



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

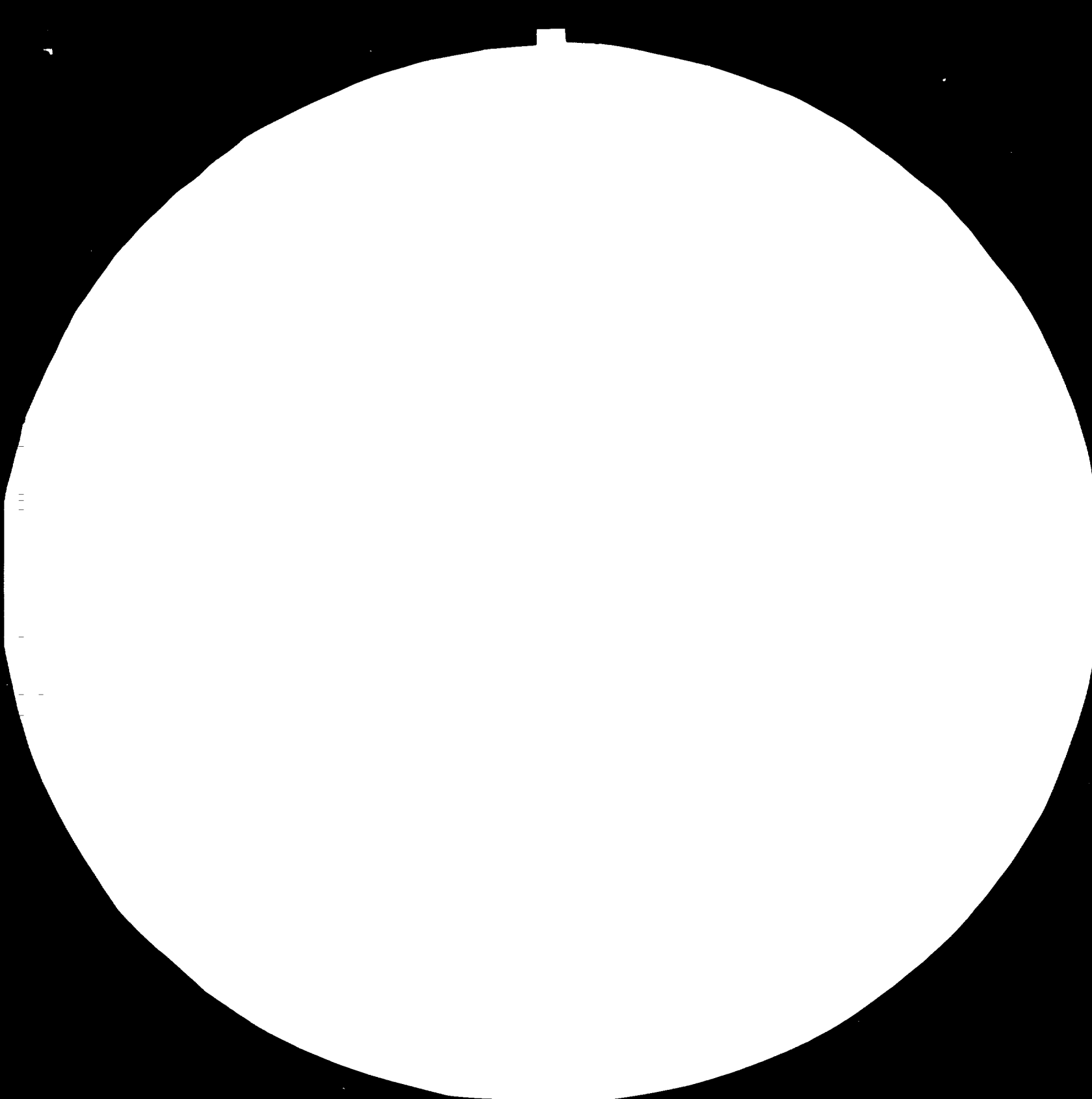
FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org





2.8

2.5

3.2



3.6



4.0



4.5



MP ImageLab Plus 2011 © 2011 MP Imaging
www.mpi.com

Restricted

12727

1st Nov. 1982

ENGLISH

APPRAISAL OF "THINGS JAMAICAN'S" MANAGEMENT NEEDS

Report on a courtesy visit to

Things Jamaican Ltd., Kingston

from October 10th to October 16th 1982

Prepared by

Prof. Dr. Rudolf EDER

for the

United Nations Industrial Development Organisation

Vienna

239

This report has not been cleared with the United Nations Industrial Development Organisation which does not, therefore, necessarily share the views presented.

