



JAMAICA EXPERIENCE



TITLE OF THE EXPERIENCE: National ISO Quality Management System Certification Project (ISO-QMS-CP)

Country: Jamaica

Institution: Ministry of Industry, Investment and Commerce (MIIC)

Type of Institution: Public

Other institutions involved: National Certification Body of Jamaica (Collaborator)

Key persons involved in the design, implementation, and evaluation: Mr. Reginald Budhan, Dr. Grace Allen and Mr. Rick Harris

Date: May 2012 to May 2014 (2 years) initially

Website: www.miic.gov.jm

Related Principle: 3 - simpler, more stable and efficient institutional and regulatory framework

Context

The Ministry of Industry, Investment and Commerce (MIIC) in Jamaica, which has responsibility for standards, took a policy decision in 2010 to implement the ISO 9001 QMS as a means of improving the quality of its service to its internal and external customers. This is part of a strategy to reduce bureaucratic red tape in the agencies of the Ministry and to create overall, a more business-friendly and competitive business environment.

Up to mid-September 2012, twelve (12) portfolio agencies out of the fifteen (15) agencies and external divisions of the Ministry have commenced implementing ISO 9001:2008 QMS. Agencies are expected to have their quality management systems certified to the ISO 9001 standard within two years. The Ministry recently reorganized its Bureau of Standards by separating the accreditation and certification functions: an independent accreditation body known as the Jamaica National Agency for Accreditation (JANAAC) has now been established for the accreditation of laboratories, inspection and certification bodies while the National Certification Body of Jamaica (NCBJ) certifies to ISO 9001.

Objectives

The Ministry is currently providing leadership in the promotion of ISO 9001:2008 Quality Management System (QMS) Certification across the entire public and private sectors in an effort to modernize Quality

Management Systems across organizations. This project is a major strategic intervention by the Ministry and is expected to have a major impact on the transformation, modernization, accountability and professionalism of the Jamaican public sector. It involves the completion of the implementation of ISO quality management system in the Ministry and the expansion of the implementation of ISO QMS within portfolio agencies as well as small and medium-sized enterprises.

Relevance

Please describe briefly how this experience has contributed to promote competitiveness and productivity in your region, country, and/or the Americas.

ISO QMS puts the customer at the centre of the organization and is therefore important from a competitiveness point of view. At the public sector level, this is intended to improve the business environment and make the public sector more business-friendly to enhance the competitiveness of businesses and to improve the quality of public service being delivered. The goal is to get key Government agencies to become ISO certified or self-declared within 4-5 years and hence this will be a flagship Programme of the Ministry for many years.

Certification is intended to enable private sector businesses to become more internationally competitive especially in the case of businesses that export goods and services, as they might find it increasingly difficult to export if they are not ISO certified. Lack of certification will become a non-tariff barrier to export. It is therefore extremely important that the Ministry provide policy leadership to move the country towards ISO certification if Jamaica is going to be able to modernize and compete in this globalized world.

Implementation

The Ministry has already sensitized the Chief Executive Officers (CEOs) of all portfolio Agencies with respect to the decision taken to have the QMS of their agencies become ISO 9001:2008 certified. The aim is competence development of personnel at portfolio agencies, via the transfer of skills using a cadre of ISO 9001 certified consultants. Portfolio agencies will be furnished with the necessary knowledge, tools, skills and techniques, to institute and sustain an operational QMS. Detailed procedures will be supplied to each agency which will save time, be economical, while simultaneously providing requisite information to facilitate major focus and effectiveness, in the implementation plans formulated subsequent to the Gap Analysis.

The main components of the project implementation are:

- Initial meeting with Agency Director and Heads of Departments;
- Awareness/Sensitization;
- Gap Analysis; Process Analysis;
- Policy Development;
- Development of Quality Objectives and Action Plans;
- Internal Audit Programme; Management Review;
- Control of Non-conforming products, Corrective and Preventive Action; and
- Pre-registration and Registration for Certification.

The project funds will be largely confined to training of key personnel in each Agency. The cost for technical assistance at the Agency level for Gap Analysis and Organizational Guidance will be funded by each Agency under its normal recurrent budget, averaging approximately J\$2 M per annum over two years.

Distribution of tasks

List of MIIC's Agencies/Divisions with initiation and completion date of ISO 9001:2008 QMS Certification Programme

No.	Ministry of Industry, Investment and Commerce's Agency / Division	Initiation Date	Completion Date
1	Department of Cooperatives and Friendly Societies (DCFS)	May 21, 2012	November 2013
2	Food Storage and Prevention of Infestation Division (FSPID)	June 11, 2012	December 2013
3	Consumer Affairs Commission (CAC)	June 4, 2012	December 2013
4	Factories Corporation of Jamaica (FCJ)	July 2, 2012	January 2014
5	Fair Trading Commission (FTC)	June 25, 2012	December 2013
6	Jamaica Intellectual Property Office (JIPO)	June 7, 2012	December 2013
7	Anti-Dumping and Subsidies Commission (ADSC)	June 7, 2012	December 2013
8	Companies Office of Jamaica (COJ)	July 11, 2012	January 2014
9	Trade Board Limited (TBL)	July 4, 2012	January 2014
10	Kingston Free Zone (KFZ)	July 23, 2012	January 2014
11	Montego Free Zone (MBFZ)	July 23, 2012	January 2014
12	Jamaica Business Development Corporation (JBDC)	August 30, 2012	February 2014
13	Jamaica Trade and Invest (JAMPRO)	Scheduled Oct. 10, 2012	April 2014
14	Self Start Fund (SSF)	Scheduled October 2012	April 2014
15	Micro Investment Development Agency (MIDA)	Scheduled October 2012	April 2014

Generic MIIC ISO Implementation Schedule Matrix for each Agency/Division, with a total of 28 tasks scheduled for completion after a duration of 18 months (separated into three 6 month periods).

