



Ministry of Labour & Social Security

# THE PRODUCTIVITY PULSE



Newsletter from the Jamaica Productivity Centre

Vol. 8

June 2023



United Nations Industrial Development Organization and Jamaica Productivity Centre EQUP Training in Jamaica, September 2022

## TOP STORIES

### JPC GETS ISO CERTIFIED! AN INTERN'S PERSPECTIVE

By Trudyann Davy



In September 2022, the Centre achieved ISO 9001:2015 certification. This standard concerns institutional requirements for quality management and assurance. Being charged with productivity audits, this milestone demonstrates our capacity as a department to put quality management into practice.

**Read more on page 3**

A positive work environment and culture will encourage productivity improvement at work. A positive workspace is holistically conducive to work. It must consider the values of the organization, while keeping people at the centre. Is your workplace positive? Here are 5 signs of a positive work environment.

**Read more on page 5**



### 5 SIGNS OF A POSITIVE WORK ENVIRONMENT

By Mikhail-Ann Urquhart



Members of the winning group at UNIDO EQuIP Training  
 From left to right: Najuequa Barnes, JMEA, Business Development and Programme Manager; Collin Turner, JPC, Senior Director TASU; Melissa Smith Green TAJ, Policy Analyst



Mikhail-Ann Urquhart and Steven Smith, Senior Director, Research and Research Officer of the Research and Measurement Unit



Jonathan Isaacs, Senior Productivity Specialist, JPC, presenting at a Quality Circle Session with the Ministry of Labour and Social Security programme managers

## >>> WHO ARE WE?

The Jamaica Productivity Centre (JPC) is a national organization responsible for promoting and facilitating productivity improvement in Jamaica. JPC is advised by a tripartite board comprising the Government of Jamaica (GOJ), the Jamaica Employees Federation (JEF) and the Jamaica Confederation of Trade Unions (JCTU). This partnership reinforces the principles that growth in the national economy can best be achieved with the alliance and full cooperation of government, employers and workers.

## >>> OUR MISSION

To assist the nation to be more productive, innovative and competitive through productivity advocacy, consultancy, research and knowledge management and technical assistance.

## >>> OUR UNITS

### Research and Measurement Unit (RMU):

JPC provides demand-driven, analytic and diagnostic research on productivity at all levels.

### Technical Assistance Services Unit (TASU):

A core function of the JPC is to help entities seeking to improve productivity of their staff and to implement the most productive techniques. Audits, assessments, workshops and consultations are conducted to meet client needs, this is mainly conducted by TASU.

**Administration Unit** - This unit supports the activities of the JPC including procurement, daily office tasks and human capital development and information technology.

## >>> OUR CORE VALUES

- Innovation
- Mutual Respect
- Professionalism
- Accountability
- Continuous Improvement
- Teamwork

