

**EXHIBIT A**

**TO REGISTRATION STATEMENT**

*Under the Foreign Agents Registration Act of 1938, as amended*

*Furnish this exhibit for EACH foreign principal listed in an initial statement  
and for EACH additional foreign principal acquired subsequently.*

1. Name and address of registrant (1) BARBADOS INDUSTRIAL DEVELOPMENT CORPORATION (2) BARBADOS TOURIST BOARD	2. Registration No.  1995
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3. Name of foreign principal (1) BARBADOS INDUSTRIAL DEVELOPMENT CORPORATION (2) BARBADOS TOURIST BOARD	4. Principal address of foreign principal  TREASURY BUILDING BRIDGETOWN, BARBADOS
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5. Indicate whether your foreign principal is one of the following type:

Foreign government

Foreign political party

Foreign or  domestic organization: If either, check one of the following:

<input type="checkbox"/> Partnership	<input type="checkbox"/> Committee
<input type="checkbox"/> Corporation	<input type="checkbox"/> Voluntary group
<input type="checkbox"/> Association	<input type="checkbox"/> Other (specify) _____

Individual - State his nationality \_\_\_\_\_

6. If the foreign principal is a foreign government, state:

a) Branch or agency represented by the registrant.  
 (1) BARBADOS INDUSTRIAL DEVELOPMENT CORPORATION  
 (2) BARBADOS TOURIST BOARD

b) Name and title of official with whom registrant deals.  
 (1) KURLEIGH KING - GENERAL MANAGER  
 (2) FRANK ODLE - MANAGER

7. If the foreign principal is a foreign political party, state:

a) Principal address

b) Name and title of official with whom the registrant deals.

c) Principal aim

NOT APPLICABLE (N/A)

8. If the foreign principal is not a foreign government or a foreign political party,

a) State the nature of the business or activity of this foreign principal

N/A

b) Is this foreign principal

- Owned by a foreign government, foreign political party, or other foreign principal . . . . Yes  No
- Directed by a foreign government, foreign political party, or other foreign principal. . . . Yes  No
- Controlled by a foreign government, foreign political party, or other foreign principal. . . . Yes  No
- Financed by a foreign government, foreign political party, or other foreign principal. . . . Yes  No
- Subsidized in whole by a foreign government, foreign political party, or other foreign principal. . . . . Yes  No
- Subsidized in part by a foreign government, foreign political party, or other foreign principal. . . . . Yes  No

9. Explain fully all items answered "Yes" in Item 8(b). (If additional space is needed, a full insert page may be used.)

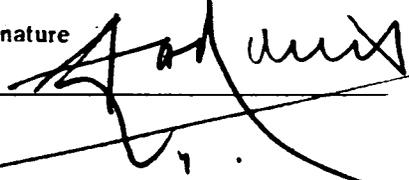
The Barbados Industrial Development Corporation and the Barbados Tourist Board are statutory agencies of the Government of Barbados. Their Boards of Directors are appointed by Government and as such are accountable to the Government.

Administratively, the Foreign Principals function independently, but are dependent upon financing derived from the budget of the Government.

In this context, it is appropriate to state that the B.I.D.C. and the T.B. are owned, directed, controlled, financed and subsidized in whole by the Government of Barbados.

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

N/A

Date of Exhibit A November 1, 1971	Name and Title E. Anton Norris Director of Promotions	Signature 
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UNITED STATES DEPARTMENT OF JUSTICE  
Washington, D.C. 20530

RECEIVED  
DEPT. OF JUSTICE

EXHIBIT B

NOV 5 4 22 AM '71

TO REGISTRATION STATEMENT  
Under the Foreign Agents Registration Act  
of 1938, as amended

INSTRUCTIONS: A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements; or, where no contract exists, a full statement of all the circumstances, by reason of which the registrant is acting as an agent of a foreign principal. This form shall be filed in duplicate for each foreign principal named in the registration statement and must be signed by or on behalf of the registrant.

Name of Registrant	Name of Foreign Principal
(1) BARBADOS INDUSTRIAL DEVELOPMENT CORP.	(1) BARBADOS INDUSTRIAL DEVELOPMENT CORP.
(2) BARBADOS TOURIST BOARD	(2) BARBADOS TOURIST BOARD

Check Appropriate Boxes:

- The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach two copies of the contract to this exhibit.
- There is no formal written contract between the registrant and foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach two copies of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
- The agreement or understanding between the registrant and foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and the expenses, if any, to be received.

4. Describe fully the nature and method of performance of the above indicated agreement or understanding.

The Registrant, as fully integrated offices of the Foreign Principals, the Barbados Industrial Development Corporation and the Barbados Tourist Board in Bridgetown, Barbados, is subject to the administrative instructions and duties as detailed in the attached specimens (labelled specimen 'A' and specimen 'B' respectively.) Its Manager and U.S. Representative are the authorized representatives of the Foreign Principals.

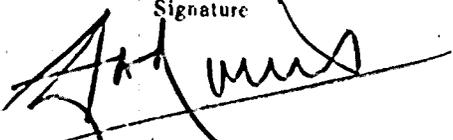
It is to be noted that the Barbados Industrial Development Corporation and the Barbados Tourist Board are autonomous agencies of the Government of Barbados.

5. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

The Registrant's principal activities are (1) to service enquiries and endeavour to persuade businessmen in the U.S., through seminars, meetings, direct mail, etc., to visit Barbados with a view to investing in the island, and follow up after their visits, and (2) to promote the island of Barbados as an attractive area for travel by citizens of the United States.

6. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act?<sup>1/</sup> Yes  No

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

Date of Exhibit B November 1, 1971	Name and Title E. Anton Norris Director of Promotions	Signature 
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<sup>1/</sup> Political activity as defined in Section 1(o) of the Act means the dissemination of political propaganda and any other activity which the person engaging therein believes will, or which he intends to, prevail upon, indoctrinate, convert, induce, persuade, or in any other way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

DEPARTMENT OF JUSTICE  
NOV 5 4 23 PM '71  
REGISTRATION SECTION

A 0773/40

November 5, 1970

SPECIMEN 'A'

Mr. Roy Clarke  
575 Baskerville Street  
Apt. 101  
Ottawa, Ontario  
CANADA

Dear Roy:

I understand and sympathise with the anxiety expressed in your letter of 27th October. Fortunately, I am now in a position to remove the uncertainty in connection with your application.

I am directed to offer you the job of Manager, New York Office, with effect from November 23, 1970, on the following terms and conditions:

Duties

The Manager, New York Office, will perform the following duties under the direction of the General Manager:

- ( i ) Manage the Corporation's office in New York City.
- ( ii ) Represent the Corporation in all its activities in the U.S.A., and act as the Corporation's agent in that country in all matters concerning its function of Industrial Promotion.
- ( iii ) Advise the Corporation, through the General Manager, on all matters relating to the accomplishment of its goals; and
- ( iv ) any other duties as assigned by the General Manager.

November 6, 1970

### Salary and Allowances

Salary will be at the rate of EC \$12,000 per annum, payable monthly in arrears.

In addition, allowances will be payable at the rate for Public Servants of the rank of Senior Assistant Secretary in the Barbados Government's offices in New York City. The allowances are at present as follows (in E.C. Dollars):

- (a) An Overseas Allowance at the rate of \$11,592 per annum (for a married person).
- (b) A House Allowance at the rate of \$7,200 per annum.
- (c) An Entertainment Allowance at the rate of \$3,120 per annum. Direct expenditure on entertainment incurred in the Corporation's business will be reimbursed monthly on the presentation of the relevant bills.
- (d) A Travelling Allowance at the rate of \$1,200 per annum.
- (e) An Outfit Allowance, initially and thereafter every two years, of US \$400 for yourself, US \$400 for your wife and US \$150 for each child to a maximum of 3 children.

### Other Conditions of Service

Vacation leave will be 42 days a year; at least 14 days must be taken annually subject to the exigencies of the office. At least 6 of the 14 days compulsory leave must be taken consecutively, the remaining 8 days may be taken as desired. Maximum accumulation is 128 days.

November 1, 1970

Sick leave will be granted up to a maximum of 21 days in any one calendar year, but additional Sick leave may be granted at the discretion of the Corporation. A Doctor's Certificate will be required for any one period of absence on account of illness of 3 days or more.

You will not be permitted, while in the service of the Corporation, to accept or carry on any other employment or business of any kind except with the written consent of the Corporation.

You will be required to travel within the United States and elsewhere in the course of your duties, in which case you will receive reimbursements and allowances as determined by the Corporation.

If you accept this offer of appointment on the terms and conditions set out above, please sign the enclosed copy of this letter and return it to this office as soon as possible.

Yours sincerely,  
BARBADOS INDUSTRIAL DEVELOPMENT CORPORATION

*KDK*

Karleigh D. King  
General Manager

P.S. If you find that because of our delay in offering you this appointment you are unable to assume duties on November 23, please let me know, so that we may set a new date for the commencement of your employment. As discussed, you will be expected to report for work in Barbados where you will spend a short time before taking up duties in New York.

*G. M.*

K. D. King

*offer accepted.*

*will report February 1, 1971  
in N.Y. as discussed*

KDK:ft

*Ray C...*

*12/12/70*

MINISTRY OF JUSTICE  
NOV 5 4 25 PM '71  
REGISTRATION SECTION

SPECIMEN 'A'

TERMS OF SERVICE

INTRODUCTION

1. The Terms of Service here laid down for the locally-recruited staff of the Corporation include the pay and leave regulations. Regulations controlling the staff's day to day business are contained in other Administrative Instructions. Nothing in the other regulations may be contrary to the intention of these Terms of Service.

CONTRACT

2. All members of the staff at the time the Corporation introduces these Terms of Service will be asked in writing if they wish to accept the whole of the new Terms of Service as contained herein.
3. All prospective new members of the staff will have a copy of the final Terms of Service sent to them with their letter of offer of a position and their letter of acceptance shall state that they accept the Terms.

RESPONSIBILITY

4. Government approval is required for appointments to positions of over \$6,000 per year (Executive positions).
5. The General Manager is responsible for implementing the Corporation's Terms of Service as contained in this document.

DISCIPLINE

6. (a) Executive Staff
  - (i) The General Manager may admonish Executive staff and such admonishments if of a serious nature will be recorded in the individual's personal file.
  - (ii) The Corporation reserves all other action to itself, subject to Cabinet's approval where necessary.
- (b) All other staff
  - (i) The General Manager may engage all other staff but any such action will be reported to the Corporation; he may suspend, but may only dismiss such staff with the prior approval of the Corporation.
  - (ii) The General Manager may admonish or reprimand all other staff and such action, if of a serious nature, will be recorded in the individual's personal file.

