lighting and noise control, and the effective use of colours, and office surface coverings. As ergonomics studies have shown, each of these factors also has psychological implications due to the effect upon the behaviour, attitudes, and morale of the office workers, and ultimately their productivity. 2/

2.1 Staff Allocation

Mrs MacDonald led the discussion, starting with the current office floor plan, and the proposed floor plan after the whole building is acquired (See Annex D).

The following decisions were taken :

YEP project assistant will be at second desk in Xerox room; Eve's table will become the lunch room/second conference table

The receptionist will be located in the section now occupied by Eve, with built-in furniture being installed behind the existing partition. A section will be cut out of the partition to allow a clear view of the front door.

The waiting area will be expanded to occupy the entire strip at the front with the desk relocated in the Annex.

Maureen will continue sharing her office with the Xerox machine and have a wicker partition.

Maureen's extra desk to be put in the Consultants' room in the Annex.

3rd desk in AVC's room to be occupied by Charles Reid, HASP Coordinator, who will share an office with the consultant in the Annex.

The kitchen in the Annex to remain for staff personal use.

The Project II secretary to have a movable partition to ensure privacy.

All field personnel, including the Peace Corps Volunteers should use the conference room or the Annex lunch room when they are in town.

Sandra and Lorna are soon to be relocated in the Annex (we hope!) in private offices, leaving a private office for Joan our Administrator (at last).

2.2 Computer Logistics

The new IBM PS2-50Z will be dubbed Venus. Delivery is expected shortly. She will be located in the computer room along with Jonas, replacing Isis.

Isis is to be moved to the Project II secretary's desk in the Annex.

Eve is to be retired, with honours.

The facsimile is to be installed on the credenza next to the Representative's secretary.

Zeus is to go to the Annex along with the accountant.

2.3 Information Storage and Retrieval

There was a lengthy discussion around the topic of technical work being done on the personal computers of technicians, and how this data might be retrieved for general office purposes.

The following suggestions were made :

That IICA should supply each technician with blank diskettes on which to make copies of relevant documents to be stored in IICA's central filing system - to be done every three months

That the codes for each document should be put at the bottom of every page to facilitate retrieval

JAB undertook to check with experts on how they register their documents or files done on computers.

Library

The library classification scheme has been changed to permit easier access to subject areas. The reorganization begun by Maxine Brown has not yet been completed.

Technical staff will be asked to review the classification scheme and Joan and Maureen will schedule two work weekends to complete the reorganization. The receptionist, under Maureen's supervision, will continue to keep the records of the collection up-to-date. The correspondence files will be discussed under section 3.1.22

3. ADMINISTRATIVE PROCEDURES

3.1 Administrative Procedures Manual

Lorna opened the discussion by stating that although there are standard operating procedures, each office approaches procedures in slightly different ways.

The main purpose of having such a manual is to make new people "IICA literate".

Two manuals will be written: a mini-manual -which will be handed to all new members of staff, whether temporary or permanent as well as consultants- and an administrative manual which will be kept in the office, and which will be available to all members of staff for consultation. The tentative document outline has been divided into sections, and each person has been allocated a section to work on. Drafts of each section should be circulated by March 23 to allow time for study prior to the meeting on March 31, at 9:00 a.m. where each section shall be reviewed. See Annex F for a tentative outline. Lorna will be responsible for coordinating both.

3.2 Stationery Supply list

1. The inventory records of stationery supplies are now ready to be put on the computer.
2. The use of the I-22 to record items removed from stationery cupboards is working well.
3. Consolidating these two records should make production of the supply list a simpler procedure.

3.3 Filing System

Maureen has prepared an updated filing list.

It was suggested that Dr. Pierre's file be divided into five subject areas. The five subject areas are:

1. Budget, project expenditure, requests and approvals.
2. Reports (INFO's etc.)
3. Meetings/Travel
4. Technical inquiries and responses
5. Miscellaneous

See Annex E for the updated filing system, codes and names.

4. INTERPERSONAL RELATIONS

4.1 Overview on feedback from personal interviews

Marilyn provided the feedback on interviews she had conducted with other staff members regarding interpersonal relations.

Positive:

- cooperative staff
- helpful
- communication is good

Negative:

- oversensitivity
- space: lack of confidentiality, overcrowding is currently serious
- provision of supplies

Suggestions:

- more respect for colleagues
- more tolerance
- try to understand others; put yourself in their shoes

Follow-up:

- the group noted that the space problem, which may be fundamental to many others, is in the process of being resolved and we hope to have the annex by March 1, 1989
- the new supply order should provide the needed supplies; please check with Mrs. Browne after February 15, 1989.

4.2 Relations among the administrative team members

The group discussed their relations with one another and with other members of staff. There are really no major problems, but individual idiosyncracies are being learnt and dealt with. Mrs. Browne indicated that she felt she had an excellent administrative team; Mrs. MacDonald also stressed this.