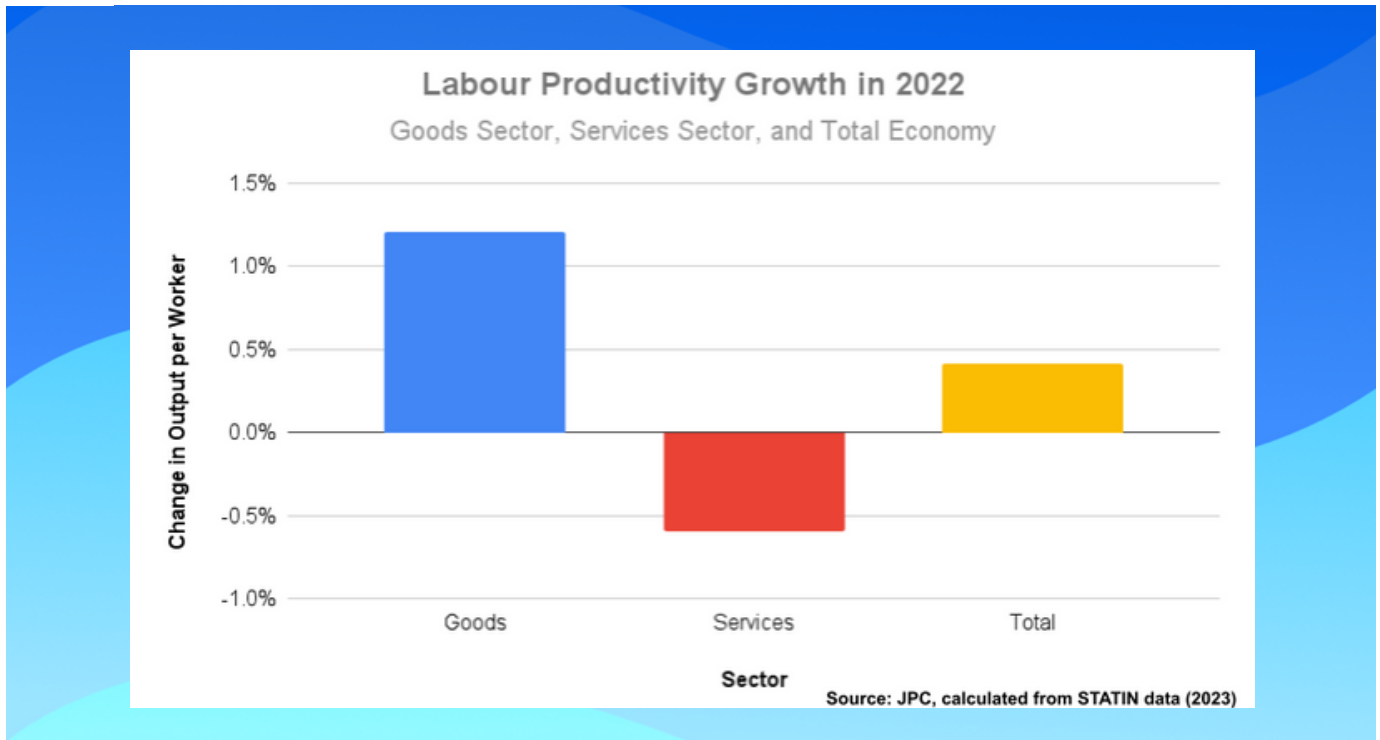
## WANT TO KNOW MORE?

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# PRODUCTIVITY UPDATE

Steven Smith  
Research Officer(RMU)



Since the end of the COVID-19 pandemic restrictions, labour productivity in Jamaica has slowly recovered, with marked differences throughout the economy. From the figure above, in 2022, labour productivity in the goods-producing sector increased by 1.2% relative to 2021. Some industries within had growth, namely the Agriculture, Forestry, & Fishing (12.0%) and Manufacturing (8.8%) industries. The Mining and Quarrying industry, however, was 6.6% less productive in 2022 than it was in 2021, and the Construction industry similarly was 10.9% less productive. In contrast to goods, the services-producing sector had a 0.6% decline in labour productivity. This decline was tempered by an increase of 32.0% in the Hotels and Restaurants industry.

Total value added in the Jamaican economy increased by 5.2%. In that same time period, the employed labour force grew by 4.8%. Increases in output raise labour productivity, but increases in employment decrease labour productivity. Combining these two figures, labour productivity increased by 0.4% (as seen in the figure above). Overall, 2022 contributed to further post-COVID recovery, but was not substantially more productive than 2021. All industries, especially underperforming ones, should look for ways to more efficiently and effectively use inputs, labour and capital to take advantage of additional growth in 2023 and beyond.

**"Find your rhythm. Map out a strategy based on priorities that works best for boosting good organization"**

Georgina Lee  
Public Education and Advocacy Intern  
Jamaica Productivity centre



**"Never let the fear of failure hinder you from continuous improvement"**

Brandon Udofia  
Records Officer  
Jamaica Productivity Centre



Ministry of Labour  
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# JPC Gets ISO Certified!