SALARIES AND ALLOWANCES

7. Salaries and salary scales will be at the levels fixed by the Corporation, with Government approval where necessary. The initial point in a salary scale will be determined by the Corporation on the advice of the General Manager. Allowances for overseas staff will be paid at the rates applicable to officers at the same level in the Government's service overseas.

8.(a) Local Travelling Allowances

Travelling allowances to be paid to employees who, with the approval of the General Manager, use their motor vehicles on the Corporation's business; allowances will be paid for travel while actually on Corporation business, not including travel to and from work.

The rates are as follows:

- (i) 35¢ per mile up to 200 miles
- (ii) 10¢ per mile for 200 miles and over
- (iii) Passenger miles at 2¢ per mile per passenger.

(b) Overseas Travelling Allowances

Allowances to be paid to employees while travelling on duty or attending overseas conferences, inspections, etc., in respect of:-

- (i) Hotel bills, including meals;
- (ii) reasonable travelling expenses; and
- (iii) subsistence.

The subsistence rates are as follows:

General Manager

Daily Rate

Territory

EITHER

\$10.00 (E.C.)

The West Indies (other than Trinidad or Jamaica). Guyana, British Honduras.

\$15.00 (E.C.)

Trinidad.

\$20.00 (E.C.)

Jamaica, United Kingdom, other European countries excluding Switzerland.

\$25.00 (E.C.)

Switzerland.

\$20.00 (U.S. or equiv.)

Canada, U.S.A., other hard currency areas.

Other Officers

\$5.00 (E.C.)

The West Indies, Guyana, British Honduras.

\$5.00 (U.S. or equiv.)

Other Caribbean territories.

\$7.20 (E.C.)

United Kingdom.

\$15.00 (U.S. or equiv.)

U.S.A., Canada.

SALARIES AND WAGE INCREASES

- 9. Increments on a salary scale will be granted at the discretion of the Corporation on the advice of the General Manager. Increases will normally be effective on April 1.

SALARY REVIEW

- 10. The Corporation may review the salaries in any or all of the different job positions from time to time. The General Manager may at any time bring to the attention of the Corporation the need for any adjustment in salaries as he thinks desirable.

ACTING PAY

- 11. If a person is appointed to perform the entire duties of a person in a more senior post for a period in excess of twenty-eight (28) days consecutively, that person will be entitled to receive an acting allowance which shall not exceed half the difference between the salary which the person is receiving in his substantive office and the minimum salary of the office in which he is acting, except that, if this acting allowance is less than one full increment in the salary scale of the senior post, the monthly acting allowance shall be that increment.
- 12. Where a person has been appointed to act in an office to which no substantive appointment has been made or in any office, the substantive holder of which has died or has been granted vacation, sick, study, or special leave exceeding seven (7) months, then the person acting shall, if the period of acting exceeds twenty-eight (28) days, be granted an allowance at a rate equal to the full difference between the salary of the substantive office and the minimum of the salary scale of the office in which he is acting, with effect from the date on which he began to act.
- 13. Where the entire duties of the post are not being performed the Corporation may, on the recommendation of the General Manager, grant an acting allowance to the employee concerned.

OVERTIME

14. Overtime will be paid to all staff other than executive staff who are directed to work overtime by the General Manager or his deputy.
15. Overtime will be paid on weekdays at time and a half; on Sundays and Public Holidays at twice normal rates.
16. Overtime does not begin to have effect until a whole extra half hour has been worked, and it will be calculated thereafter on a half hourly basis.

HOURS OF WORK

17. Hours of work are from 8:00 a.m. to 4:00 p.m., Mondays to Fridays, with one (1) hour for lunch.

UNIFORMS

18. Female secretarial and clerical staff will wear uniforms in the office. Members of staff will be given four (4) ready-made uniforms each year.
19. The Messenger/Driver and the Maid will be supplied with three (3) uniforms in the first instance. Replacements will be made as necessary, but not more than two per year.
20. The Printing Supervisor will be supplied with two overalls and replacements as necessary.

LEAVE

21. Training Leave

Where an Executive has been selected by the Corporation for training, he will be granted leave on full pay; wherever possible, the Corporation will take advantage of available fellowships, grants, etc., but it will pay reasonable costs for approved programmes including travel, accommodation and subsistence for Executives training overseas.

22. Study Leave

Study leave may be applied for by an Executive and may be granted at the discretion of the Corporation, with expenses paid and/or with or without pay, to run concurrently with all or part of earned vacation leave. Executives may become eligible for such study leave in rotation by order of seniority, but not more than one may be away from each office (local or overseas) on study leave at any one time; the Executive may be bonded to serve on completion of his leave.

23. At the discretion of the Corporation, established staff earning \$6,000 per annum or less may be allowed a single period of study leave of up to three months at half pay, after each five-year period of service.