4.3 Personal work

Mrs. MacDonald stressed that personal errands and favours are not to be done, except in the cases of life and death emergencies.

5. REVIEW OF LAST YEAR'S RECOMMENDATIONS

Last year's retreat document was reviewed and the following recommendations were made:

i) Requests for purchases - I-6 - everyone should be encouraged to fill these forms out and check with Secretaries regarding codes etc. I-6 must be authorized by AVC, JTM, ACM, or JAB before the Representative will sign the Purchase Order.

ii) It was decided that Field Team leaders should attend the next quarterly Administrative Meeting.

iii) It was also decided that this administrative team should have regular meetings which shall be attended occasionally by the Representative. Mrs. Browne will prepare a list of dates for these meetings for the rest of 1989.

iv) It was decided that Purchase Orders, typed by the Secretaries, should include their initials in the bottom left hand corner and also should be initialed by hand. Copies to be xeroxed when necessary for tracking.

v) Field staff are encouraged to return invoices to the Accountant as soon as possible after collecting the goods, i.e. their following Friday visit to Kingston.

vi) Proper covers for all the equipment and anti-glare screens for the computers should be provided.

v) The point of leaving equipment ready for the next user was made.

vi) Urgent items from Mrs. MacDonald's office will be marked with an urgent sticker and should be hand-carried to the addressee.

vii) There are now out-of-town boxes provided for the field team members and PCV's.

viii) Mrs. Browne advised that vacation for general services staff is accumulative up to 15 days per year.

ix) I.D. Cards should be given a number and expiry date the next time they are to be renewed.

x) The I-20 must be written up when reservations are made and sent out to the Travel Agent.

xi) The use of the I-25 was considered unnecessary.

xii) Recording the memo numbers on I-33 is important

xiii) Marilyn and Lorna should be taught how to operate the Electronic Mail.

xiv) Postage stamp control system.

Lorna McPherson will assume responsibility for the postage stamps 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

xv) Individual lists for special stationery must reach the Administrator by December and May instead of January and December.

xvi) Everyone is to be reminded that when they borrow other people's staplers and scissors from their desk that they should returned.

xvii) A copy of the weekly reporting form used by the professionals should be circulated to the secretaries in their respective projects. Please see Annex G.

xviii) The Staff Meeting minutes should be completed and distributed by Wednesday of the next week.

6. CONCLUSION

A meeting will be held with the participants and the technical staff on February 24, 1989 to review and discuss these recommendations and decisions.

It was observed by the group that the level of analysis of this third retreat was more profound than the second one. This is an indication of the evolution of the administrative process in the office as well as the usefulness of this exercise. It was, therefore, recommended that it should remain an annual event.