## An Intern's Perspective

Trudyann Davy  
Former Productivity Intern



Left to Right: ISO Standards Ambassador, Mr. Reginald Budhan; Senior Director, ISO Quality Systems Division, MIIC, Dr. Grace-Ann Biggs Allen; Manager, National Certification Body of Jamaica, Mrs. Navenia Wellington-Ford; Former Minister of Labour and Social Security, Hon. Karl Samuda; Permanent Secretary, Colette Roberts Ridsden shares the ISO Certificate with Chief Technical Director, JPC, Mrs. Tamar Nelson; Senior Director, Technical Assistance Services Unit, JPC, Mr. Collin Turner and CEO, Emanuel's Management Consultancy and Training Services, Dr. Ian Emanuel

Tasked with the national responsibility of promoting and facilitating productivity improvement in Jamaica, the Jamaica Productivity Centre (JPC) has taken on the mandate to ensure that the organization itself is performing at a level of maximum productivity. The mechanism by which the JPC ensures it reaches this milestone is by undergoing the process of becoming certified by the International Organization for Standardization (ISO) .

Undergoing the recent process of achieving ISO certification yielded favourable transformations within the organization, all of which contributed to the ultimate objective of delivering top-notch services to both internal and external customers.

A significant benefit of the certification process was the individual advancements of all team members. The process triggered enhancements in the quality of work generated as it introduced systematic approaches to improve the execution of tasks. This individual progress spills over into the performance of other team members, thereby reinforcing the value of collaboration, a fundamental principle outlined in the organization's quality policy statement. It was gratifying to observe and participate in the collaborative process among team members as they coordinated and implemented the necessary materials required for preparation while supporting one another in areas of weakness. These actions emphasized the famous adage, "there is no I in a team." They illustrated how efficiency can be enhanced when the appropriate systems are in place to foster teamwork.

Having gone through the certification process, the JPC has improved and implemented several systematic ways of operations that are in conformance to the seven principles of Quality Management.

These principles include: engagement of people, leadership, customer focus, process approach, improvement, relationship management and evidence-based decision making. Having an effective Quality Management System in place ensures that the JPC delivers services of the highest quality in current and future endeavors.

In upholding the principle of continuous improvement as stated in the organization's quality policy statement, members of the team recently completed ISO 9001 Lead Auditor training. Taking the course has equipped team members with the necessary proficiencies to conduct QMS audits through the application of techniques, principles and procedures that are acknowledged. This is highly advantageous for the JPC, as these team members are in a position to examine, enhance and implement effective strategies that ultimately improve the JPC's ability to "deliver value and satisfaction to our clients in order to facilitate a more productive, innovative and competitive economy" as stated in the Quality Policy Statement.

In closing, I quote the words of former US President Barack Obama "If you're walking down the right path and you're willing to keep walking, eventually you'll make progress" The process of becoming ISO-certified was not an overnight happening but one that started years ago in 2001. Today JPC can proudly state that it is the first department in the ministry to receive this certification and has set an example for the other departments in the ministry to follow, because 'Productivity is everyone's business' .

## Overview



Panelists Left to right : Therese Turner Jones, General Manager of the Caribbean Country Group of the Country Department; Stephen Price, VP& General Manager of Flow Jamaica; Gillian Corrodus, Divisional Director for Industrial Relations and Allied Services for the Ministry of Labour and Social Security; Tamar Nelson, Chief Technical Director, JPC and Tyrone Wilson, CEO I-Create Ltd.

The Jamaica Productivity Centre's World Productivity Day Forum was hosted on June 20, 2022 under the Theme "Productivity in a Digitized World" with the panelists focusing on the topic "Harmonizing Technology, Innovation and People, Game Changing Results." They explored how Jamaica compares to regional and global counterparts, the impact of ICT investment on productivity, and how digitization can improve and already improves business and government interactions. The panel was chaired by Rhys Campbell, then Chairman of the communications sub-committee of the JPC Advisory Board. Special thanks to our sponsors Air Watt Manufacturing and National Commercial Bank. Check out our YouTube page for the full video clip and highlights of the event.