24. Vacation and Sick Leave

It is not the policy of the Corporation to pay passages for vacation leave. Vacation and sick leave provisions are as follows:

Category of Staff	SICK LEAVE	VACATION LEAVE	
	Days in any one cal. year	Eligibility	Maximum Accumulation
1. Officers in receipt of salaries of			
(a) \$7,200 p.a. and over	21	42 days a year; at least 14 days must be taken annually subject to the exigencies of the service. At least six of the 14 days compulsory leave must be taken consecutively; the remaining 8 days may be taken as the officer desires.	126 days
(b) Less than \$7,200 p.a. but not less than \$4,320 p.a.	21	30 days a year; at least 14 days must be taken annually subject to the exigencies of the service. At least six of the 14 days compulsory leave must be taken consecutively; the remaining 8 days may be taken as the officer desires.	78 days
(c) Less than \$4,320 p.a.	21	21 days a year; at least 14 days must be taken annually subject to the exigencies of the service. At least six of the 14 days compulsory leave must be taken consecutively; the remaining 8 days may be taken as the officer desires.	35 days

Category of Staff	SICK LEAVE	VACATION LEAVE	
	Days in any one cal. year	Eligibility	Maximum Accumulation
2. Employees (other than casual employees) paid at hourly, daily or weekly rates of wages	21	(i) 14 working days a year with less than 5 years' service; (ii) 21 working days a year after 5 years' service of 250 days each.	(i) 28 days with less than 5 yrs. service. (ii) 35 days after 5 years' service.
3. (i) Casual employees (with less than 5 years' service)	7 days in respect of service for up to 150 days.	7 working days after working 150 days.	
(a) after working 164 days	8	8 working days	-
(b) after working 178 days	9	9 working days	-
(c) After working 192 days	10	10 working days	-
(d) After working 206 days	11	11 working days	-
(e) After working 220 days	12	12 working days	-
(f) After working 234 days	13	13 working days	-
(g) After working 250 days	14	14 working days	-

Category of Staff	SICK LEAVE	VACATION LEAVE	
	Days in any one cal. yr.	Eligibility	Maximum Accumulation
(ii) Casual employees after 5 years' service of 250 days each	7 days in respect of service for up to 150 days	9 working days after working 150 days	-
(a) After working 164 days	8	11 working days	-
(b) After working 178 days	9	13 working days	-
(c) After working 192 days	10	15 working days	-
(d) After working 206 days	11	17 working days	-
(e) After working 220 days	12	19 working days	-
(f) After working 234 days	13	20 working days	-
(g) After working 250 days	14	21 working days	-

25. The amount of vacation leave to which an employee is entitled shall be calculated by reference to the actual period of service, at the rate per annum set out above from September 1, 1970.
26. No employee should be eligible for vacation leave before completing 12 consecutive months of employment, except on the grounds of urgent private affairs or serious indisposition or the exigencies of the office, provided that the General Manager may grant 7 days leave to an employee at any time before the completion of 12 months employment, and any such leave shall be deducted from the employee's vacation leave.

27. Maternity Leave

Leave of absence up to a limit of six months may be granted to employees who are expectant mothers. Such leave shall be deducted from the vacation leave for which the employee is eligible and in the event of the latter proving insufficient the remainder of the leave requested may be granted on half-pay; but no salary shall be paid in respect of such leave to any employee who has already been granted such leave in respect of three

consecutive pregnancies after 1st day of January, 1966. Each application for such leave shall be supported by a certificate from a medical practitioner.

28. Leave of Absence

Leave of absence, which is unpaid, may be granted by the Corporation under special circumstances.

29. Special Circumstances

The Corporation may give leave in advance, or extend the normal period of leave on whatever salary conditions it deems appropriate, and may otherwise vary these provisions as special circumstances warrant.

OUTSIDE EMPLOYMENT

30. Members of the staff are debarred while in the service of the Corporation from accepting and carrying on any other employment or business of any kind, except with the written permission of the Corporation.

CAR LOAN

31. (a) An interest-free car loan may be granted at the discretion of the Corporation to members of staff whose possession of a car would facilitate the performance of their duties. The maximum loan shall be \$4,320 (E.C.) for the first loan, and \$3,600 (E.C.) for any subsequent loan; loans to overseas officers may not exceed \$3,000 (U.S. or Can.), or 75% of the cost of the car whichever is less.

(b) The amount of a loan for a second-hand car shall not exceed the full value of the car or the price paid for it, whichever is less.

(c) A comprehensive insurance policy on the vehicle must be assigned to the I.D.C.

(d) The vehicle may not be sold or disposed of in any way without the prior consent of the I.D.C.

(e) Loans must be repaid within five years, or such lesser period as the Corporation approves.

GENERAL

32. All members of the staff have the right to appeal against the decisions of the General Manager to the Chairman of the Corporation, through the General Manager.

PENSION

33. Government is at present considering a pension scheme for the Corporation's employees.

NOV 5 4 23 PM '71  
ADMINISTRATIVE INSTRUCTION RE ORGANIZATION  
REGISTRATION SECTION

SPECIMEN 'A'

I. STRUCTURE

Objectives

It is the duty of the Corporation to "stimulate, facilitate and undertake the development of industry and hotels in the island". To accomplish this, the Corporation through its staff engages in the promotion of investment and in the provision of factory space for investors; its involvement in hotel development is limited, at present, to its management of the Barbados Hilton lease.

Departmental Structure

2. The staff is organized in accordance with the attached Organization Chart. Under the General Manager, who is responsible for advising the Corporation and executing its policies and decisions, there are three separate and distinct divisions:
  1. Investment
  2. Factory Construction
  3. Administration

II. INVESTMENT DIVISION

Goals

3. The Investment Division concentrates on the promotion of investment in Barbados. Its specific goal is to maximize the number of approved industries in the island, but it is also broadly concerned with increasing the contribution of the manufacturing sector to the economy, in terms of employment and output.
4. To accomplish this, the Investment Division
  - (a) disseminates information about investment opportunities and conditions in Barbados,
  - (b) seeks out clients and encourages them to invest,
  - (c) assists them with their pre-investment studies as far as it is possible,
  - (d) invites them to apply for approved status where it is applicable,
  - (e) processes applications for approved status, and
  - (f) makes recommendations to the Corporation on the granting of this status.

