



**MINISTRY OF LABOUR
& SOCIAL SECURITY**
"Providing Opportunity, Stability & Social Protection"

THE PRODUCTIVITY PULSE



Newsletter from the Jamaica Productivity Centre
February 2024



Honourable Pearnel Charles Jr., Minister of Labour & Social Security (third from left), and Dr. the Honourable Norman Dunn, State Minister in the Ministry of Labour & Social Security (second from left) discuss strategies for the national productivity agenda with Omar Azan, Chairman of the Advisory Board of the Jamaica Productivity Centre (right) and Tamar Nelson, Chief Technical Director of the Jamaica Productivity Centre (second from right), along with Board Members and staff of the Centre at the 2023 end of year board meeting.

TOP STORIES

FUTURE OF WORK & PRODUCTIVITY MESSAGES FROM OUR LEADERS



“The future of work is here. Whether or not we choose to accept it, it is open for us to embrace and to shape.” Our leaders including, Honourable Minister Pearnel Charles Jr., Minister Dr. Norman Dunn and JPC’s Chairman Omar Azan, share thoughts on the Future of Work and Productivity.

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In today’s fast-paced world, efficient time management is crucial for accomplishing tasks and leading a fulfilling life...

Read more on page 13



ENHANCING PERSONAL PRODUCTIVITY: SIMPLE TIME MANAGEMENT TIPS FROM AN INDUSTRIAL ENGINEERING INTERN

The Jamaica Productivity Centre (JPC) is the 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.



JPC's Chief Technical Director, Tamar Nelson, contributes to the Vision 2030 Jamaica - National Development Plan Preparation of Medium Term Socio-economic Policy Framework 2024-2027 Stakeholder Consultation with the Private Sector.



Mikhail-Ann Urquhart, Senior Director of Research and Measurement, participates in a Stakeholder Engagement Workshop for the Results-Based Stakeholder Engagement and Management training programme offered through the Office of the Cabinet.

OUR CORE VALUES

Innovation

Mutual Respect

Professionalism

Accountability

Continuous Improvement

Teamwork

OUR UNITS

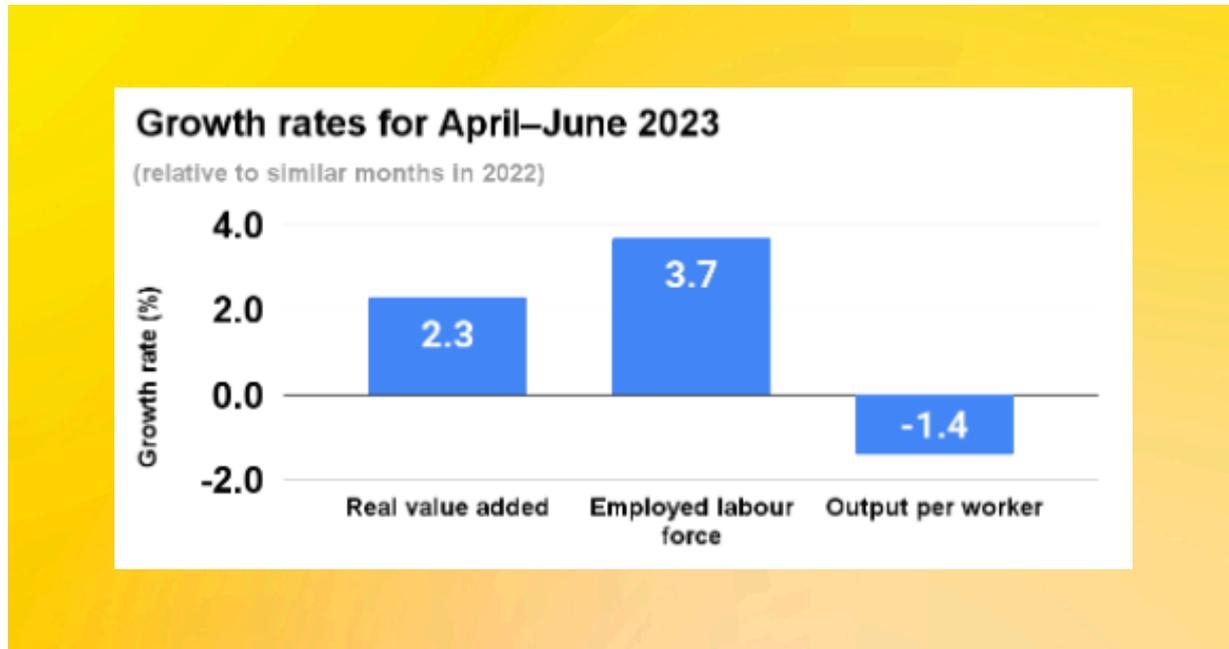
- **Research and Measurement Unit (RMU):** JPC provides demand-driven, analytic and diagnostic research on productivity at all levels.
- **Technical Assistance Services Unit (TASU):** A core function of the JPC is to help entities seeking to improve productivity of their staff and to implement the most 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, human capital development, and information technology.