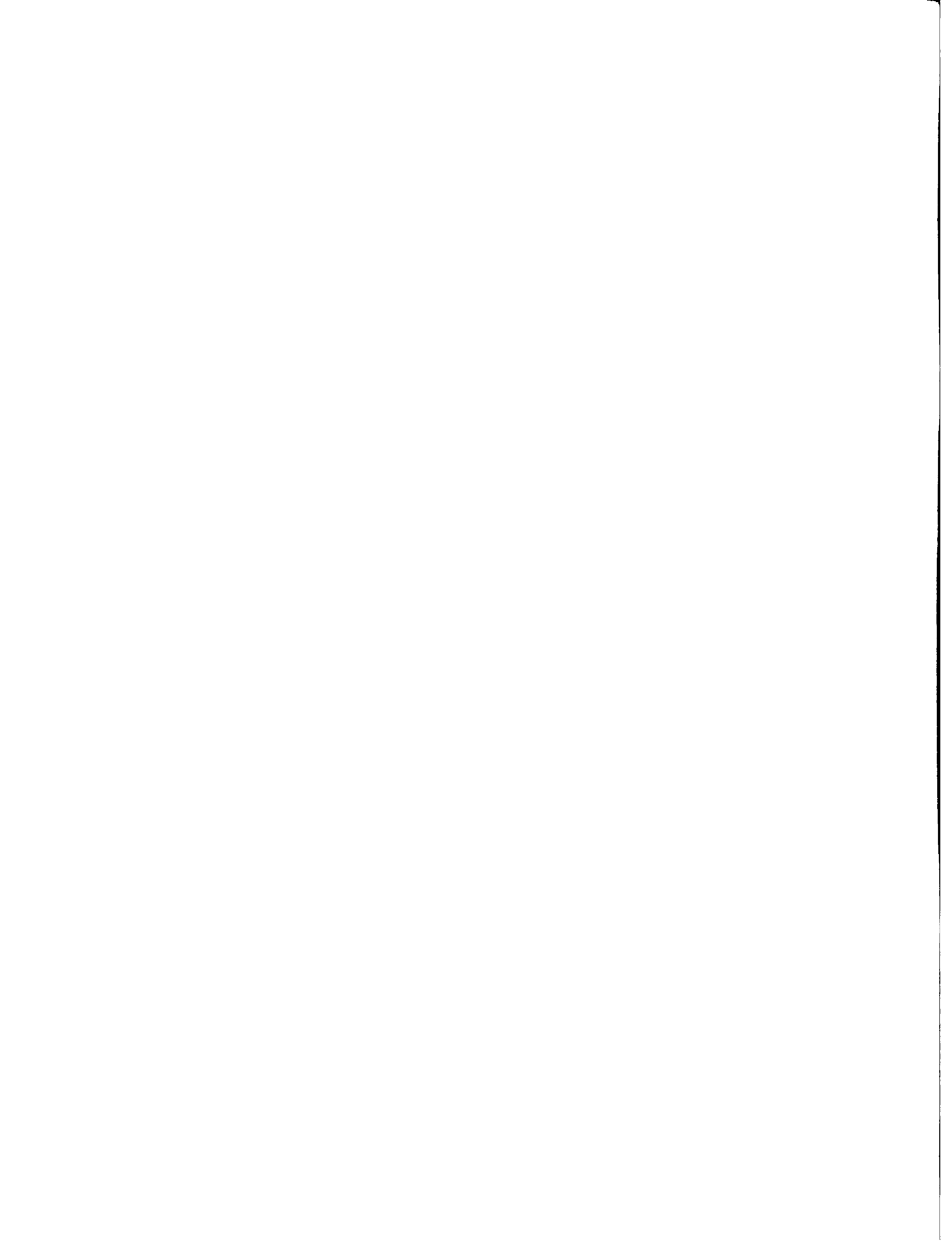
Notes

1. Peters, Tom, Thriving on Chaos : Handbook for Management Revolution, Harper & Row, 1987, p.367.
2. Keeling, Kallas, Neuner, The Psycho-Physiological Office Environment. Administrative Office Management. (Chapter 6) 7th Edition, 1978, p.. 129,

Annex A

List of Participants

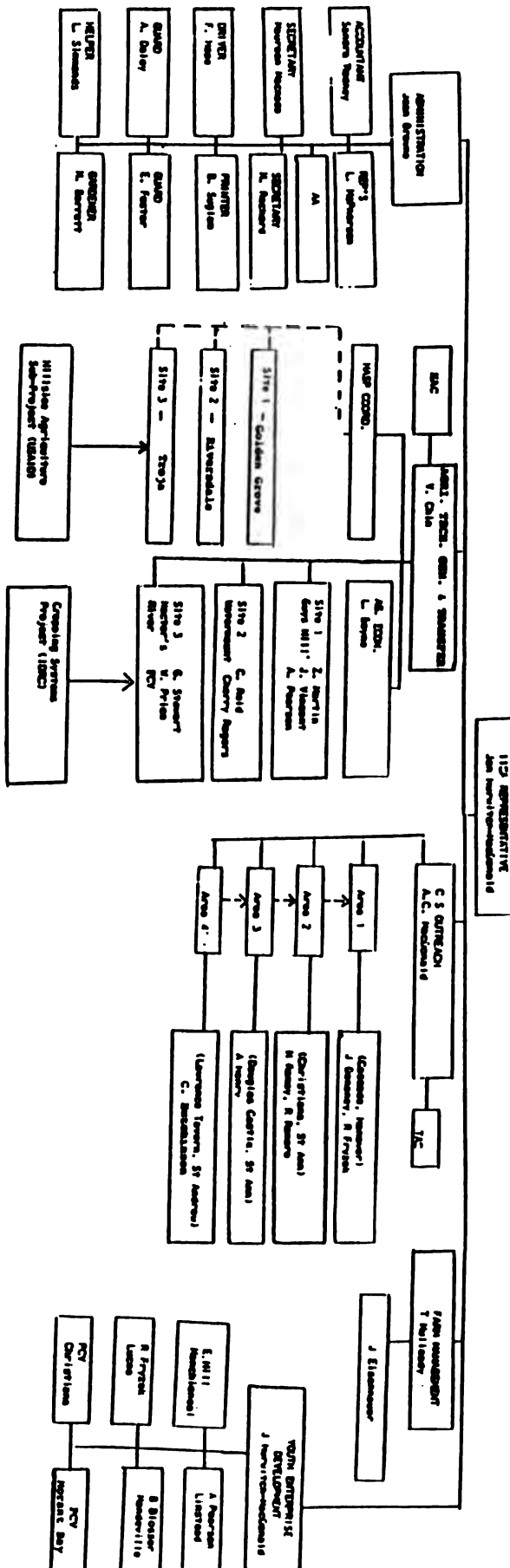
Jan Hurwitch-MacDonald	:	Representative
Joan Browne	:	Administrator
Lorna McPherson	:	Representative's Secretary
Sandra Rodney	:	Accountant
Maureen Machado	:	Secretary
Marilyn Rekord	:	Secretary