Within the limits of its budget, this Division does everything in its power to accomplish its goals.

Organization

5. The Head of this Division is the Manager, Investment Division; working under his direction are the Assistant Manager, Investment Division, the Economist and the Public Relations Officer.

6. The Overseas Offices work through the Manager, Investment Division, though not under his direction, and he co-ordinates all of their work that relates to their investment promotion activities.

Duties

7. Manager, Investment Division

1. Report to the General Manager.
2. Act as General Manager in his absence.
3. Supervise the Assistant Manager, Investment Division, the Economist and the Public Relations Officer.
4. Co-ordinate the promotion activities of the Overseas Offices.
5. Prepare Project Profiles of investment opportunities in Barbados.
6. Interview prospective clients with the assistance of the Assistant Manager, Investment Division, and the Economist where necessary.
7. Revise and up-date the Special Survey for Businessmen.
8. Be Secretary to the Promotions Committee.
9. Submit to the Promotions Committee a quarterly summary of the promotion activities of the Overseas and Home Offices during the second month after the end of the quarter.
10. Submit an annual fiscal-year report on the Investment Division to the Promotions Committee during May each year.
11. Prepare the promotion budget estimates for next fiscal year by August 15 each year.
12. Authorise budgeted expenditures from the approved Promotion Budget.
13. Any other duties as assigned by the General Manager.

8. Manager, New York and Toronto

1. Report to the General Manager.
2. Supervise all other employees of the Corporation in their offices.
3. Represent the Corporation in all its activities in their territories.
4. Liaise and consult with the Government's Representative(s) in their territory.
5. Advise the Corporation on advertising and public relations programmes and liaise with the Corporation's Advertising and Public Relations Agents.
6. Service enquiries and endeavour to persuade businessmen in their territories, through seminars, meetings, direct mail, etc. to visit Barbados with a view to investing in the island, and follow up after their visits.

7. Submit a report on each Seminar to the Head Office as soon as possible after its completion.
8. Submit a quarterly report on their activities to the Head Office by the end of the succeeding month.
9. Submit an annual fiscal-year report of their activities to the Head Office by the end of April each year.
10. Submit budget estimates for their offices for the next fiscal year to the Head Office by the end of July each year; these should take account of the Public Relations and Advertising proposals for the nineteen-month period beginning September of the current year.
11. Authorise budgeted expenditures from their approved Budgets.
12. Submit monthly financial statements to the Head Office by the 15th day of the succeeding month.
13. Any other duties as assigned by the General Manager.

9. Assistant Manager, New York

1. Report to the Manager, New York.
2. Assist the Manager, New York in the performance of his duties.
3. Recruit investors by means of personal interviews.
4. Engage in preliminary and follow up promotion work at Seminar locations.
5. Any other duties as assigned by the Manager, New York, after consultation with the General Manager.

10. Assistant Manager, Investment Division

1. Report to the Manager, Investment Division.
2. Assist the Manager, Investment Division in the performance of his duties.
3. Investigate and report on the performance of enterprises operating under the Incentives Acts.
4. Be Secretary to the Estates Committee.
5. Effect and administer the Corporation's leases and tenancy agreements; this includes processing applications for factory space.
6. Any other duties as assigned by the General Manager.

11. Economist

1. Report to the Manager, Investment Division.
2. Be Secretary to the Incentives Committee; this includes interviewing applicants and processing applications for approved status.
3. Answer enquiries for economic and statistical information.
4. Keep records of enterprises operating under Incentives Acts.

7. Submit a report on each Seminar to the Head Office as soon as possible after its completion.
8. Submit a quarterly report on their activities to the Head Office by the end of the succeeding month.
9. Submit an annual fiscal-year report of their activities to the Head Office by the end of April each year.
10. Submit budget estimates for their offices for the next fiscal year to the Head Office by the end of July each year; these should take account of the Public Relations and Advertising proposals for the nineteen-month period beginning September of the current year.
11. Authorise budgeted expenditures from their approved Budgets.
12. Submit monthly financial statements to the Head Office by the 15th day of the succeeding month.
13. Any other duties as assigned by the General Manager.

9. Assistant Manager, New York

1. Report to the Manager, New York.
2. Assist the Manager, New York in the performance of his duties.
3. Recruit investors by means of personal interviews.
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5. Any other duties as assigned by the Manager, New York, after consultation with the General Manager.

10. Assistant Manager, Investment Division

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4. Be Secretary to the Estates Committee.
5. Effect and administer the Corporation's leases and tenancy agreements; this includes processing applications for factory space.
6. Any other duties as assigned by the General Manager.

11. Economist

1. Report to the Manager, Investment Division.
2. Be Secretary to the Incentives Committee; this includes interviewing applicants and processing applications for approved status.
3. Answer enquiries for economic and statistical information.
4. Keep records of enterprises operating under Incentives Acts.

5. Compile and analyse data on the manufacturing sector in Barbados.
6. Any other duties as assigned by the General Manager.

12. Public Relations Officer

1. Report to the Manager, Investment Division.
2. Prepare and issue Press Releases.
3. Make arrangements for Press Conferences, Seminars, Exhibitions, and so on.
4. Prepare promotional literature and bulletins, and publish a regular periodical covering the Corporation's activities.
5. Act as host to international visitors.
6. Conduct tours of industrial estates.
7. Disseminate general information on the Corporation's activities.
8. Edit the Corporation's Annual Report and have it printed by the end of July each year.
9. Any other duties as assigned by the General Manager.