Steven Smith (left), Research Officer in the Research and Measurement Unit, Andre Molyneaux (second right), Technical Resource Officer, and Shanique Orr (right), Research Officer in the Technical Assistance Services Unit, along with other JPC staff and representatives from various MDAs participate in the Productivity Sensitization Training Session.

JAMAICA'S PRODUCTIVITY UPDATE

OVERVIEW OF OUTPUT PER WORKER APRIL–JUNE 2023



The Jamaica Productivity Centre (JPC) tracks productivity at the national, industry and firm levels. All productivity measures are, at the most basic level, ratios of outputs to inputs. Labour productivity is the rate at which economic output is produced for every unit of labour. This metric indicates how efficiently and effectively an economy is using its capacities. Output values are adjusted for inflation, and labour is taken to be the number of employed workers. So, the JPC measures labour productivity as output per worker, which reflects the real value workers add to the economy.

Data for this update come from quarterly GDP and employed labour force data from the Statistical Institute of Jamaica. National- and industry-level findings are included. However, due to changes in reporting standards, some industries are treated as reclassified—namely: Transport & Storage; Information & Communication; Real Estate & Other Business Services; Education, Human Health & Social Work Activities; and Arts, Entertainment, Recreation & Other Services.

The Jamaica Productivity Centre (JPC) estimates a 1.4 percent decrease in overall output per worker in April–June 2023 relative to the April–June 2022 quarter. The decrease is due to real value added having increased 2.3 percent alongside 3.7 percent growth in the employed labour force. See the figure above.

Labour productivity performance at the sectoral level reflects this overall decline. Workers in the goods-producing sector were estimated to produce 0.5 percent less output compared to the similar quarter in the previous year. Meanwhile, output per worker in services was estimated to have decreased by 1.7 percent over the same period.

Some industries were estimated to have productivity improvements in the April to June 2023 quarter. Within the goods-producing sector, labour productivity in Mining and Quarrying grew by 164.3 percent. Additionally, in the services-producing sector, there were labour productivity gains in Hotels & Restaurants by 8.0 percent.

Yet, most industries were estimated to have registered decreases in output per worker from April to June 2023. The largest declines were recorded for the following industries: Electricity & Water Supply with a decline of 19.8 percent; Agriculture, Forestry & Fishing with a loss of 8.4 percent; and Real Estate, Renting & Business Activities with a 7.7 percent decrease in output per worker. The Reclassified Industries declined in labour productivity by 1.9 percent in April to June 2023 relative to the similar period of 2022.

Productivity prospects for the rest of 2023 are unclear. Inflation stood towards the high end of the Bank of Jamaica's 4.0 to 6.0 percent range, rising above target in July, August and November. The stalemate between Russia and Ukraine and renewed conflict in Southwest Asia place pressure on import prices and shipping. Meanwhile, the Agriculture, Forestry & Fishing Industry is expected to continue its relative decline, which may spill over into Manufacturing. Yet, conditions are favourable for further expansion in Mining & Quarrying and tourism-related activity in Hotels & Restaurants industries. ■

PRODUCTIVITY TIPS

Prioritizing Tasks

1. Create a list of tasks to be done and sort/identify them based on importance and urgency.
2. Create a sub-list identifying the resources needed to the complete tasks.
3. After identifying these characteristics focus on the most urgent task.

Royo Grant
Intern

Two-Minute-Rule

Individuals should consider implementing the "Two-Minute Rule" to boost their productivity. The idea is simple: if a task takes two minutes or less to complete, do it immediately rather than postponing it. This helps in clearing small tasks quickly, preventing them from accumulating and becoming overwhelming. It is an effective way to stay on top of your to-do list and maintain a sense of accomplishment throughout the day.

Shanique Orr
Research Officer



The Jamaica Productivity Centre (JPC), in its continued partnership with the Jamaica Manufacturers and Exporters Association (JMEA), assumed the role of the official judge and title sponsor for the "JPC Productivity and Competitiveness Award" segment of the JMEA's Annual Awards. This prestigious award was divided into two categories: Corporate and Micro, Small, Medium Enterprises (MSME). To identify the awardee for each category, the JPC conducted a thorough evaluation of the processes within the nominated entities which ultimately determined their overall operational productivity and efficiency. The winning entities were rated and ranked based on process optimization, productivity and efficiency.



»»» Tamar Nelson, the Centre's Chief Technical Director presents Red Stripe Corporate with the Productivity and Competitiveness award for the Corporate category .

»»» Tamar Nelson, the Centre's Chief Technical Director presents Home Choice Enterprise Limited with the Productivity and Competitiveness award for the Micro, Small, Medium Enterprise (MSME) category.



MEET OUR RECORDS OFFICER

Brandon Udofia

Records Officer

Records Management and Productivity

Records management and administration play a vital role in the efficient functioning of organizations across various sectors. It involves the systematic control of an organization's information, assets and finances to provide a solid yet transparent infrastructure to stakeholders. Effective records management ensures the protection of information from creation, through maintenance and the eventual disposal. In other words "from the womb to the tomb". Nevertheless, it is critical while ensuring organizational compliance, enhancing effective decision-making and preserving intuitional memory.