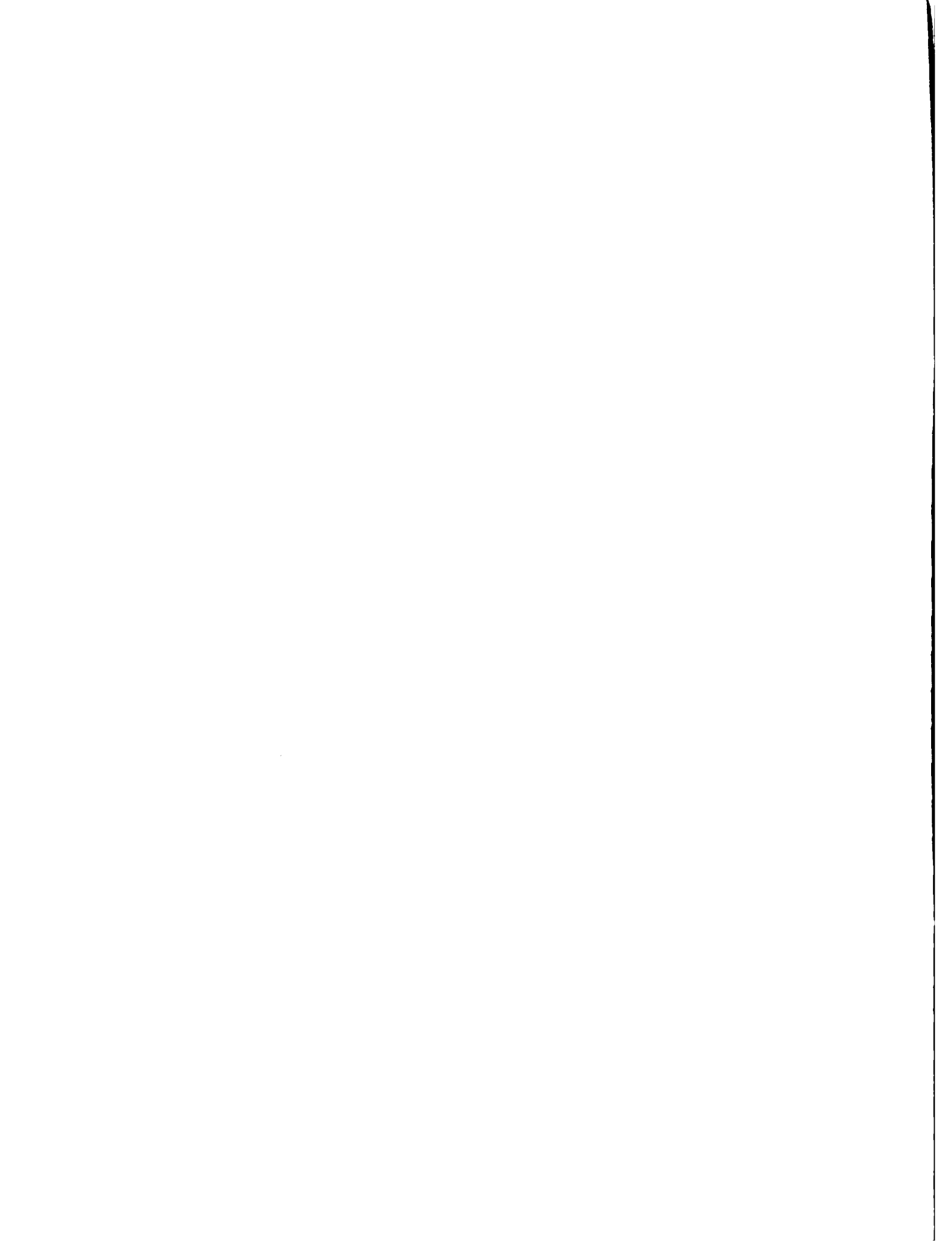


Tuesday, January 31

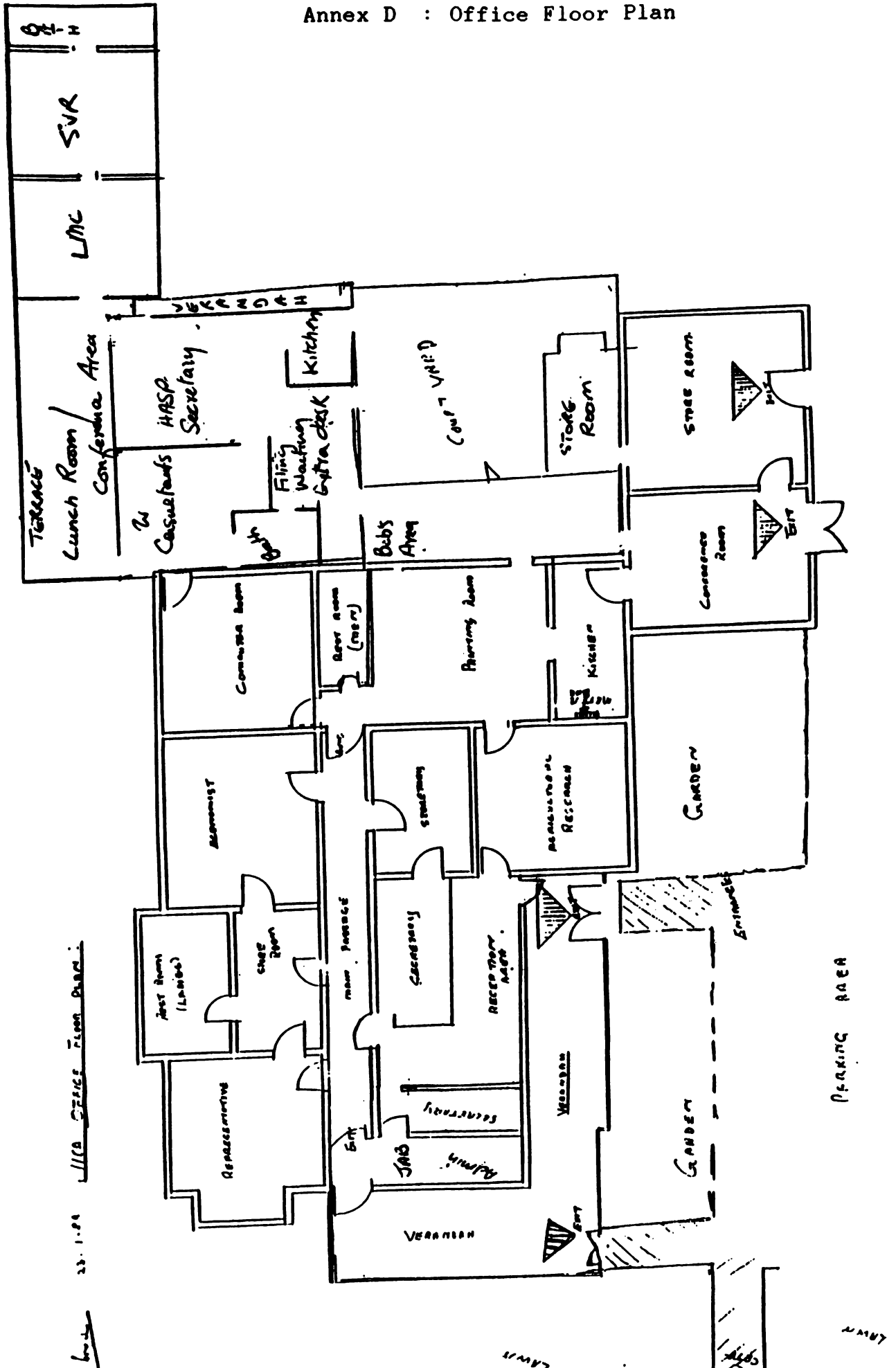
- 9:00 Session III - Administrative Procedures
- 3.1 Administrative procedures manual
 Lorna McPherson
 - 3.1.1 Stationery supply list
 Joan A. Browne
- 10:00 Coffee break
- 10:15 3.1.2 Filing system
 Maureen Machado
- 3.2 Mini manual for temporary staff
 Lorna McPherson
- 12:30 Lunch
- 1:30 Session IV - Interpersonal relations
- 4.1 Overview on feedback from personal
 interviews
 Marilyn Reckord
 - 4.2 Listing of problems
 Sandra Rodney
 - 4.3 Grading of problems and recommendations for
 solutions
 Sandra Rodney
 - 4.4 Role play (if possible)
 Joan A. Browne
- 3:15 Coffee break
- 3:30 Session V : Conclusions
 Jan Hurwitch-MacDonald

Annex C : Office Organizational Chart
(at January 15, 1989)