Note Assumptions: (1) All months have 4 weeks; (2) A concerted effort will be made to provide training to combined staff from Agencies for efficient time management; (3) No stoppages once the 18 month Programme has begun; (4) M = Month; D = Day; H = Hour

- CAC after 3.5 months completed 21% of scheduled activities
- DCFS after 3.75 months completed 14% of scheduled activities
- FCJ after 2.5 months completed 14% of scheduled activities
- Five Agencies completed 7% of activities after 0.5 to 3.25 months
- Two Agencies completed 4% of activities after 1.7 to 2.25 months
- Participants evaluated facilitators re:
 - Course Overall
 - Course Material
 - Instructor
 - Training centre (not used in overall %)

Percentage satisfaction level with performance of Facilitators averaged 81%

Range of satisfaction levels: 71% to 92%

Unexpected achievements

1. The ISO Team has experienced greater networking opportunities among Agencies/Divisions which carry out similar tasks (for example in the Technology Department).
2. Lessons learnt at each particular Agency/Department can be readily shared with other entities.
3. Satellite Agencies/Divisions at different locations can be trained simultaneously via Skype or videoconferencing, thus providing economic benefits.
4. The experience will create a cadre of trained Internal Auditors who will be able to audit unfamiliar Agencies/Departments of MIIC, thus fostering greater transparency, fairness and the production of unbiased Audit Reports within MIIC.
5. The ISO Team will benefit from being exposed to the varied training styles of all the different ISO Resource Consultants, when similar Training Topics are delivered.
6. The ISO Team is learning to utilize and sharpen its 'people skills' via exercising patience, tolerance and persuasive coaxing of prospective personnel in Agencies/Divisions, to ensure that they are engaged and remain in the Programme to its completion.

Experience and Sustainable Results

The experience and its results are sustainable, because the Ministry of Industry, Investment and Commerce will be responsible for executing and implementing the project. The Ministry will appoint a Project Manager who on advice from the Permanent Secretary and Consultant(s) will coordinate the project, supported by a team. The Ministry will employ private consultants who will assist with conducting the training and provide the technical support to the organizations. The project is geared to get key public sector agencies certified within five years.

Certification within the small and medium enterprise (SME) sector will also be an on-going exercise over time and will be demand driven. In the case of SMEs, in addition to budgetary support under this project, the Ministry has taken a policy decision to allocate a portion of its wholesale interest rate reflows from its micro enterprise lending programme to fund a part of the training and technical assistance. The SMEs will be required to pay a portion of the cost to ensure that the training and technical assistance is demand driven. However, the Ministry will be exploring the availability of multilateral funding to complement existing resources.

The basic tenets of project management necessitate planning, monitoring progress, making comparisons of progress with scheduled plans and rectifying any differences. Many deliverables in some projects do not come to fruition, because of deficiencies caused by insufficient monitoring. Monitoring will be the major link between planning and control in this Project. The MIIC ISO Team will provide guidance and supervision to guarantee implementation of the QMS as stated within the time schedule of the Matrix.

Capacity to replicate and potential for exchange

The Ministry is now well advanced in its effort to become either ISO 9001-2008 certified or self-declared with respect to its quality management system (QMS) by the end of the financial year and completing the certification of portfolio Agencies/Divisions in 2013-2014. The plan is to extend the coverage to other agencies of the Ministry and other agencies of Government in the wider Public Sector in subsequent financial years. The goal is to implement ISO QMS throughout key agencies of the Public Sector within 4-5 years. This project is expected to have major impact on the transformation, modernization, accountability and professionalism of the Jamaican public sector.

Human, operational and institutional capacities

The Ministry can provide a high level expert to provide strategic guidance to an interested OAS country.

Modalities to replicate the exchange

Information sharing, expert visits, technical tours, videoconferences, peer review and Project Management training and practical workshops.

Good practices and concrete lessons

1. Cost savings to Governments and other stakeholders which finance operations, resulting from increased efficiency in the Jamaican public sector, within the current financially challenged environment
2. The evolution to a stakeholder-focused businesslike modus operandi from an institutional one
3. The ISO 9001 QMS system is commonly understood inclusive of processes which are repeatable and consistent
4. Regardless of circumstances organizations will function in a systematic and disciplined manner
5. Failures are minimized in quality of product or service offered
6. Persons know exactly what and how to carry out activities, as time is not spent 're-inventing wheels'
7. Business improves as an ISO QMS Certificate distinguishes an organization in the marketplace and its products can be readily sold in new markets
8. An organization will quickly know where activities are being incorrectly done
9. Resources are not spent on the same problems as they have been permanently resolved, hence if a similar problem resurfaces, a process is already in place for rectification, as resources and skills are available to expeditiously identify and correct it with less resources
10. Improvement in reporting and management control as one is capable of identifying the organization's performance and are able to troubleshoot
11. Less difficulty is experienced in answering queries re: the quality system, as one will be familiar with all its aspects
12. Improved customer satisfaction, greater employee satisfaction, less maintenance efforts and less rework and frustration will be experienced

Experiences and subjects to learn from other RIAC members

1. International ISO 9001 Training Courses in: Documentation, Process Mapping, Lead Internal Auditing, Root Cause Analysis, Conducting Gap Audits, Trainer of Trainers
2. Observing and conducting Audits of management Systems (Internal or Gap) at an international level in public or private sector organizations
3. Training in Strategic Project Implementation, Monitoring and Management

Author of this story

Name: Mr. Reginald Budhan

Title and Institution: Permanent Secretary, Ministry of Industry, Investment, and Commerce

Country: Jamaica

email: rbudhan@miic.gov.jm