In the digital age, where data is generated at a very high speed and needs to be protected from various unseen forces, a robust records management system is essential.

These systems facilitate easy access, retrieval, and sharing of critical information while maintaining data security and privacy. A well-structured records management strategy not only minimizes the risk of breaches but also optimizes operational processes by providing an efficient system for storing, categorizing and the retention of records.

As a records administrator, I am responsible for maintaining accurate inventories, establishing retention schedules, and overseeing proper disposal methods. Ultimately, a seamless records management and administration framework empowers organizations to be more strategic and fosters a backbone for continued improvement and long-term success. ■



WELCOMING OUR NEW ADVISORY BOARD MEMBERS



Mrs. Collette Barham
Administrative Manager

The Board's Vital Role in Boosting Productivity

It is impossible to overestimate the importance of governance in the dynamic environment of increasing national output. The Jamaica Productivity Centre (JPC) Board of Directors has visionary leadership at the vanguard of this endeavour. The board, which has a plethora of experience and knowledge in critically relevant fields, is essential in guiding the JPC toward its main goals and objectives.

Championing Vision and Mission:

The JPC's vision to be the "Centre of Excellence" driving productivity improvement aligns perfectly with the multifaceted experience of its board members. Led by Chairman Omar Azan, a stalwart in Jamaica's manufacturing and export sectors, the board embodies a commitment to sustained global competitiveness for the nation's well-being. Through strategic guidance and informed decision-making, the board is committed to making an impact on a national scale.

Harnessing Experience for Impact:

Leveraging a wealth of diverse talents and experiences, the composition of the JPC's board ensures a multifaceted approach to decision-making. With expertise ranging from public sector management to sales and distribution, each member contributes unique insights, enriching board discussions and enhancing the JPC's responsiveness to the dynamic needs of stakeholders.

Board Members 2023-2026

Mr. Omar Azan
Chairman
CEO, Boss Furniture

Mrs. Andrene Collings
Deputy Chairperson

Mr. Reginald Budhan
ISO Standards Ambassador

Ms. Julia Campbell
Senior Director
Employee Welfare Management,
Ministry of Finance and the
Public Service

Mr. Rhys Campbell
Director, Business Operation
Cable & Wireless Communications

Ms. Keisha Cardoza
Commercial Manager
Kirk Distributors Limited

Ms. Carol Coy
Director General
Statistical Institute of Jamaica

Ms. Remonia Leach
Business Owner
Remarkable Creation

Mrs. Daynia Maragh
Corporate Planner
Ministry of Labour & Social
Security

Mr. Denver McDonald
Regional Sales Manager
Grace Kennedy Food &
Services Company Limited

Mrs. Imega Breese McNab
Legal and External Affairs
Manager
Carreras Limited

Mr. Hugh Morris
Director, Modelling & Research
Planning Institute of Jamaica

Mr. Elon Parkinson
Head of Communications and
Government Relations
Digicel Group

Dr. Ronald Robinson
Executive Director
Pre-University School

Mr. Rudolph Thomas
Vice President
Bustamante Industrial Trade
Union

Mrs. Helene Davis Whyte
President, Jamaica
Confederation of Trade Unions

Driving Training and Development:

In addition to governance responsibilities, the JPC's board members have undergone productivity training and have been designated as Productivity Ambassadors. Through advocacy efforts such as public education campaigns and capacity-building programmes, the Board aims to empower Jamaicans to unleash their full potential and foster sustainable growth through its leadership.

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A Commitment to Continuous Improvement:

Central to the success of the JPC is its unwavering commitment to continuous improvement. Under the guidance of Chairman Omar Azan and the Board, the Centre remains at the forefront of innovation, constantly seeking new ways to enhance productivity and competitiveness. Whether through research and measurement, benchmarking exercises, or technical assistance, the board ensures that the JPC remains agile and responsive to the ever-changing needs of Jamaica's economy.

Conclusion

The Board of Directors plays a critical role in shaping the trajectory of the Jamaica Productivity Centre. With Chairman Omar Azan at the helm and supported by a team of seasoned professionals, the board remains steadfast in its commitment to driving productivity excellence for the betterment of Jamaica. Through strategic leadership, training initiatives, and a relentless pursuit of improvement, they embody the spirit of collaboration and innovation that defines the JPC's mission. ■



AS THE WORLD APPROACHES THE 6TH INDUSTRIAL REVOLUTION, WHAT IS THE FUTURE OF WORK AS WE KNOW IT?



Tamar Nelson, JP
Chief Technical Director, JPC

Where will we work? How will we work? Will the reason why persons work be the same as it is now? What will be the work options and availability? Will we still be sticking to the 9 to 5 pm? What will obtain 5, 10, or even 50 years from now? Who will be the workers of the Future?