## Productivity Innovation Competition

The Productivity Innovation Competition seeks to promote, encourage and reward the development of transformative ideas that can boost sustainable productivity improvement. The competition was open to all Jamaican nationals residing in Jamaica. Participants are expected to submit an idea on how to improve productivity at either the personal, firm or national level, and ideas should be applicable to the Jamaican context. Participation is also encouraged in schools. The idea is to encourage and reward productivity innovation practices and initiatives.



Left to right :Maxine Miller ,CEO Black In Images and Signs Ltd.;Tamar Nelson , Chief Technical Director JPC

## Winners

Black Ink Images and Signs Ltd. earned the prestigious business title of Productivity Innovator of the Year 2022. The award was collected by CEO Maxine Miller.

The winning student project was The Development of a Biodegradable Disposable Single Use Mask Using Natural Fibers by Robin Robinson, Christoph Thompson, André Humber and Curtley McFarlane from University of Technology Industrial Engineers Faculty, supervised by lecturer Hugh Cargil.



Left to right :Robin Gayle Robinson , member of the winning team; Racquel Ellis National Commercial Bank Representative



Left to right: Andre Humber, member of winning team; Racquel Ellis National Commercial Bank Representative

# 5 SIGNS OF A POSITIVE WORK ENVIRONMENT

Mikhail-Ann Urquhart  
 Senior Director, Research & Measurement Unit

A positive work environment and culture will encourage productivity improvement at work. A positive workspace is holistically conducive to work. It must consider the values of the organization, while keeping employees engaged. A study by the Queen's Centre for Business Venturing and Aon Hewitt found that engaged employees achieve 15% more productivity.

*Is your workplace positive? Here are 5 signs of a positive work environment.*

## 1. Open and Consistent Communication

Sharing messages and information consistently, clearly and on time will support productivity gains. Proper communication increases the likelihood that all members of the organization understand objectives and targets, as well as the role they play in achieving the desired outcomes. More communication is not also better. Think quality over quantity. Open lines of communication also means that there is an equal flow of information from the bottom to top of the organization as there is from the top to bottom. In other words, management must listen to employees too.

## 2. Clean and Safe Physical Environment

A tidy, organized workplace will promote mental clarity and improve the flow of processes. A clutter-free workplace in which safety standards are enforced will reduce accidents, wasted time and employee dissatisfaction. When ergonomic principles are applied, there will be less work-related stress, fatigue and injuries.

## 3. Respect and Cooperation

A work culture that promotes trust, collaboration and inclusion encourages positive and respectful behaviours. Such a culture is exemplified by accountability, honesty, professionalism and consideration for others at all levels of the organization. In such an environment, employees feel more comfortable sharing ideas and taking on more meaningful roles in projects. This will drive innovation that can improve product and service quality. Respect and cooperation can be fostered with team-building activities that allow colleagues to get to know each other better.

## 4. Appreciation and Reward Systems

Showing gratitude for a job well done will encourage a high-performance team. This also creates a positive attitude towards the organization and its goals. Rewards can include monetary rewards, recognition at team meetings, an honorary mention in the company newsletter, or even lunch with executives.

## 5. Flexibility and Balance

Organizations that allow for flexibility and work-life balance have more healthier employees who are less likely to be absent. Management should adapt to relevant work trends and the needs of an evolving work force. This may include programmes that support families as well as health and wellness.

**How many of these qualities can you tick for your workplace?**

1  2  3  4  5





Ministry of Labour  
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# JPC 20 YEARS STRONG

## EST. 2003



This year the Jamaica Productivity Centre celebrates its twentieth (20th) anniversary. Marking two decades devoted to [Paving Productivity Pathways to a Prosperous Nation](#). Throughout the last twenty years JPC has had several achievements and been involved in numerous projects including:

### 2003:

- The Centre was established with seed funding from ILO, the Centre was originally named the National Productivity Council

### 2004:

- The centre was publicly launched as the Jamaica Productivity Centre

### 2006:

- The launch of National Productivity Awareness Week (NPAW). This event held every year until 2013.
- Launch of tertiary internship programme

### 2008:

- JICA Partnership. Six senior volunteers from Japan engaged in a knowledge exchange partnership with JPC. This partnership continued until 2020.

