

# CASLE Workshops in Barbados

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The Barbados Land Surveyors Association hosted CASLE's first new-style regional workshops on May 11-15. The event was extremely well attended, with participants from Anguilla, Antigua, Bahamas, Bermuda, Canada, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Lucia, St. Vincent, Trinidad and Tobago, Turks and Caicos and the U.K.

The proceedings were formally opened by the Minister of Housing and Lands, and the Minister of Agriculture gave an address of welcome. Before the workshops began, the Secretary of CASLE, Robert Steel, also gave a short address on CASLE's response to the Commonwealth Consultative Group's report on "The Vulnerability of Small States".

The Workshops themselves comprised eight sessions on **Land Information Management**, six sessions on **Project Management** and four sessions on **Managing and Marketing Professional Practices**. The workshops were based on Manuals produced by CASLE, and were led by surveyors who had contributed to the preparation of the Manuals. The views of three of them are reported below.

Although there was a strong emphasis on work, no assembly of surveyors could take place in Barbados without a good measure of Bajan hospitality, which was as generous as ever and greatly appreciated by all who took part.

## LAND INFORMATION SYSTEMS BY PETER DALE

**L**AND INFORMATION Management is a theme which will be repeated at a number of regional seminars which CASLE is planning to hold around the world. The subject is of particular significance in the Caribbean where many of the countries have just completed or are embarking upon reform of their systems of land registration. The Workshop laid particular emphasis on cadastral problems while drawing attention to wider issues such as resource management and the particular problems of the marine environment. The following is a summary of the points which emerged during three days of discussion.

The initial development of a land information system (LIS) tends to be "producer driven" rather than "user driven". This is inevitable since many people are uncertain as to what they want, what they need and what they can have at a reasonable cost. As systems develop the voice of the user becomes louder and the systems evolve more in tune with user needs. This stage has not yet been reached in the Caribbean but it was stressed that the interests of the potential user must be a matter of primary concern. There is no one system that will satisfy everybody's needs just as there can be no one map that meets each and every requirement. What is essential is to concentrate on those things for which there is a "need to know".

Later on, in the light of economic factors, it will be possible to add those things which it would be "nice to know". Evolution is the key word, not revolution.

It was generally accepted that the technical problems are less important than the institutional. Nevertheless there are problems in selecting the most suitable equipment. Guidelines were provided by representatives from the World Bank, based upon their experience in many countries around the world. LIS does not necessarily require high technology but is generally associated with computers. Software may not meet all the users needs whilst hardware is subject to occasional breakdown. Hence both software and hardware require maintenance which in turn may require the use of hard currency and foreign exchange. Because of the relatively small size of most of the Caribbean countries, the market in each country is small. As a result, some manufacturers fail to offer the necessary technical back-up and support.

The institutional lead in the development of systems is coming from a variety of quarters. In Jamaica there is a major initiative stemming from the fiscal cadastre; in St. Lucia the initial drive has been to record land titles. Several Caribbean countries have already introduced registration of title whilst others, such as Barbados, see the need and are slowly moving in that direction. Some questioned whether countries could afford to make the necessary changes;

others questioned whether they could afford not to. It was generally recognized that the surveying professions not only need to cooperate more fully amongst themselves but also with other professions, most noticeably the lawyers. There is some evidence of the breaking down of inter-professional rivalries though quite clearly there is still very far to go. The relationship between government and the private sector gave rise to some spirited comment, some seeing little room for the private surveyors in LIS whilst others argued that it would open up great new opportunities for them.

If data are to be exchanged both between government departments and with members of the public including those in the private survey sector, then national standards for data transfer need to be established. These may necessitate changes in parcel referencing systems and in the standards and content of surveys. Although standards are merging in a number of more affluent countries, within the Caribbean they have yet to be laid down. There was a considerable diversity of opinion as to who should establish and enforce the standards. Initiatives also need to be taken in the general field of education. Few countries in the Caribbean have the resources to run their own research and development, and education and training programmes; all share very similar problems. Political considerations, however, make the much needed cooperation difficult to achieve. ●



## PROJECT MANAGEMENT BY LAURENCE PARNELL

“A MANUAL” the voice continued over the phone, confirmatory but tinged with a question. “Well - yes.” My mind quickly tried to range over the possible expectation before I uttered a commitment. Then the thought struck.

“As my project for the RICS Diploma in Project Management I produced a reference guide for use by my company's in-house surveyors. Perhaps this could form the basis of a manual, but it would probably need updating and amendment.”

“It sounds a possibility, but it would obviously have to relate generally to Project Management throughout the Commonwealth. Application only to the U.K. would have to be avoided.”

“Yes I can see that. Let me show you a copy, and you can tell me if you think it is on the right lines.”

Time flies! My first conversation with Bob Steel and my introduction to CASLE. Now, just eight months later, “A Project Manager's Companion Guide”, the second in a series of CASLE project manuals, is complete. I have also experienced at close quarters the first delegate response (!) but have been rewarded by the discussion generated in the introductory lectures given to the Atlantic Regional Conference.

Although project management is a fashionable phrase and clearly one which has percolated around the globe, it also, in the eyes of many, suffers from the image of being “all things to all men”.

It is not a view I share. Whenever project management is discussed I am sure those involved know full well that they are speaking of a function which, whether it be part of a client's in-house operation, or a consultancy, is intended to harness the services and activities of a project team to a client's stated, and possibly fluctuating, brief. This is not a definition, but simply a recognition of the role.

It is against this background that many years ago, I perceived the benefit of a guide, a reference work which the project management surveyors, in the development company of which I am a director, could turn to for suggestion,

use as a checklist, or even seek inspiration at any stage of a development. The chapters therefore range over the many topics which may influence a project manager's day-to-day activities, including subjects such as development and finance agreements, appointments of consultants, control of design, etc. through to commissioning and tenant leasing.