It is important that we answer these questions and look ahead to the future of work and determine how it will impact productivity. Central to the topic is the who, why, where, and how of the Future of Work.

Future Workers (Who?)

Particularly post COVID-19 pandemic, the way we work is undergoing a massive transformation. People are questioning the very purpose of their jobs, the demands their companies place on them, and whether their dedication is truly valued. This introspection coupled with a desire for greater authenticity in the workplace, prompt organizations to confront issues of diversity, equity and inclusion head-on.

Here are some statistics based on *World Economic Forum's The Future of Jobs Survey 2023* which outline the combination of macro-trends, and technology adoption that will drive specific areas of job growth and decline:



Declining roles

The fastest-declining roles are typically clerical or secretarial positions, easily automated with technology.

Skills



Analytical thinking and creative thinking remain the most important skills for workers in 2023 and beyond.



Skill Disruption

Employers anticipate 44% of workers' skills disrupted in the next five years. Cognitive skills, especially complex problem-solving, are rapidly gaining importance.

Training Priorities



Six in 10 workers will need training by 2027, but only half have access to sufficient opportunities now. Top priorities for 2023-2027 training are analytical thinking (10%) and creative thinking (8%).



Strategic Workforce

Companies surveyed prioritize investing in learning, on-the-job training and process automation to achieve business goals. Four in five respondents expect to adopt these strategies within the next five years. Workforce development is largely seen as the responsibility.

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The Future of Work (why)

During this period referred to as "The Great Re-evaluation", employees' questions regarding work stem from the shifts happening in today's macro and socio-economic realities, as well as the long-accepted understanding of what belonging to an organization and doing "good" work look like. Therefore, as we position ourselves for the future of work, we must reflect on the worker's evolving status and how work relates to them and why.

The Future of working (where)

The future of work is flexible, remote, and here to stay! Despite the plea for a return to the "good old days," millions are happily clicking away from their kitchen tables or home offices. In fact, remote work is now 4-5 times more common than pre-pandemic, proving it's not just a passing fad.

The Future of working (how)

Technology and digitalization are rapidly reshaping the ways people and machines interact, affecting the tasks we do, the roles we fulfill, and the organizational arrangements that guide and support us. By the mid 2030s, up to 30% of jobs may be at risk of automation, and today's rapid developments in AI have brought the future into the present much faster than most predicted. There is also the need for businesses to learn how to use digital tools to increase productivity and compensation.

Other contributing factors

Continuing education and lifelong learning will have great potential benefits for individuals and the workforce of the future. However, implementing lifelong learning in today's world with so many demands on one's time can be a challenge busy schedule and suggested creative solutions such as gamification.

At our upcoming Future of Work and Productivity Summit, we will tackle issues like those mentioned above and the mismatch between available workers and businesses in need of employees. Bringing together all parties, including academia, employers, employees, and unions, to contribute to the proceedings and close the productivity gap.

Through our programmes, research, measurement, advocacy and technical assistance the JPC continues to inform and bring together various stakeholders and bodies of productivity to form a united front and have a bigger impact on productivity. ■



FUTURE OF WORK AND PRODUCTIVITY

MESSAGES FROM OUR LEADERS

THE FUTURE OF WORK IS NOW! ARE YOU READY?



Hon. Parnell Charles, Jr., MP
Ministry of Labour and Social Security.

The future of work is here. Whether or not we choose to accept it, it is open for us to embrace and to shape. Taking control of the future of work means being aware of the challenges and capitalizing on the opportunities that employees and employers face. Insights drawn from research, data, and stakeholder engagements highlight the need to focus on skills development, innovation, research & development, generational gaps, digital transformation and equipping workers with the right tools. With this knowledge, we can chart a path to navigate the future of work in Jamaica and throughout the wider world.

The focus of future of work is technology-driven in this digital age. With this knowledge, our

labour market must be prepared to fully harness the capabilities of artificial intelligence, digital platforms and e-commerce to transform the economy. Being prepared for these technological advancements also means supporting innovation to bring growth and reduce the potential impacts of potential worker displacement and the expansion of skills gaps.

The capacity to overcome these challenges will come from empowering our people, by building their capacity to earn, innovate and grow. With this in mind, we must be committed to generalising digital literacy, lifelong learning and support for the most vulnerable. In preparation for this, Ministry of Labour and Social Security has worked with international development partners to strengthen institutional capacities, formalise and engage as many workers as we can, and update our regulations to support decent work.

While, on the one hand, we must entrench worker safeguards, we must also on the other hand transcend traditional boundaries with policy reform, strong educational interventions and

further stakeholder collaboration. We need to integrate these elements so we can increase the skilled and trained labour pool, adapt to emerging labour market trends, and to adopt a culture of continuous improvement.

Our path to a prosperous, productive nation tomorrow is through advanced technologies, securing rights and capacities of the labour force—particularly its most vulnerable—and continuous improvement. These not only enable the nation to navigate the future of work but to bolster and sustain productivity.