III. FACTORY CONSTRUCTION DIVISION

Goals

13. The Factory Construction Division is engaged in the construction and maintenance of the Corporation's factories and estates. The specific goals of this Division are

1. to meet the demand for factory space at the minimum cost per square foot, and
2. to maintain those factories and the estates at a minimum cost per square foot of factory space provided.

14. To accomplish this, this Division

- (a) determines what the general demand for factory space is (either direct from the Corporation's clients or indirectly through the Investment Division);
- (b) prepares budgets for the estimated annual expenditure on factories;
- (c) ascertains the specific requirements of investors and determines how best these needs may be met at a reasonable cost;
- (d) advises the Corporation on the acquiring of property and on the technical details of construction;
- (e) engages in the construction of the factories, taking care to minimize the cost of maintenance by the quality of the work performed.

15. The appearance of the factories and of the estates can act as an incentive to investment.

### Organization

16. The Technical Officer is in charge of this Division and under him he has a Deputy Technical Officer, a Draughtsman, and teams engaged in construction and building maintenance under the supervision of a Senior Site Supervisor and two Site Supervisors. The maintenance of the estates (gardening, landscaping, and so on) is under the supervision of an Estate Supervisor, who, for the time being, is also charged with the responsibility for the maintenance of the construction equipment.
17. The construction workers carry out their tasks under the direction of Foremen who report to their respective Site Supervisors.

### Duties

#### 18. Technical Officer

1. Report to the General Manager.
2. Supervise the Deputy Technical Officer, the Draughtsman and the Construction and Maintenance teams.
3. Design, construct and maintain the Corporation's factories and estates.
4. Advise the Corporation's clients on the design and construction of factories.
5. Consult where necessary with Architects, Engineers, Surveyors and others, in connection with the construction programme.
6. Advise the General Manager on the employment of unestablished staff in his department.
7. Submit a monthly report on the Factory Construction Division to the Estates Committee.
8. Submit an annual fiscal-year report on the Factory Construction Division to the Estates Committee during May each year.
9. Prepare the budget estimates for factories and estates for the next fiscal year by the end of September each year.
10. Requisition goods and services and authorize payments for the #1 (Factories & Estates) account.
11. Any other duties as assigned by the General Manager.

#### 19. Deputy Technical Officer

1. Report to the Technical Officer.
2. Assist the Technical Officer in the performance of his duties.
3. Supervise the construction and maintenance of factories and estates.
4. Any other duties as assigned by the General Manager.

20. Draughtsman

1. Report to the Technical Officer.
2. Prepare drawings as directed by the Technical Officer.
3. Submit applications for the approval of the Town & Country Planning Office.
4. Act as a Site Supervisor when necessary.
5. Any other duties as assigned by the General Manager.

21. Senior Site Supervisor/Site Supervisors

1. Report to the Deputy Technical Officer.
2. Assist the Technical Officer and Deputy Technical Officer in constructing and maintaining the Corporation's Estates and Factories.
3. Supervise factory construction and maintenance work on their assigned sites.
4. Prepare programme schedules for their assigned sites.
5. Prepare requisitions for budgeted expenditures for construction work and maintenance on their assigned sites.
6. Any other duties as assigned by the General Manager.

22. Foremen

1. Report to Site Supervisor.
2. Supervise construction workers.
3. Assist in the preparation of requisitions.
4. Assist in checking of materials on site.
5. Any other duties as assigned by the General Manager.

23. Estate Supervisor

1. Report to the Deputy Technical Officer.
2. Supervise gardeners and watchmen.
3. Check and supervise repair of mechanical equipment.
4. Maintain inventory of mechanical equipment.
5. Any other duties as assigned by the General Manager.

IV. ADMINISTRATION DIVISION

Goals

24. This Division performs the administrative functions for the organization. These functions include

- (a) Accounting
- (b) Printing
- (c) Office Services

#### Organization

25. This Division is under the direction of the Accountant/Secretary, who acts as the Administrative Officer of the Corporation, manages the office and takes care of routine personnel matters.
26. Under the direction of the Accountant/Secretary, the Book-keeper supervises the work of the Accounts and Works Clerks, and the Printing Supervisor oversees the work of the Printing Department.
27. The File Clerk, the Messenger/Driver and the Maid all take their instructions direct from the Accountant/Secretary.

#### Duties

28. Accountant/Secretary
  1. Report to the General Manager.
  2. Supervise the Accounts and Printing Departments, the File Clerk, the Messenger/Driver and the Maid.
  3. Prepare the Administration budget estimates (excluding Promotion) and submit (a) the total Administration budget (including Promotion), and (b) the Factories and Estates Budget to the Finance Committee during September and October respectively, each year.
  4. Authorise budgeted expenditures from the approved Administration Budget (excluding Promotion).
  5. Sign all cheques.
  6. Act as Secretary to the Corporation and to the Finance Committee.
  7. Handle routine personnel and office matters.
  8. Control the Corporation's total Budget and its Cash and other Assets and property.
  9. Present monthly financial statements and reports by the 20th day of the succeeding month.
  10. Submit an annual fiscal-year report on the Administration Division to the Establishments Committee during May each year.
  11. Any other duties as assigned by the General Manager.
29. File Clerk
  1. Report to the Accountant/Secretary.
  - 2(a) Receive all incoming letters, postal orders, messages, cables, whether by hand or post.

