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set of factors into consideration in making staff assessments, this suggests that it is possible to develop an evaluation form to be used by all supervisors. A standard weighting system could be worked out so as to make all assessments comparable.

The final administrative implication, and one which arose only incidentally out of the study, is the need to consider the effects on morale of any re-organisation of staff. A basic tenet of extension is to refrain even from the appearance of favouring one client group over another. The same principle should hold equally within the extension organisation itself. Any administrative policy which appears to favour one group of staff over another group of nominally equivalent status must inevitably lead to loss of confidence and a breakdown in staff morale, as occurred within the ranks of the development officers in Jamaica who, as a group, perceived the department's in-service training policy as discriminating against them.

Quite apart from this apparent neglect regarding in-service training, many development officers felt that their training in agriculture was not being utilised to anywhere near its full potential. They expressed the view that the execution of

most of the service and regulatory duties they were called upon to perform did not require use of the agricultural knowledge acquired at Jamaica School of Agriculture level and, that with a few weeks training in the specific routine requirements of the job, any young man of average intelligence would be able to function with acceptable efficiency as a development officer. This perceived wastage of their formal training further increased the frustration level of development officers and, in spite of official pronouncements to the contrary, they looked upon their position as being of inferior status to that of the advisory officers.

This therefore suggests that as in the West Indies there is a chronic shortage of trained agricultural extension officers, those with training at the Jamaica School of Agriculture or Eastern Caribbean Farm Institute level and above should be engaged in performing the more professionally demanding jobs of planning and executing farmer education programmes. For performing those semi-routine supporting jobs such as servicing fertilizer and other subsidy schemes, better and more efficient use could be made of scarce human resources by employing less well-trained individuals.

Discussion Report

Discussion centered on the question of the statistical inference of the findings expressed on the association of job performance of extension workers in the West Indies and supervisor rated variables. It was felt that senior officers who gave overall ratings for each extension officer might well induce bias, as differences may exist between such senior officers. After a detailed explanation of the procedure adopted in the study, it was agreed that the only way an unbiased measure of field performance could be obtained would be through a field study lasting some 3 to 4 years. Performance over a long period of time was important, but it was not possible to carry out this study over such an extended period. It was further suggested that measures of performance, as outlined in the paper, were not clear; and perhaps some composite method of performance would have been preferable. Again, the problem of time was regarded as the crucial issue. There was some feeling that the paper suggested that developmental skills for extension workers were more important than technical and other skills.

Some questions were raised on the importance of the extension officer in the Caribbean. Examples were drawn from extension systems throughout the world to illustrate that no developing country had successfully adapted the North American extension system and also to suggest this as a reason for the

declining importance of the extension worker. It was further suggested that extension specialists should be culturally oriented within the social background of the country concerned. Some concern was also expressed as to whether funds should be spent on conventional extension.

Henderson disagreed that his approach was similar to that of the North American system. He agreed, however, that the North American system had been making itself felt, but the question was one of 'applicability'. In the context of methodology, it was agreed that the system was basically the same, but the process was different and this is what mattered. Reference was made to Guyana where supervised group farming was practised in order for farmers to adopt better techniques. Mention was also made of Jamaica where extension services, developed over different processes by a series of changes, have evolved to meet the country's needs.

Views were expressed suggesting that a different approach or technique was required to get information across to the farmers. It seemed generally acceptable that staff shortage was a major problem and the techniques employed in Jamaica were evolved in a manner such as to overcome such shortcomings.