We all have a stake in, and responsibility for, the future of work. Making it ours, to Jamaica's benefit, takes all of us acting, staying informed, and committing to equity and inclusion. Going forward, this transformative journey will take collaboration, innovation and resilience, which will pay dividends in empowering individuals, strengthening our communities, improving productivity and driving growth. ■

EQUIPPING AND ADAPTING JAMAICA FOR WORK AND PRODUCTIVITY



Dr. Hon. Norman Dunn, MP

State Minister in the Ministry of Labour and Social Security

Productivity looks at how efficiently we can turn our resources into output. This definition of productivity has not changed but how we sustain and improve productivity in the workplace is constantly transforming. Focusing on productivity now goes beyond ensuring that every worker can produce more goods or services. There is a growing emphasis on the work environment that is provided for an employee to produce, the type of skills employees need to be productive and the type of tools that must be provided to remain relevant in the global value chain.

The Ministry of Labour and Social Security is committed to ensuring that employees across the island are in safe and conducive work environments. Research has

consistently pointed out the fact that employees' satisfaction, wellbeing, and work-life balance impact their ability to be productive. Employers are encouraged to ensure that workspaces are clean, appropriately ventilated and the exposure to hazards is minimized. Managers in the institution must have leadership training and skills to help employees feel supported, recognized and acknowledged. Employees should know that their ideas are respected, contributions are valued, and their voices are heard. We should not underestimate the input and creativity of those doing the work.

The future of productivity means there will be more technology adopted in the workplace. As institutions invest in technology, they must also invest in the skill of its workers to ensure their knowledge aligns with the effective utilization of advancing technology. Training programmes will need to be put in place to provide employees with the new skills needed to operate in the changing labour landscape. Employees will need to understand how to use electronic productivity management tools, the use of other digital platforms, AI technology that supports the automation of manual tasks and to

to transition from easily automated task to emerging positions. Industries are encouraged to partner with educational and trade institutions to ensure that the workforce has the skills they need.

We cannot expect our workers to produce amazing results if they do not have the right tools to do their jobs. Investments in compatible tools are key to supporting a productive, positive, creative and innovative employee. When employees have the right tools, the consumers of our goods and services will benefit from timely, consistent outputs.

Through systems regulated and initiated by the Ministry of Labour and Social Security such as LMIS (Labour Market Information System), OSH (Occupational Safety and Health) and the Jamaica Productivity Centre, we are able to support the enabling environment for workplace productivity. ■

EQUIPPING AND ADAPTING JAMAICA FOR WORK AND PRODUCTIVITY



Omar Azan

Chairman Advisory Board, Jamaica Productivity Centre

When I think about the future of work, I think about a dynamic, evolving, exciting environment for employers and employees to interact. It is a new moment in history that is always changing as the world becomes more technologically advanced, more sophisticated in commerce and increasingly closer to our fingertips. With these changes, are challenges we must strive to overcome, but importantly are the endless opportunities to build our nation through more efficient firms, more innovation and higher value-added goods and services.

Business and government entities must be agile to adjust to the rapid changes that are being

experienced across the globe. Not only do we need to keep abreast of and apply relevant technologies—such as automaton, digital payment platforms, and AI; we need to be able to recognise new work environments shaped by economic shocks, demographic trends, social shifts and how we work. Adaptability will be the new skill needed to support the flexible mindset necessary to not only survive but succeed in the face of the developing work environment.

We must also consider how we use our resources. We must assess whether we are using our time, money, and energy in the most efficient ways. To know if we are doing things the right way, we must measure. Implementing productivity management systems in the public and private sector must be seen as a priority. Being intentional about monitoring and tracking productivity will give us insights that will help us improve the operations at our organisations.

Continuous learning will also be key to keeping apace of the changes, challenges and opportunities. The technical and soft skills needed for the future of work are evolving. Strengthening

our educational systems and on-the-job training programmes are key to ensuring our labour force gains the critical and ever-changing leadership, digital, time management, problem solving and communication skills that are becoming increasingly important.

The Board of the Jamaica Productivity Centre stands ready to support the nation's productivity agenda, through human-centred strategies to prepare our industries for the future of work and to be more agile, productivity-centred and more skilled. ■



Omar Azan (left), Chairman Advisory Board, Jamaica Productivity Centre and the Honourable Pearnel Charles Jr. (right), Minister of Labour & Social Security listen as the Board Directors share their thoughts on the strategic objectives.

Enhancing Personal Productivity: Simple Time Management Tips from an Industrial Engineering Intern



Elliot C. Tyndale
Intern
Technical Assistance Services Unit

In today's fast-paced world, efficient time management is crucial for accomplishing tasks and leading a fulfilling life. Drawing on my insights from industrial engineering, I'm eager to share straightforward tips that can assist individuals in enhancing their productivity. Time, being a finite resource, significantly impacts our lives, regardless of whether you're a student, a working professional, or simply someone striving to make the most of each day. These simple strategies can help you reach your objectives while reducing stress.