### 2009:

- JPC published its first productivity summary report.
- Initiation of the Ministry of Labour and Social Security's (MLSS) first energy conservation program.
- The Technical Assistance and Services Unit was established
- JPC conducted its first audit

### 2010:

- JPC initiated the EU funded project to build an Energy Services Company (ESCO) industry in Jamaica

### 2016:

- Conducted the business process assessment of MLSS work permit system which resulted in funding from the World Bank to modernise the system

### 2017:

- Productivity Ambassador Programme was launched
- Productivity Club was launched in secondary schools

### 2018:

- Assisted National Health Fund to optimize its operation as it relates to pharmacy services.

### 2019:

- JPC launched its first Productivity Day on World Productivity Day.

### 2020:

- Introduction of virtual productivity assessments

### 2021:

- Launch of the Productivity and Innovation Competition

### 2022:

- Achieved ISO 9001:2015 Certification

*The Centre continues to support productivity improvement in the public and private sector through research, data updates, productivity assessments, workshops and policy development.*





# JPC 20th Anniversary

## PAVING PRODUCTIVITY PATHWAYS TO A PROSPEROUS NATION

**MINISTRY OF LABOUR & SOCIAL SECURITY**  
Jamaica Productivity Centre

**Productivity Innovator of the Year 2023**  
Business & Organization Competition

Tell us about an innovation implemented by your business/organization to improve productivity.  
(Less than 500 words written or 4 minute video)

The description should include:

- How this innovation boosts productivity
- Who benefited from this innovation
- The resources required to implement the innovation
- Evidence that innovation was implemented no earlier than 2020

**CRITERIA**

- Submissions must be made by **May 7<sup>th</sup>, 2023**
- Organization must be registered in Jamaica
- Written and video submissions will be judged by a team of productivity experts
- Submit your entry at <http://www.mlss.gov.jm/jpc>

The judging criteria will be based on:

- Level of innovation/ originality
- Potential to positively impact productivity
- Extent to which innovation can be replicated
- Clarity

Entrants may be asked to participate in JPC's World Productivity Day 2023 and other media oriented activities.

The **Productivity Innovation Competitions 2023** are key activities leading up to our World Productivity Day 2023 celebrations. The competitions seek to promote, encourage and reward the development of transformative ideas that can boost sustainable productivity improvement. Two competitions are being held this year, one for organisations and the other for the general public. Participants will submit an idea on how to improve productivity at either the personal, firm or national level.

Throughout its 20th Anniversary celebrations JPC aims to build public awareness on productivity and relating matters. On June 14 tune in to MLSS and You on Nationwide FM at 9 am to listen to the Chief Technical Ambassador Tamar Nelson as she sensitises the public about productivity and the services offered by the Centre.



The **"Productivity in Session" School Tour** kicked off on May 30, 2023. These visits will expose future leaders to key productivity concepts and the importance of productivity in daily lives and to the growth of the nation. Special thanks to the schools that participated and to our very own Productivity Ambassador Nicole McLaren Campbell who was the keynote speaker for the tour.

The flagship event of the celebration's will be JPC's **World Productivity Day 20th Anniversary Event** at the Terra Nova All Suite Hotel on June 20, 2023. On this day, the world continues to acknowledge the importance of being productive and the contributions that would have been made towards its increase across economies and societies. There will be several activities on this day including talks with local and international productivity specialists, AI tools display for SMEs and the public sector, giveaways and much more!

**SEE YOU THERE!**

[CLICK HERE TO REGISTER](#)





## SCHOOL TOUR

Georgina Lee

Public Education and Advocacy Intern

The Jamaica Productivity Centre launched its 'Productivity in Session' school tour on May 30, 2023 at St George's College. The tour also included St Andrew High School for Girls. The Centre has left its mark on approximately two hundred first to fourth form students. This goal of the tour was to educate and relate to youths about the relationship of productivity tools and strategies and how it affects their personal growth, academic journey and daily lives. The motive stands to encourage students to put in practice productive habits, with the aim of building national productivity growth.