Annex D : Office Floor Plan

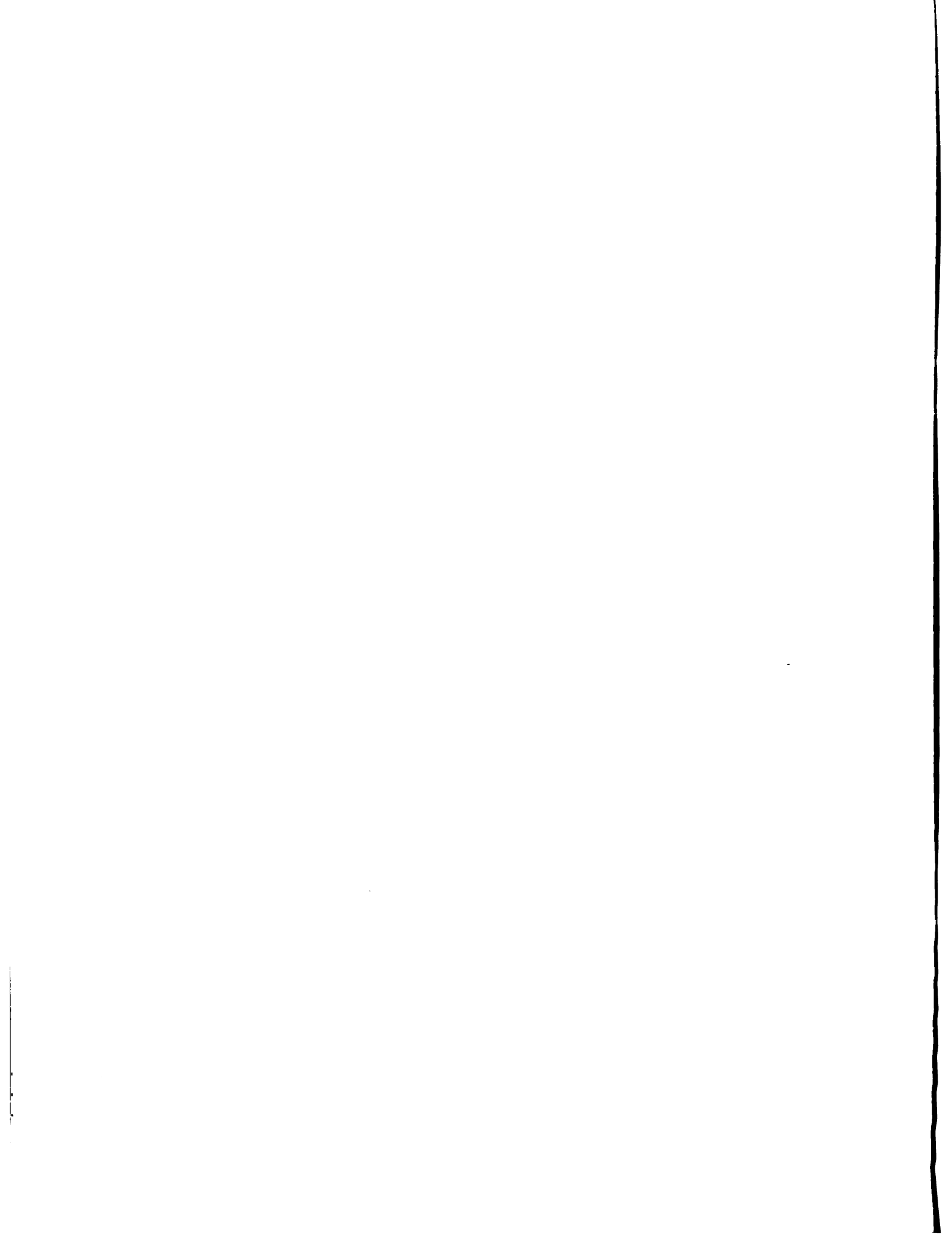


23.1.84 1110 OFFICE FLOOR PLAN

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PARKING AREA

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ANNEX "E"

IICA JAMAICA FILING SYSTEM

(Updated January, 1989)

<u>FILING CODES</u>	<u>TITLE</u>	<u>(RED)</u>
<u>CODE NO:</u>		
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 THE DIRECTOR GENERAL	- Martin Pineiro
1.0.1	Deputy Director General	- Harlan Davis
1.1.0	Advisors to the Director General	- Felix M. Cirio Fernando Suarez de Castro
1.2.0	Financial Resources & Management.	- Paul Sisk
1.2.1	Head of Accounting Div.(Comptroller)	- Manuel Lopezlage
1.3.0	Human Resources	- James Schlotfeldt
1.3.1	Head of Div. of Remuneration and Benefits	- Marcial Sanchez-Lam
1.4.0	Director of Programming & Evaluation	- Diego Londono
1.5.0	Legal Affairs	-
1.6.0	Internal Audit	- Marguerite Martinez
1.7.0	Div. of Organization & Methods (Service Division)	-
1.8.0	Tropical Agricultural Research and Training Centre (CATIE)	- Rodrigo Tarte

FILING CODES

TITLE

(RED)