To begin, it's crucial to prioritize your tasks. Not all tasks are created equal in terms of urgency or importance. A simple way to manage this is by categorizing your tasks as "urgent," "important," or both. This method ensures that your time is primarily invested in what holds the most significance.

Furthermore, setting SMART goals is pivotal. SMART goals are Specific (well-defined), Measurable (progress-trackable), Achievable (realistic), Relevant (pertinent to your life or work), and Time-bound (deadline-oriented). These goals provide clear direction and help you remain on course.

Incorporating time blocking into your routine can work wonders. Time blocking revolves around allocating dedicated time slots for distinct tasks or activities. By segregating your schedule into periods for focused work, meetings, emails, and breaks, you not only eliminate the chaos of multitasking but also improve your overall productivity.

Embracing technology is undeniably beneficial, provided you use it judiciously. Leverage apps and tools designed to keep you organized, such as calendar apps, to-do lists, and time trackers. However, do establish boundaries when it comes to screen time and social media to maintain your focus.

Remember, you need not shoulder every responsibility on your own. Delegate tasks and seek collaboration, whether at work or home. Team up with colleagues or family members to streamline tasks, allowing you to save valuable time while encouraging collective contributions.

One of the most challenging yet liberating aspects of time management is the ability to say no. It's important to recognize your limitations and politely decline tasks or invitations that don't align with your priorities. Embracing the power of "no" often opens the door to more meaningful "yes" opportunities.

Lastly, continuous improvement is a mantra to live by. Regularly evaluate your time management strategies, and be open to experimentation. Recognize that everyone is unique, and as such, these tips should be adapted to suit your individual needs and preferences. By staying committed to learning and growing, you can continuously refine your time management skills and lead a more productive life. ■



The Jamaica Productivity Centre participated in the Ministry of Industry, Investment and Commerce's MSME Business Expo Roadshow geared to showcase and help Jamaica's small, micro and medium enterprises. The roadshows took place in 2023 on August 15, October 26, November 1 and November 21 across Mandeville, Montego Bay, Ocho Rios and Kingston respectively. Our team shared vital information about our services and standards to best assist Jamaica's MSMEs to improve their productivity management and efficiency. The JPC interacted with over one hundred companies across all sectors.





Royo Grant
LIFT Intern

Recently I interviewed Dr. the Honourable Norman Dunn, Minister of State in the Ministry of Labour and Social Security. The interview delved into the future prospects of Jamaica's youths and the opportunities available that will enable them to become a productive part of the labour force. Productivity refers to the efficiency of producing goods or services and how effectively tasks are completed. It involves prioritizing tasks, eliminating distractions, staying organized, breaking down tasks into smaller steps, and taking breaks to reorganize focus.

Applying productivity to our lives

Productivity measures and tools extend beyond mere work; they encompass all tasks, which encompass any activities or chores to be completed by individuals. All tasks undertaken by people can be assessed by productivity, prompting the question: How do you integrate productivity into your daily life? "Productivity is just simply how you convert or transform what you have in the most efficient way" the Minister responded.

Minister Dunn continued by presenting hypothetical scenarios related to achieving effective results. "For instance, you are coming to work this morning. Do you plan the route that you want to come to work?" Minister Dunn inquired, delving deeper into the discussion by exploring the optimal approaches to ensure punctuality in reaching the workplace.

Youths are the future

Youths (within the age range of 14-24) are an essential segment of Jamaica's labour force, comprising two hundred and eight thousand (208,000) individuals who are either employed or actively seeking employment. Despite being the smallest demographic in the labour force, they represent Jamaica's untapped potential and are poised to become the nation's future leaders. The Minister acknowledged the significant role played by youths in shaping the country's future. He also indicated that the government has implemented various programmes aimed at equipping young people with the essential tools, knowledge, and skills necessary for the workforce.

These initiatives include the Learning & Investment for Transformation programme (LIFT), Youth Summer Employment Programme (YSEP), and Jamaica National Service Corps program (JNSC) programmes. These programmes aim to facilitate a seamless transition for school leavers into society by providing support in obtaining citizenship and work-related documents, summer jobs and military training tailored for them.

Minister Dunn added, "We function as a [joint] government because all the parts are geared in such a way that youth is at the centre of what we do. Our people are the centre of what we do." The Minister affirmed the commitment to develop programmes not only focused on youths but also tailored to address the needs of the disabled and other groups of Jamaican society.

Conducive environment for career opportunities and economic prospects

The discussion also explored how the Ministry's vision for shaping the future outlook of young individuals in relation to career opportunities and economic prospects. The discussion highlighted the government's commitment to creating a conducive environment for youths to thrive economically. "We practice an all of government approach and youths and their future just like another citizen of Jamaica, depends a lot on the environment that you create." It emphasizes the importance of a strong, growing economy in facilitating youth development and mentions again the various programmes and initiatives, such as the LIFT program and STEM schools, aimed at providing opportunities for young people. The government's focus on innovation and emerging industries reflects its dedication to fostering youth participation and contributing to overall societal progress.

