Public Sector Transformation

Scepticism or Necessary Activity

Conversation at
30th Anniversary
Caribbean Telecommunications Union

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Caribbean Centre for Development Administration

Overview

- Public Sector Transformation
- Past Challenges with Transformation
- The Charter for Caribbean Public Services
- Recommendations

Definition - Transformation

CARICAD has adopted the definition for Public Sector Transformation Promulgated by UNESCO in 2006:

- *Deliberate changes to the structures and processes of public sector organizations with the objective of getting them to run better.*
  - ***Structural change** may include merging or splitting public sector organizations while*
  - ***Process change** may include redesigning systems, setting quality standards and focusing on capacity-building.*

Transformation Challenges

Public Sector Transformation??? When will it end?

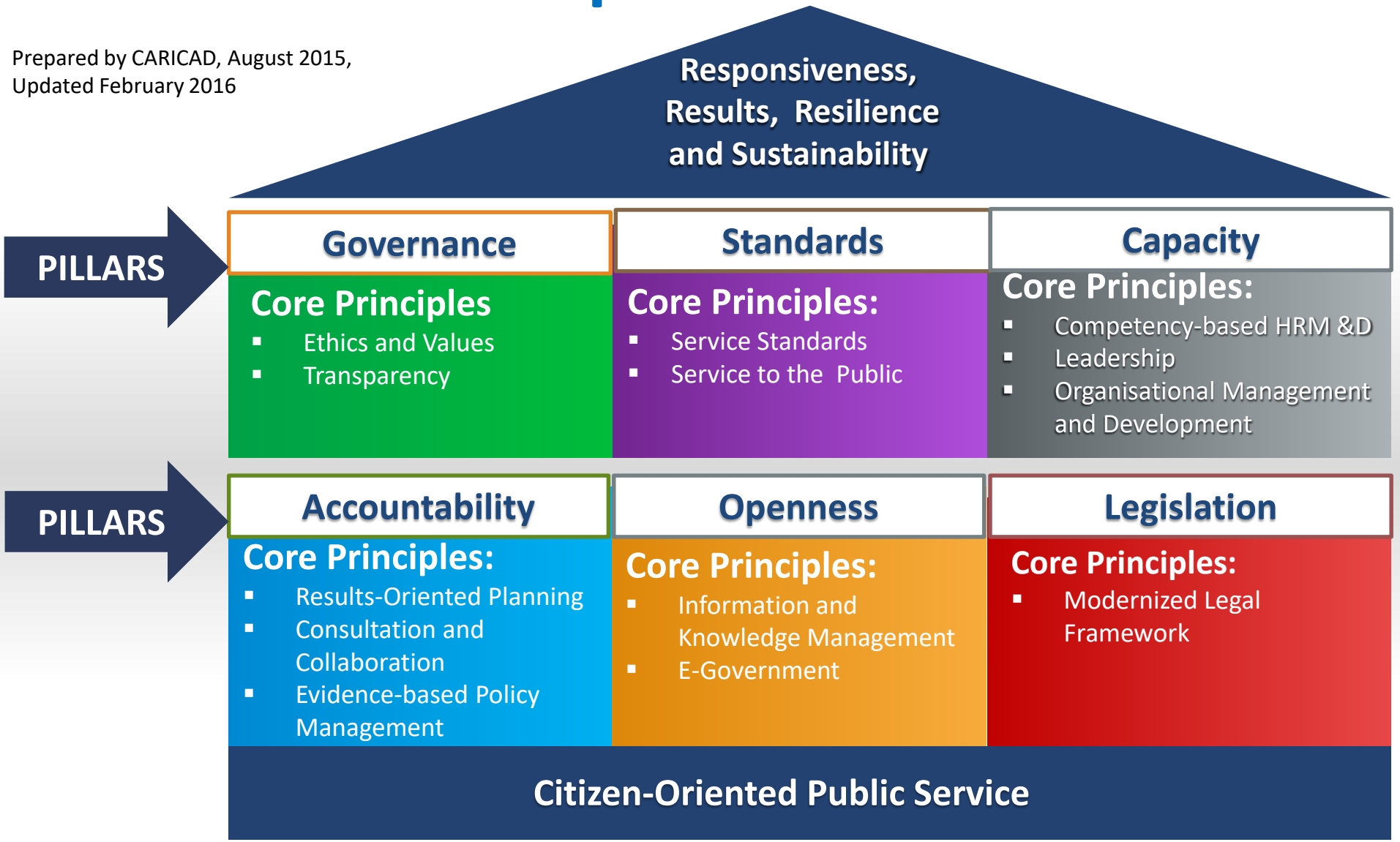
- Transformation was treated like an event that had a start date and end-date.
- Treated as though there was a single Goal, such as better customer service or right-sizing.
- Right-sizing usually meant reducing numbers on the payroll. Reduction in numbers sometimes occurred but was usually in the core public service; among Ministries and Department
- **Inadequate Communication**
- **implementation difficulties**
- Public Sector Transformation Units created but many inadequately structured and resourced. They lacked the authority and the influence to institutionalise organizational and culture change

