

# Director's Notes

May 2010

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## Vision of Public Sector Reform

The vision of public sector reform is to “transform the public sector into a dynamic organisation, providing high quality service at minimum costs, building the capacity of public servants, promoting the competitive development of Barbados and improving the living standards of its people.” Public sector reform or public sector development is always a work in progress.

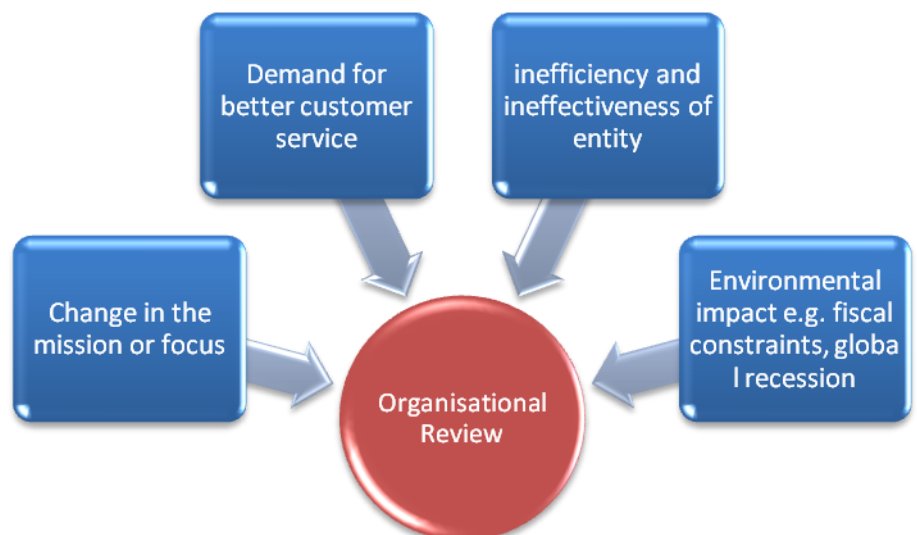
## Present Activities

### Organisational Reviews (OR)

The OPSR is currently undertaking an Organisational Review at the Prime Minister's Office (Defence and Security Division). Overall, twenty-seven (27) organisational reviews have been conducted and sixty-two percent (62%) of the recommendations have been addressed.

Presently, the OPSR is reviewing all recommendations made in its reports over the years with a view of having the agency implementing them if they are still applicable.

## Why should I conduct an Organisational Review?



## What we do (Cont'd)

### Records Management

This project was devised to examine the present systems and procedures and to recommend a structured standardised system as well as a procedural manual to be used in all registries in the public service.

The Office has produced and distributed two Registry Procedure Manuals to assist in the improvement of registry systems and to promote a process of standardisation. The Office has assisted twenty-two (22) agencies with reviews and upgrade of their respective registries.

The Office is presently working with the Archives Department in developing a Records Management Policy. It is also assisting in developing an improved records management system for the Cabinet Office.

Work is also being completed at the following agencies:

- ✚ National Disabilities Unit
- ✚ Welfare Department
- ✚ Forensic Sciences Centre