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)	-
2.4.1	PROMECAFE	- Carlos Enrique Fernandez
2.4.2	PROCACAO	- Guillermo Villanueva
2.5.0	<u>AREA I. NORTHERN ZONE REGIONAL OFFICE</u> <u>AND COUNTRY OFFICES (DIRECTOR - RODOLFO MARTINEZ FERRATE)</u> Costa Rica	- Jose A. Holguin
	El Salvador	- Ramon Montoya
	Guatemala	- Armando Reyes
	Honduras	- Juan Antonio Aguirre
	Mexico	- Hector Morales
	Nicaragua	- Alfonso Chirinos
	Panama	- Eduardo Salvado
	Dominican Republic	- Gilberto Paez

FILING CODES

TITLE

(RED)

CARIBBEAN AREA DIRECTOR

- REGINALD E. PIERRE

- 2.5.1 - Budget, Project Expenditure
- 2.5.2 - Reports, Info's etc.
- 2.5.3 - Meetings, Travel
- 2.5.4 - Technical Inquiries & Responses
- 2.5.5 - Miscellaneous

AREA 2 - CARIBBEAN OFFICES

(YELLOW)

- 2.6.0 IICA Barbados - Gonzalo Estefannell, a.i.
- 2.6.1 IICA Dominica * - Franz Alexander
- 2.6.2 IICA Grenada * - Franz Alexander
- 2.6.3 IICA Guyana - George Buckmire
- 2.6.4. IICA Haiti - Percy Aitken-Soux
- 2.6.5. IICA Jamaica - Jan Hurwitch-MacDonald
- 2.6.7 IICA St. Lucia * - Franz Alexander
- 2.6.8 IICA Suriname - Mario Franca
- 2.6.9 IICA Trinidad & Tobago - Chelston Brathwaite

*Dominica and Grenada matters may be treated together 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.

<u>FILING CODES</u>	<u>TITLE</u>	<u>(BLUE)</u>
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(a)	Incoming Telexes	
2.6.6.5(b)	Incoming Fax	
2.6.6.5(c)	Incoming Electronic Mail	
2.6.6.6(a)	Outgoing Telexes	
2.6.6.6(b)	Outgoing Fax	
2.6.6.6(c)	Outgoing Electronic Mail	
2.6.6.7	Commissioner of Customs & Excise	
2.6.6.8	Collector of Taxes	
2.6.6.9	Visits/Itineraries/Invitations/Retreats/Cocktails	
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/Bills of Lading/Courier Invoices	
2.6.6.17	Job Applications	
2.6.6.18	NEWS PAPER CLIPPINGS	
2.6.6.19	YAMEX	
2.6.6.20	BLUE TONGUE	
2.6.6.21	PRESS RELEASES	
2.6.6.22	TRAVEL- Jamaican Officials	

<u>FILING CODES</u>	<u>TITLE</u>	<u>(WHITE)</u>
2.7.0	<u>AREA 3 ANDEAN ZONE: REGIONAL OFFICE</u>	
	<u>AND COUNTRY OFFICES (DIRECTOR - VICTOR PALMA)</u>	
	IICA Bolivia	- Benjamin Jara
	IICA Colombia	- Augusto Donoso
	IICA Ecuador	- Mario Blasco
	IICA Peru	- Israel Tineo
	IICA Venezuela	- Mariano Segura
2.8.0	<u>AREA 4 SOUTHERN ZONE REGIONAL</u>	
	<u>OFFICE AND COUNTRY OFFICES (DIRECTOR - CARLOS RUCKS)</u>	
	IICA Argentina	- Carlos Garramon
	IICA Brazil	- Manuel Rodolfo Otero
	IICA Chile	- Alfredo Alonso
	IICA Paraguay	- Sergio Gonzalez
	IICA Uruguay	- Arnoldo Veras
3.0.0.		(RED)
3.1.0	PROGRAMME 1 - Agricultural Policy	
	Analysis & Planning	- Carlos Pomareda
3.2.0	PROGRAMME 2 - Technology Generation	
	and Transfer	- Eduardo J. Trigo
3.3.0	PROGRAMME 3 - Organization and	
	Management for Rural Development.	- Fausto Jordon
3.4.0	PROGRAMME 4 - Marketing and	
	Agro-Industry	- Rodolfo Quiros
3.5.0	PROGRAMME 5 - Animal Health and	
	Plant Protection	- Harry Mussman