Accompanied by productivity ambassador, Nicole McLaren Campbell, who delivered a brief but detailed and exceptional presentation, the Centre managed to stress the meaning of productivity, its effectiveness and its pivotal role in a student's personal and academic life. McLaren Campbell shared productivity tips, strategies and tools that students can apply to aid with achieving their academic goals whilst understanding systems, values, and discipline.



"JPC coming into the school was impactful, as the girls were engaging and it was refreshing to see them participating in the activities and listening keenly to what was being presented." "It's important to teach and advocate for productivity in schools because it enhances the students to work harder and to show that they can be of value, not only in schools but also when they go out in the working world. It shows how much they can impact society when they go out in the working world."

~ Julene Umraugh, Senior Secretary for the Principal's office, St Andrew High School for Girls.

"We believe that children are our future. Jamaica is in the hands of our youth and it is important for them to understand what productivity means, how it applies to them and how they can contribute to national productivity growth. JPC's goal is to facilitate national productivity growth, and we do this through public awareness and advocacy, research measurement and policy, and also technical assistance, providing the knowledge and training tools that assists with productivity improvement," said Chief Technical Director of the Jamaica Productivity Centre, Tamar Nelson. She encourages stakeholders and advocates of productivity to come on board to support the initiative of bringing awareness in schools. It is of great interest and top priority for the JPC to continue paving productive pathways in schools following the next school year, beginning in September.



# FREQUENTLY

# ASKED QUESTIONS



Raheem Bell, Productivity Specialist, JPC presenting to members of HEART

## WHAT IS PRODUCTIVITY?

Productivity is how well resources are used to produce goods and services (efficiency) that meet the needs requirements and expectations of customers (effectiveness). It is measured as the rate at which we produce outputs given any unit of input.

## HOW DO YOU MEASURE PRODUCTIVITY?

Productivity measures can be any ratio of output per unit input. A common way to measure labour productivity is to calculate value added to a business per worker. However, ratios like customers per hour or units per square foot also count as productivity measures.



## HOW CAN THE JPC HELP MY ORGANISATION?

The JPC can provide you with up-to-date productivity data and share knowledge through custom workshops. We can also perform assessments of your organisation's productivity and highlight opportunities for improvement.



Members of the Administration Unit .

From Left to Right: Daphne Matthews, Office Attendant; Tamar Nelson, Chief Technical Director; Donna Patterson, Secretary; Brandon Udofia, Records Officer.



# THANK YOU

## TO THE DIRECTORS OF THE BOARD

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Your selfless support and service has  
been invaluable!

From the management and team of  
the Jamaica Productivity Centre

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2021 - 2023

### Members of the Outgoing Board:

Anthony Hyde (Chairman), Andrene Collings (Deputy  
Chairperson), Rhys Campbell, Carol Coy, Helene Davis  
Whyte, Lyndon Ford, Hugh Morris, Lorna Phillips, Dayton  
Robinson, Ronald Robinson, Rudolph Thomas,  
Tyrone Wilson, Neville Ying



# WE CAN HELP YOUR ORGANISATION **IMPROVE** **PRODUCTIVITY AND GROW**

## Our Vision

To be recognized as the leading regional centre on productivity growth by enabling Jamaica's economy to be more productive, innovative and competitive

## Who We Are

The national organization responsible for promoting and facilitating productivity, and supporting improvement for individuals, firms and industries in both the private and public sector.

## Our Services



### Productivity Assessments

We identify opportunities for improvement in efficiency, competitiveness and profits. You will learn strategies to optimise the use of resources.



### Productivity Workshops and Training

We offer customised workshops to improve workforce competency and performance.



### Productivity Benchmarking

We provide data for evidence-based decision making that aligns with global best-practices.

## GET IN TOUCH

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