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The Minister continued to say that over the past decade, the Labour Market Information System (LMIS), managed by the Ministry of Labour and Social Security, has successfully placed over eight thousand (8000), individuals into various roles by effectively matching employers with suitable candidates. Minister Dunn highlighted the importance of this system, which creates a dynamic talent pool for employers to draw from. Additionally, he discussed the Overseas Employment Programme, which has been instrumental in providing Jamaican workers with opportunities abroad. Through these initiatives, the Ministry of Labour and Social Security has significantly expanded horizons for Jamaican workers, fostering economic empowerment and personal growth.

Minister Dunn further reflected on the government's dedication to fostering a conducive environment for youth development and productivity in Jamaica. He underscored the significance of structured pathways and vocational training, stating, "It's about taking a young person and introducing you to a structured formal way that you can eventually become the most productive citizens of Jamaica." Minister Dunn highlighted the demand for technical skills in various industries and discusses initiatives to align educational curricula with workforce needs, stressing the importance of innovation to navigate a changing global landscape. He emphasizes the need to create new employment pathways to ensure Jamaica's competitiveness in the evolving world economy.



In speaking on the structured pathways and vocational training, he highlights the demand for technical skills in various industries and discusses initiatives to align educational curricula with workforce needs, stressing the importance of innovation to navigate a changing global landscape. He emphasizes the need to create new employment pathways to ensure Jamaica's competitiveness in the evolving world economy.

The interview highlighted the commitment to empowering Jamaica's youth and fostering productivity. Minister Dunn emphasised the importance of productivity across all aspects of life. The dedication to youth development is evident through various programmes and initiatives tailored to their needs, such as the LIFT and YSEP programmes. Additionally, Minister Dunn stressed the significance of creating a conducive environment for career opportunities and economic growth, emphasizing innovation and vocational training to meet evolving demands.

For those who want to understand productivity improvement more, Minister Dunn highlighted the Jamaica Productivity Centre's (JPC) comprehensive services, stating, " JPC does provide customised training, evaluation tools, and measurement equipment." Emphasizing the significance of these resources, he clarified, "Here, we don't mean physical equipment, but rather the tools for you to measure, customise, and enhance your business operations to maximize productivity." Minister Dunn urges stakeholders to seek consultation from the JPC to ensure the adoption of the most effective approaches, affirming, "Productivity has to be the hallmark at the level of unemployment that we are facing."

Ultimately, the interview underscores efforts to cultivate a productive and prosperous future for Jamaica's youth. It also emphasizes the pivotal role of the JPC in fostering productivity. The Centre is ready to equip businesses with essential training and tools for achieving efficiency and success. ■

Building Knowledge and Sharing Capacity

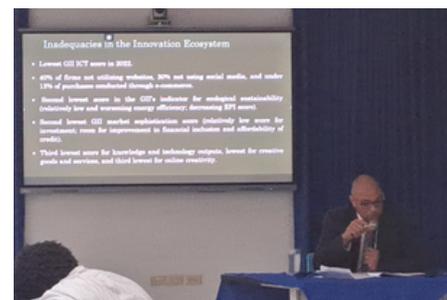
JPC's training and sensitization update

Knowledge sharing and capacity building are two ways the Jamaica Productivity Centre (JPC) works towards achieving its mandate. Through these channels, we share information with our stakeholders and the general public to raise awareness and understanding about productivity concepts, tips, trends and techniques. We are also able to continuously increase the capability of team members to serve within their roles. For FY 2023/2024, the Centre has conducted over 23 productivity sensitisation sessions, 11 workshops and participated in 51 capacity building sessions. These interventions reached over 7,000 stakeholders.

Here is an update on some of our recent training, sensitisation and capacity building undertakings:

Productivity Sensitization Training with the JPC

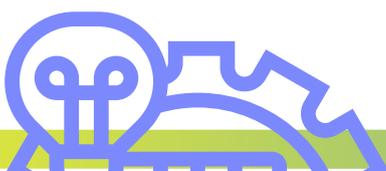
On November 22, 2023, the team at the Jamaica Productivity Centre along with other public sector stakeholders were trained as part of a Foundation for Competitiveness and Growth Project (FCGP) spearheaded by the National Competitiveness Council (NCC). The training session, which was facilitated by the project consultant, Dr. David Tennant, was attended by representatives from Bank of Jamaica, FCGP, JAMPRO, Ministry of Industry, Investment & Commerce, Ministry of Labour & Social Security, Planning Institute of Jamaica, Statistical Institute of Jamaica, and the Transformation Implementation Unit. The session exposed participants to new perspectives on measuring productivity at the micro-level and strategies for encouraging enhanced productivity through innovation within the public sector.



Dr. David Tennant, project consultant, facilitates the Productivity Sensitisation Session on November 22, 2023.