- (b) Stamp all above with the Corporation's date stamp and register in Mail Register.
  - (c) Place in correct file, number and attach circulation slip, and identify references to previous correspondence.
  - (d) Take files to addressee, if known, otherwise to the General Manager.
3. Circulate float.
  4. Get files when requested by number, and return same to cabinet after use (only the File Clerk or the person acting for her may remove files from cabinets or replace them).
  5. Assign numbers in sequence to Board Papers.
  6. Despatch outgoing mail.
  7. Keep Delivery Book.
  8. File correspondence and other subject matter.
  9. Circulate Corporation and Committee Minutes and Papers.
  10. Be custodian of stationery, newspapers, periodicals.
  11. Maintain the Corporation's Scrap Book.
  12. Lock cabinets each evening and hand keys to Accountant/Secretary.
  13. Do copy typing.
  14. Any other duties as may be assigned by the General Manager.

30. Messenger/Driver

1. Report to the Accountant/Secretary.
2. Clear Mail Box by 7:45 a.m. and 12:45 p.m. daily.
3. Open Office at 7:50 a.m. daily.
4. Post Mail daily at 11:30 a.m. and 3:45 p.m.
5. Deliver letters, messages, etc. as directed by the Accountant/Secretary.
6. Drive General Manager's car when required.
7. Wrap literature for postage.
8. Assist in the binding of literature under the direction of the Printing Supervisor.
9. Any other duties as assigned by the General Manager.

31. Maid

1. Report to the Accountant/Secretary.
2. Report for duty at 9:30 a.m. daily.
3. Maintain premises in clean condition.
4. Prepare tea for staff and Corporation members.

5. Close Office daily except when an Executive is in Office.
6. Any other duties as assigned by the General Manager.

#### Accounts Department

#### 32. Book-keeper

1. Report to the Accountant/Secretary.
2. Supervise the Accounts and Works Clerks.
3. Write up Cash Books and reconcile balances with Bank Statements monthly.
4. Post all transactions to General Ledger and extract monthly Trial Balance.
5. Prepare Monthly Rental Statements.
6. Issue receipts for all cash and cheques received.
7. Be custodian of Petty Cash and any other cash or cheques received.
8. Lodge cash and cheques received with Bank on the day following receipt of same.
9. Prepare monthly payroll for staff.
10. Any other duties as assigned by the General Manager.

#### 33. Senior Accounts Clerk/Accounts Clerk

1. Report to the Bookkeeper.
2. Prepare vouchers and cheques for payment of all Accounts, and file vouchers.
3. Record factory expenses in Factory Cost Ledger.
4. Prepare monthly Rent Statements for tenants.
5. Prepare Petty Cash vouchers and record all disbursements and receipts in Petty Cash Book.
6. Assist in checking weekly Payroll sheets.
7. Lodge cheques and cash with Bank.
8. Pay weekly wages to workmen.
9. Keep statistical accounting information: National Insurance, Income Tax records, Earnings records.
10. Prepare local purchase orders from authorised requisitions.
11. Any other duties as assigned by the General Manager.

#### 34. Works Clerks

1. Report to the Bookkeeper.
2. Prepare time sheets daily.

3. Prepare Pay Sheets weekly and deliver them to Bookkeeper by 9 a.m. each Thursday.
4. Enter Cost and Supplier on requisitions, have them authorized by Technical Officer, enter them in Site Ledger (excluding prices), and send them to Accounts Department.
5. Receive and check all materials at site in conjunction with Supervisors or Foremen, and enter prices in Site ledger.
6. Check to see that Local Purchase Orders are attached to bills before presenting same to office.
7. Prepare daily record of all work done on the site, and submit a weekly summary to the Technical Officer.
8. Maintain inventory of tools and equipment on sites.
9. Any other duties as assigned by the General Manager.

#### Printing Department

#### 35. Printing Supervisor

1. Report to Accountant/Secretary.
2. Supervise clerks in the Printing Department.
3. Ensure that all jobs are recorded in the Printing Requisition book.
4. Do all printing and reproduction as required (including collating, binding and so on), delivering the work when it is finished to the one requesting the service.

#### 36. Printing Clerks

1. Report to the Printing Supervisor.
2. Assist in printing and reproduction as required.
3. Assemble and pack literature, i.e. Fact Books, etc.
4. Assemble Corporation and Committee Minutes, Papers, etc.
5. Any other duties as may be assigned by the General Manager.

### V. GENERAL

#### Other Staff Functions

#### 37. Secretaries/Steno-typists

1. Each member of the Secretarial staff is directly responsible to the Executive(s) to whom she is individually assigned.
2. She will perform duties of a secretarial nature and any other duties as assigned by the General Manager.

#### 38. Corporation and Committee Secretaries

1. Inform members of meetings at least one week in advance.
2. Prepare agendas in consultation with the General Manager.

3. Despatch agendas with supporting papers to reach members at least forty-eight hours before the meeting.
4. Prepare Minutes, to be vetted by the General Manager and, in the case of Corporation Minutes, by the Chairman of the meeting.
5. Prepare Board Papers to be submitted with the General Manager's recommendations to the Committees and/or the Corporation.
6. Follow up on the decisions and recommendations of the meetings.