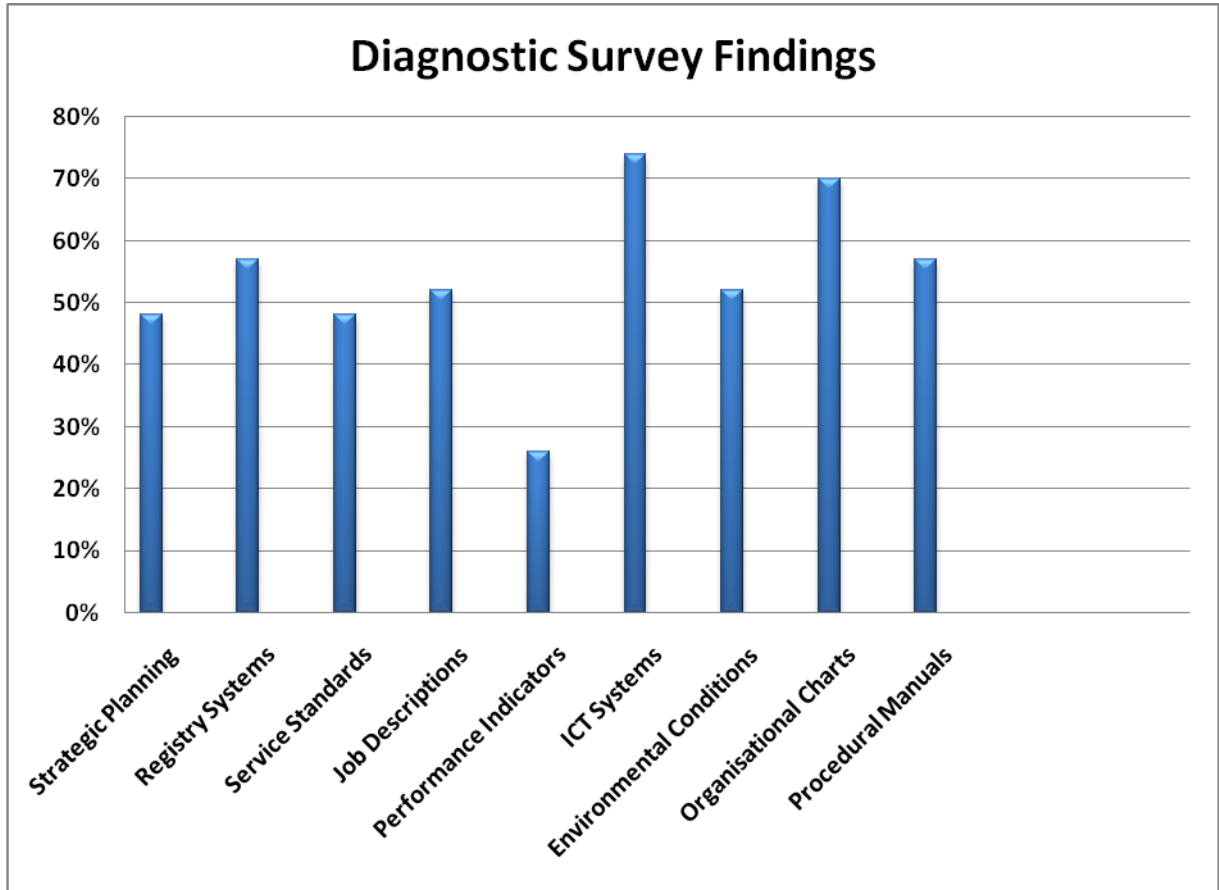


## Did you know?

**Public Sector Reform is not government first attempt at reforming the public service. The Organisation and Management (O&M) Division was instituted in the Public Service in 1971 to promote administrative reform. On the 1<sup>st</sup> April 1973 a separate O&M Division was permanently established in the Prime Minister's Office.**



**Diagnostic Survey (2010) of 23 “pivotal” service agencies visited by the Director indicated the following levels of development in the specific areas below.**



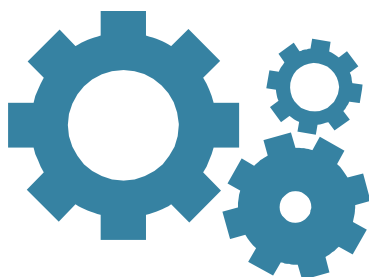
The OPSR continues to work with these agencies in seeking to improve these levels even further. The managers of these agencies must be willing to take the necessary responsibility in addressing change in their organizations. The OPSR will continue to provide support to these agencies as required.

## Rationalisation of Public Sector Posts

This Office is working in collaboration with the **Ministry of Civil Service** on this project. The Rationalisation of Posts in the Public Service Project will seek to determine how persons can be efficiently and effectively utilized within the Public Service. The project is aimed at:-

- ✚ Determining if the human resources assigned to the various Ministries and Departments are fully utilized and appropriately allocated.
- ✚ Determining whether the staff complement is adequate to carry out the mandate of the ministry.
- ✚ Reviewing the purpose, functions and structures of some ministries/departments.
- ✚ Making recommendations on the reallocation/redeployment of human resources and functions, if required, based on the findings.

**Outcome/Impact Expected:** *It is anticipated that with the successful implementation of this project redundancies in government operations will be eliminated. It will also seek to rationalise posts and job titles and focus government's human resources on critical functions.*



## Improving Management/Employee Relations & Performance Management

The Office continues to work closely with the Productivity Council in co-sponsoring workshops towards improving management/employee relations and performance management. We will however be further developing this 'partnership'. A recently held joint workshop on 'Corporate Governance' is evidence of this.



## NISE Initiative

The National Initiative for Service Excellence (NISE) and the Office of Public Sector Reform are working on a 'survey' project which will further assist in implementing improvement initiatives within the public service. The research information will be used to create a NISE Customer Satisfaction Index for Barbados.

The NISE Customer Satisfaction Index would produce a rating of the sectors of the economy according to customer satisfaction and rank each company, department within each sector, giving a comprehensive picture of customer satisfaction nationally as well as within each sector. This however can only be achieved if both public and private sector organizations within different sectors of the economy are willing to participate in the baseline surveys process and subsequent surveys to be carried out yearly. A software package has been acquired by NISE towards this end.

Targeted government departments and agencies are:-

- ✚ QEH
- ✚ Inland Revenue
- ✚ Licensing Authority
- ✚ The Customs Department
- ✚ Immigration Department
- ✚ The Barbados Postal Service
- ✚ The Land Tax Department
- ✚ Town and Country Development Planning Office
- ✚ The Land Registry
- ✚ The Lands and Surveys Department
- ✚ The Barbados Drug Service

## Closing comment...

**The Office of Public Sector Reform is ready and willing to conduct 'organizational audits' of ministries and departments under similar legislative authority as that of the Auditor General. Public sector development cannot make meaningful progress with flawed systems and processes and the Office of Public Sector Reform is here to assist in correcting deficiencies in systems and processes of government.**

*Although proactive in a number of areas the Office is presently forced to act basically as a 'response agency' when it is 'invited' to provide assistance, with the skills at its disposal, to address organisational problems in Ministries/Departments/Agencies requiring urgent attention. However it needs the authority to conduct organizational audits and have its recommendations seriously addressed. Having this authority should lead to accelerated improvements in systems and service levels in the public sector.*

*To date the Office has conducted organizational reviews at 27 agencies – with 62 % of recommendations being addressed – but there are still a number of pivotal service agencies where their systems and processes need to be improved and the Office needs the authority to be more aggressive in instituting change.*

*In addition there is still a dire need for general attitudinal improvement at all levels of society – which is required to support general reform processes in all sectors.*

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“...there is still a dire need for general attitudinal improvement...”

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