Briefing on the Productive Capacities Index and Its Role in Formulating Holistic Strategies for Sustainable Development and Structural Economic Transformation

With the assistance of the Permanent Mission of Jamaica to the Office of the UN and Other International Organizations at Geneva, the Jamaica Productivity Centre hosted a virtual session with UNCTAD on November 30, 2024. The session focused on the importance and methodological approach of the UNCTAD Productive Capacities Index (PCI). The session opened with a statement by The Honourable Dr. Norman Dunn MP, State Minister in the Ministry of Labour and Social Security. Presentations from the UNCTAD team on the PCI were delivered by Mr. Mussie Delelegn, Head A.I., Productive Capacities and Sustainable Development Branch, Mr. Rachid Bouhia, Economic Affairs Officer, Productive Capacities and Sustainable Development Branch and Mr. Paul Akiwumi, Director, Division for Africa, Special Programmes. The knowledge building session benefited staff and Board members of the Jamaica Productivity Centre, representatives from the Anti-Dumping and Subsidies Commission, Ministry of Finance and the Public Service, Ministry of Foreign Affairs and Foreign Trade, Statistical Institute of Jamaica and the Planning Institute of Jamaica.



Continued from page 17

Joint and Cross Training with the Anti-dumping and Subsidies Commission

Since FY 2022/2023, the Jamaica Productivity Centre has been partnering with the Anti-Dumping and Subsidies Commission (ADSC) to build capacity on matters related to productivity and trade. On November 8, 2023, the Centre hosted a productivity training session for the ADSC staff. ADSC team members learned about productivity concepts, tools, tips and techniques. The session also shared knowledge on the role of the Jamaica Productivity Centre and how the services of the JPC can support ADSC stakeholders.

In January 2024, the Centre participated in the ADSCs Training Series on Import Data Analysis for Business. The Centre conducted a sensitization session within the lunch time training series. Participants learned about the importance of productivity and the role of JPC in supporting productivity improvement in firms.

In February 2024, the Senior Director of Research and Measurement, Mikhail-Ann Urquhart, took part in Modules 1 and 2 of the ADSC's Trade Remedies for Consultants Training. The training course equips participants to support domestic producers with applications to request the implementation of anti-dumping remedies.

Productivity Ambassador Training

On January 26, 2024, Collin, Turner, Senior Director of Technical Assistance Services and Jonathan Isaacs, Senior Productivity Specialist, facilitated the Productivity Ambassador training of the Advisory Board Directors. The Directors were pinned as Productivity Ambassadors. As Productivity Ambassadors, they are charged with using their professional platforms to promote productivity improvement and encourage a culture of productivity-mindedness. ■



Collin, Turner, Senior Director of Technical Assistance Services presents on key productivity concepts at the Productivity Ambassador Session held on January 26, 2024.



Dr. the Honourable Norman Dunn encourages newly trained Productivity Ambassadors to utilize their platforms to advocate for productivity improvement.



Knowledge



Support



Learning



Skills



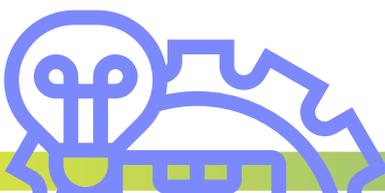
Training



coaching



Development



CALL FOR PROPOSALS

Jamaica Productivity Centre, the Inter-American Development Bank (IDB), and Compete Caribbean Partnership Facility

"Enabling Sustainable Productivity Improvement and Innovation in Jamaica/the Caribbean"

Objective

The objective of this Call for Proposals is to develop evidence-based policy recommendations to address factors that hamper productivity improvement and innovation; and to encourage strategies that promote sustainable productivity improvement, in Jamaica and the wider Caribbean.

Research should cover the Caribbean region, however priority will be given to topics that focus on Jamaica. The topics that will be considered for selection will be related to one of the following areas:

- Utilizing the Innovation, Firm Performance and Gender (IFPG) survey database to identify and analyze IFPG issues impacting productivity.
- Quantifying the relationship between innovation, intrapreneurship, and entrepreneurship and total factor productivity, and/or identifying the gaps in the relationship.
- Exploring how climate change, environment, and sustainability has and will affect productivity improvements.
- Investigating the applicability of specific measurement techniques and methodologies used to assess productivity at the firm, industry or national level within the region.
- Identifying and analyzing critical gaps within the innovative ecosystem that affect overall or specific productive industries.
- Exploring the role of digital transformation, research & development and/or technology in driving sustainable productivity.
- Labour productivity, labour market trends, education, skills and emerging paradigms that impact workplace productivity.

Submission Deadline

- **April 7, 2024** – Deadline to submit technical proposals at 11:59pm UTC

Compete Caribbean / IDB Contribution

The Compete Caribbean/IDB will contribute a lump sum of US\$1,000 for each selected research study. At the discretion of the organizers, this amount may be increased to cover travel expenses to attend the conference in June 2024.

For submission guidelines or more information, contact the Jamaica Productivity Centre:

Visit: www.mlss.gov.jm/departments/jamaica-productivity-centre

Or

Call: (876) 676-5739-40; (876) 279-7720

Or

Email: jpc@mlss.gov.jm

Achieving Jamaica's Productivity Potential!

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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