Inevitably, the Companion Guide leans heavily on my seventeen years' experience in project management and development practices in the U.K., but in response to Bob Steel's pertinent caution, I have endeavoured to tackle even those matters which have strong roots in sovereign legislation, in a manner which will prompt thought and investigation wherever the art of project management may be practised. In essence there is no significant difference between a suburban office development in London and an hotel in Barbados. The components of land ownership, finance, permissions, design, construction and occupation pertain to each; it is only the application of local custom and style which may vary.

The qualities and expertise of the project manager himself have a vital influence on the conduct of a development. At present there does not, to my knowledge, exist anywhere in the world, an established code of conduct or recognized terms of engagement from which to draw comfort, although the RICS Project Management Diploma Association, of which I am chairman, does have this objective in its sights. In the current vacuum therefore, I have drawn attention in the introductory chapter to the need to determine the project manager's authority and those features such as appreciation of risk, recognition of responsibility and assessment of resources, which are essential components in the project manager's armoury. It was this area above all other to which the delegates at the Atlantic workshop returned time and again in their questions. In particular “what is the project manager's responsibility?” If only there were a simple answer.

The workshop lectures were arranged over six periods and culminated in a session where many of the principles in the Companion Guide were shown in relation to past or current projects. Of course reality is always more interesting than theory, but it seemed to me that this “warts and all” examination underlined in the delegates' minds the importance of forethought and preparation

which are the by-words for the project manager's Companion Guide. It was for me too, a salutary reminder of “matters back home”, not permitting me to become too entranced by the tropical Caribbean setting.

## MANAGEMENT AND MARKETING OF PROFESSIONAL PRACTICES

BY ROB HEADLAM

THE FINAL sessions of the workshop were based upon the subject covered by project manual 1 - The Management and Marketing of Professional Practices - by four speakers: Earle Spencer, Mervyn Thompson, John Collinge and Robert Headlam (President of the RICS Building Surveyors Division) who had acted as co-ordinator and joint author of the manual on this topic.

In the management of a modern practice, there is a need for management skills to assume importance equal to those of pure technical expertise. The intensification of competition from both within and outside the profession has enforced a much more sophisticated approach to the efficient running of both a private practice and a responsible department in the public service. A disciplined approach to the management of the two key resources of staff and time were illustrated in the Workshop by the use of visual aids, depicting a number of logical and regular sequences of appraisal.

The production of projected financial cashflows and annual budgets for income and expenditure ranged from the simplistic to the more sophisticated approaches of separate cost centres with individual targets which, by the use of simple computer techniques, can be readily adjusted.

Methods of staff motivation and reward were also discussed in the context of research which had demonstrated that remuneration alone was rarely the cause of dissatisfaction.

Increasingly, practices are appointing partnership secretaries and office managers from outside the profession and, in conjunction with the trend towards multi-disciplinary practices and departments it seems inevitable that specialist management skills will soon find themselves represented at partner and director level.

The session moved on to the application of marketing techniques which

often found difficulty in acceptance by the notoriously traditional surveying profession.

However, surveyors were now beginning to recognize the value of positive promotion in gaining client recognition of their services. Whether by the use of outside consultants or in-house efforts, the process often begins with a market research study to identify strengths, weaknesses, misconceptions and market opportunities.

Armed with this information, a new corporate image can prove a most effective means of gaining a raised profile but this must be as part of a logical promotional plan setting objectives over a measured period and subject to a strict financial budget.

A number of examples of recreated corporate styles and promotional material were illustrated, leading to the results of a most effective public relations campaign over a period of three years carried out by the RICS in the U.K.

The subject of corporate promotion of the profession in various regions and countries captured the interest of many of the delegates who would be considering methods of adopting such an approach in the future.

If the measure of success of any topic is to come away feeling that you would have liked a little more, then this was amply demonstrated by the need to bring each question and answer session to a close at a time when the debate could have continued for much longer. ●

## WHAT AM I?

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I am the basis of all wealth, the heritage of the wise, the thrifty and prudent.

I am the poor man's joy and comfort, the rich man's prize, the right hand of capital, the silent partner of many thousands of successful men.

I am the solace of the widow, the comfort of old age, the cornerstone of security against misfortune and want. I am handed down to children, through generations, as a thing of greatest worth.

I am the choicest fruit of toil. Credit respects me. Yet I am humble. I stand before every man, bidding him know me for what I am and possess me.

I grow and increase in value through countless days. Though I seem dormant, my worth increases, never failing, never ceasing, time is my aid and population heaps up my gain. Fire and the elements I defy, for they cannot destroy me.

My possessors learn to believe in me; invariably they become envious. While all things wither and decay, I survive. The centuries find me younger, increasing with strength.

The thriftless speak ill of me. The charlatans of finance attack me. I am trustworthy. I am sound. Unfailingly I triumph and detractors are disproved.

Minerals and oils come from me. I am producer of food, the basis for ships and factories, the foundation of banks.

Yet I am so common that thousands, unthinking and unknowingly, pass by me.

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I AM LAND

## ONTARIO GOES TO BARBADOS

In May of 1987, thirty-eight persons from Ontario travelled to CASLE Meeting in Barbados. The report on that Meeting is contained in this issue.

The members from Ontario were treated to the local hospitality as well as the fellowship of sister professions from both the Caribbean and the United Kingdom. Future tours to other CASLE Meetings will be arranged when appropriate.

The cover of this issue features snaps of our group in the Barbados, including Joan and Larry Maughan being greeted by Harold Went, Chairman of the CASLE Workshop, and the Honourable Harold Blackman, Minister of Housing and Lands.