#### Changes and Modifications

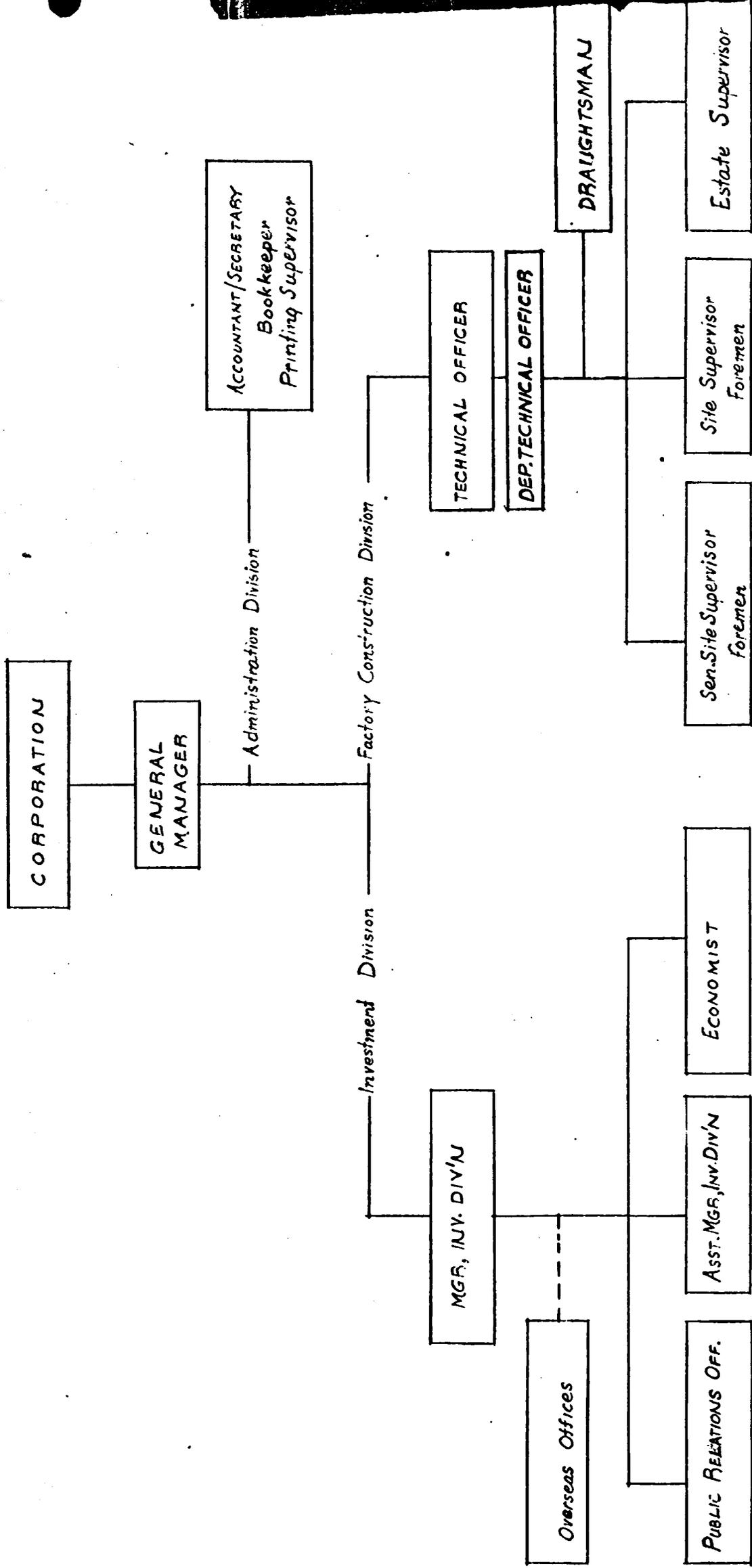
39. An effective organization grows, and its growth will cause changes and modifications in its structure. It must also change in response to differences in its environment, and to reflect and effect new policies.
40. Minor modifications in this Administrative Instruction will be announced by Memo; a new Instruction will be issued before any major change is made.

Kurleigh King  
General Manager

April, 1971.

# BARBADOS INDUSTRIAL DEVELOPMENT CORPORATION

## ORGANISATION CHART



APRIL, 1971.



BARBADOS TOURIST BOARD

PARTICULARS OF THE (VACANT) POST OF

SPECIMEN 'B'

TRAVEL DEVELOPMENT OFFICER

U. S. A.

The duties of the above post are:-

- (a) Assisting the Head of the Board's office in the U.S.A. generally with the administration of the affairs of that office.
- (b) The maintenance of a close liaison with travel agents, travel trade and the public by direct contact, press releases, radio and television.
- (c) The preparation and execution of comprehensive sales programmes for the promotion of Barbados as a tourist resort to be enjoyed by North Americans.
- (d) The performance of such other duties as may be required and as are consistent with the position the officer occupies.

The post is nonpensionable and will be paid within the salary scale of EC \$6,000 x 240 - \$7,200

The following allowances will also be payable:-

Overseas Allowance	- EC \$7,245 (single)
	\$7,560 (married)
	EC \$3,600 (single)
	\$4,800 (married)

Vacation leave will be granted at the rate of three (3) weeks per annum.

Medical Insurance is payable in accordance with the New York State Law.

The successful applicant will be required to maintain a car for the performance of his duties. He will be paid a basic car allowance of \$50.00 U.S. per month and a mileage allowance of 6 cents US per mile.

Appointment to the post will be subject to a probationary period of six (6) months.

Persons submitting applications should state full name, age, address, marital status, educational standard and/or qualifications and experience.

Applications along with two testimonials of recent date should be addressed to the Secretary/Accountant, Barbados Tourist Board, P.O. Box 242, Bridgetown, to reach this office not later than 4 pm on 15th May, 1970