1. INTRODUCTION

In the 1960's, a company, Craft Things Jamaican, was established to see to the orderly marketing of craft items manufactured through the then by the Government initiated "100 village programme".

In 1968, a new company, "Things Jamaican Limited", was incorporated to take on the interests of "Craft Things Jamaican" and to fulfil the following functions :

- (a) re-organize craft development operations in Jamaica ;
- (b) promote craft work through research, design, production and marketing of quality craftwork with a Jamaican motif for both the tourist and local markets ; and
- (c) operate as a commercially oriented enterprise.

At the height of its operation, Things Jamaican was employing 950 persons at its Bumpor Hall factory and its associated out-stations.

Following 1972, Things Jamaican gradually declined ; it lost many skilled personnel and artisans.

In 1978, in the light of massive increases in unemployment, attention was once more focussed on the craft industry. The Government developed a programme whereby craft projects handled by the Social Development Commission would be taken over by Things Jamaican. The main objectives of an Emergency Production Plan were to :

- (a) raise employment by 5,000 persons within four years.
- (b) increase the number of full-time employees in the industry, in order to raise per capita income of the artisan and resulting in a 100 % increase in value of output.

A decision was taken to re-name the organisation "The National Institute of Craft (INCRAFT)".

The Plan of Action 1978/79 showed the following targets :

- (a) transfer of Social Development Commission projects to INCRAFT ;
- (b) development of a strong marketing organisation ;
- (c) setting up of a design centre for the craft industry ;
- (d) strenghtening of the Bumper Hall Things Jamaican operation as the base for the commercial operation of INCRAFT ;
- (e) setting up of a central clay facility and a wood drying kiln ; for curing and drying of lumber ;
- (f) setting up a replanting programme for fibres ;
- (g) control of harvesting of black coral ;
- (h) introduce quality control techniques throughout the industry.

Only few of these objectives were achieved and INCRAFT continued its downward slide. Employment decreased from 950 in 1970 to 150 in 1980, quality deteriorated ; notwithstanding, production of some items continued unabated and without planned direction. In 1981, a comprehensive programme for the re-development of the craft industry has been decided by the Government.

"Things Jamaican Ltd" - the firm was changed again - will have to play a major role in implementing the programme, mainly in training, marketing and promotion of craft products.

"Things Jamaican" has been - among other institutions - transferred to the portfolio of the Prime Minister, where a special unit has been established to co-ordinate the development programme for the craft industry with the Social Development Commission of the Ministry of Youth and Community Development. Since 1981, operations of Things Jamaican have been improving and expanding continuously and employment has been increased to over 250. Both expansion in number of employees and in functions call for a reappraisal of management needs, the purpose of the visit to Jamaica.

2. FINDINGS

Since 1981 Things Jamaican has been growing and improving operations. The staff almost doubled, many new designs have been developed and new products put into production. Co-operation between the different departments

their coordination and the overall management have become more difficult. Repeated changes in the top management have taken place. The various and complex functions of Things Jamaican have different operating requirements. These circumstances cause problems, which may be called normal, but call nevertheless for an urgent action to increase efficiency of operations. The circumstances identified on the spot and in discussions at all levels require a comprehensive Organization and Human Resources Development Programme that includes:

- (a) a thorough analysis of activities within Things Jamaican ;
- (b) development of an appropriate organizational structure and of management procedures ;
- (c) formulation of the management information and control system ;
- (d) (eventually) formulation of an integrated management system that includes planning, human resource development and process management.

3. RECOMMENDATIONS

- (1) It is recommended that the Prime Minister's Office decides to have the above mentioned actions (a) through (d) executed. Assistance through UNDP-UNIDO could be envisaged.
- (2) It is recommended that a competent consulting firm or private consultant will be commissioned to do the job.
- (3) The following steps or development phases and corresponding minimum man-month requirements are recommended :
 - 1st step : activities analysis and systems analysis (1 man-month) ;
 - 2nd step : conceptual phase of the development of the organizational structure and the management procedures ;
formulation of the management information and control system (1 to 2 man-months) ;
 - 3rd step : implementation of the organizational structure, management procedures, and the management information and control system (1 man-month) ;