<u>FILING CODES</u>	<u>TITLE</u>	(Red)
4.0.0	DIRECTOR FOR EXTERNAL RELATIONS	- Jorge Werthein
4.1.0	Studies, Policies and Projections	-
4.2.0	Directorate for the Coordination of Institutional Affairs (DICA)	- Andre Ouellette
4.3.0	Representation in CANADA	- Ernani Fiori
4.4.0	Representation in USA	- David Black
5.0.0	IICA STAFF ASSOCIATION	
6.0.0	<u>JAMAICA GOVERNMENT MINISTRIES, AGENCIES, OFFICES (BLUE)</u>	
6.1.0	Ministry of Agriculture, Science and Technology	- Percival Broderick
6.2.0	Ministry of Foreign Affairs, Trade and Industry	- 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.	Agricultural Credit Bank	
6.4.2	AGRO-21	
6.4.3.	JIS Press Releases	
6.4.4.	Administrative Staff College	
6.4.5	College of Agriculture	
6.4.6	Hillside Agriculture Project	
6.4.7	Cocoa Industry Board	
6.4.8	Coconut Industry Board	
6.4.9	Jamaica 4-H Club	
6.5.0	Scientific Research Council	

<u>FILING CODES</u>	<u>TITLE</u>	<u>(GREEN)</u>
7.0.0	<u>INTERNATIONAL AID AND TECHNICAL</u> <u>ASSISTANCE AGENCIES AND ORGANIZATIONS</u>	
7.1.0	Commonwealth Secretariat & 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 (CIDA)	
7.4.0	International Fund for Agricultural Development (IFAD)	
7.5.0	Organization of American States General Secretariat (OAS)	
7.5.1.	Inter-American Development Bank (IDB)	
7.5.2.	Pan-American Health Organization (PAHO) and World Health Organization (WHO)	
7.6.0	United Nations (UN) General Secretariat	
7.6.1	Food and Agriculture Organization (FAO)	
7.6.2	United Nations Development Programme (UNDP)	
7.6.3	Other UN Agencies - UNESCO etc.	
7.7.0	United States Agency for International Development (USAID)	
7.7.1	United States Peace Corps	
7.8.0	World Bank (IBRD)	
7.8.1.	International Development Agency (IDA)	
7.8.2.	Organization Latino American de Energia (OLADE)	

<u>FILING CODES</u>	<u>TITLE</u>	<u>(GREEN)</u>
8.0.0	<u>REGIONAL AID AND TECHNICAL ASSISTANCE</u>	
	<u>AGENCIES AND ORGANIZATIONS</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	Sweedish Agency for Research Corporation (SAREC)	
9.7.0	Caribbean Rice Improvement Network (CRIN)	

A N N E X E

ADMINISTRATIVE PROCEDURES MANUAL
TENTATIVE DOCUMENT OUTLINE

1. Introduction (JAB)
2. Mini-Manual (LMc)
3. Structure & Functions of the Administrative Section
(JAB)
4. Accounts/Purchasing of Goods and Services (SVR)
5. Motor Vehicle Control (JAB)
 - How to request a vehicle
 - How to insure a vehicle
 - How to sell an IICA vehicle
 - Caring for an IICA vehicle :
 - Having it serviced
 - Getting supplies of petrol and oil
 - Reporting an accident
6. Personnel Matters (LMc)
 - Appointments and contracts
 - Working hours
 - Salaries
 - Overtime - How to request it for yourself
 - How to request it for someone else
 - How to claim for it

Leave :

- Vacation leave
- Sick leave
- Maternity leave
- Compassionate leave
- Study leave

Performance appraisal

References/recommendations

Interpersonal Relations

7. Building & Equipment Maintenance (JAB/Frankie)

Care of equipment and tools

Care of the building

Security of the Office, its environs and its contents

8. Supplies & Utilities (MM)

- The stationery cupboard
- Use of IICA forms

9. Official functions (MR)

- Planning them
- Representing IICA at those hosted by other agencies

10. Official visits to/from IICA Jamaica (LMc)

11. Protocol - Liaising with Ministry of Foreign Affairs

12. Publications and the Printing Press (MM/Bob)

Other areas suggested for consideration :

Travel - local & overseas

Correspondence

Telephone calls and facsimile messages

WEEKLY REPORTING FORM

NAME

ACCOMPLISHMENTS OF THE WEEK ENDING

(DATE)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

PROPOSED ACTIVITIES FOR THE WEEK BEGINNING

(DATE)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____



TOWARDS ADMINISTRATIVE EXCELLENCE:

CONSOLIDATING EFFICIENCY AND EFFECTIVENESS

ADMINISTRATIVE RETREAT III

CIRCULATION SHEET

Inter-American Institute for Cooperation
on Agriculture

Attention

1 J.H. MacDonald

2 J.T. Mulleady

3 A.V. Chin

4 A.C. MacDonald

5 L. Boyne

6 J.A. Browne

7 R. Romero

8 J. Eisenhower

9 C. Rogers

10 E. Hill

11 B. Blosser

12 R. Fryzek

13 A. Pearson

14 Z. Martin

15 G. Reid

16 J. Dehaney

17 S. V. Rodney

18 G. McPherson

19 M. Machado

20 F. Hope

21 L. Simmonds

22 E. Foster

23 A. Daley

24 B. Suglam

25 M. Reckord

ULTRAFINE FLAIR