CARICAD's Response

CHARTER
FOR
CARIBBEAN PUBLIC SERVICE
(CCPS)

Caribbean Public Service Charter Conceptual Framework

Prepared by CARICAD, August 2015,
Updated February 2016



CARICAD CHARTER PILLARS, CORE PRINCIPLES AND STRATEGIC PRIORITIES

GOVERNANCE

- **Ethics and Values**
  - ✓ Code of Conduct
- **Transparency**
  - ✓ Public Procurement
  - ✓ Access to information

STANDARDS

- **Service Standards**
  - ✓ International Standards (ISO)
  - ✓ Doing Business Indices
  - ✓ Business Process Re-engineering
  - ✓ Innovation
  - ✓ Recognition of Service Excellence
  - ✓ Service Quality
- **Service to the Public**
  - ✓ Accessibility
  - ✓ Customer Service Standards
  - ✓ Continuous Improvement

LEGISLATION

- **Legal Framework**
  - ✓ Public Service Act
  - ✓ General Orders/Staff Orders
  - ✓ Regulations (Public Service Commissions)
  - ✓ Harmonised Approaches

ACCOUNTABILITY

- **Results –Oriented Planning**
  - ✓ Policy Implementation
  - ✓ Monitoring and Evaluation
  - ✓ Integrated Budgeting and Work Planning –strategic/corporate plans
  - ✓ Risk Management
  - ✓ Business Continuity Planning
  - ✓ Contingency Planning
- **Consultation and Collaboration**
  - ✓ Public-Private-People Partnerships (PPPP)
  - ✓ Cross-Ministry coordination

OPENNESS

- **Information and Knowledge Management**
  - ✓ Open Data
  - ✓ Information and Records Management

CAPACITY

- **Competency-based HR Management & Development**
  - ✓ Competency Frameworks
  - ✓ Role of Service Commissions
  - ✓ Recruitment/Selection
  - ✓ Appointments, Promotion and Separation
  - ✓ Performance Management
  - ✓ Succession Planning
  - ✓ Workforce Planning
  - ✓ Capacity Development
  - ✓ Diversity Management
  - ✓ Public Officer Definition
  - ✓ Gender Equality and Equity
- **Leadership**
  - ✓ Transformational Leadership
  - ✓ Teamwork
  - ✓ Empowerment
  - ✓ Coaching and Mentoring

Contributors to Success

- High Level Visible Commitment (Prime Minister, Cabinet, Minister)
- Leadership essential … at all levels
- Change Management Approach essential
- Coordination at the Permanent Secretaries Group
- Communication at all levels (including the citizens)
- Capacity and competence to implement
- Alignment (Plan, Division, Unit and Individual)
- Relentless Focus on results
  - Specific Monitoring arrangements
  - Mind Shift to solution orientation
  - Regular reporting (… up to Cabinet) and feedback

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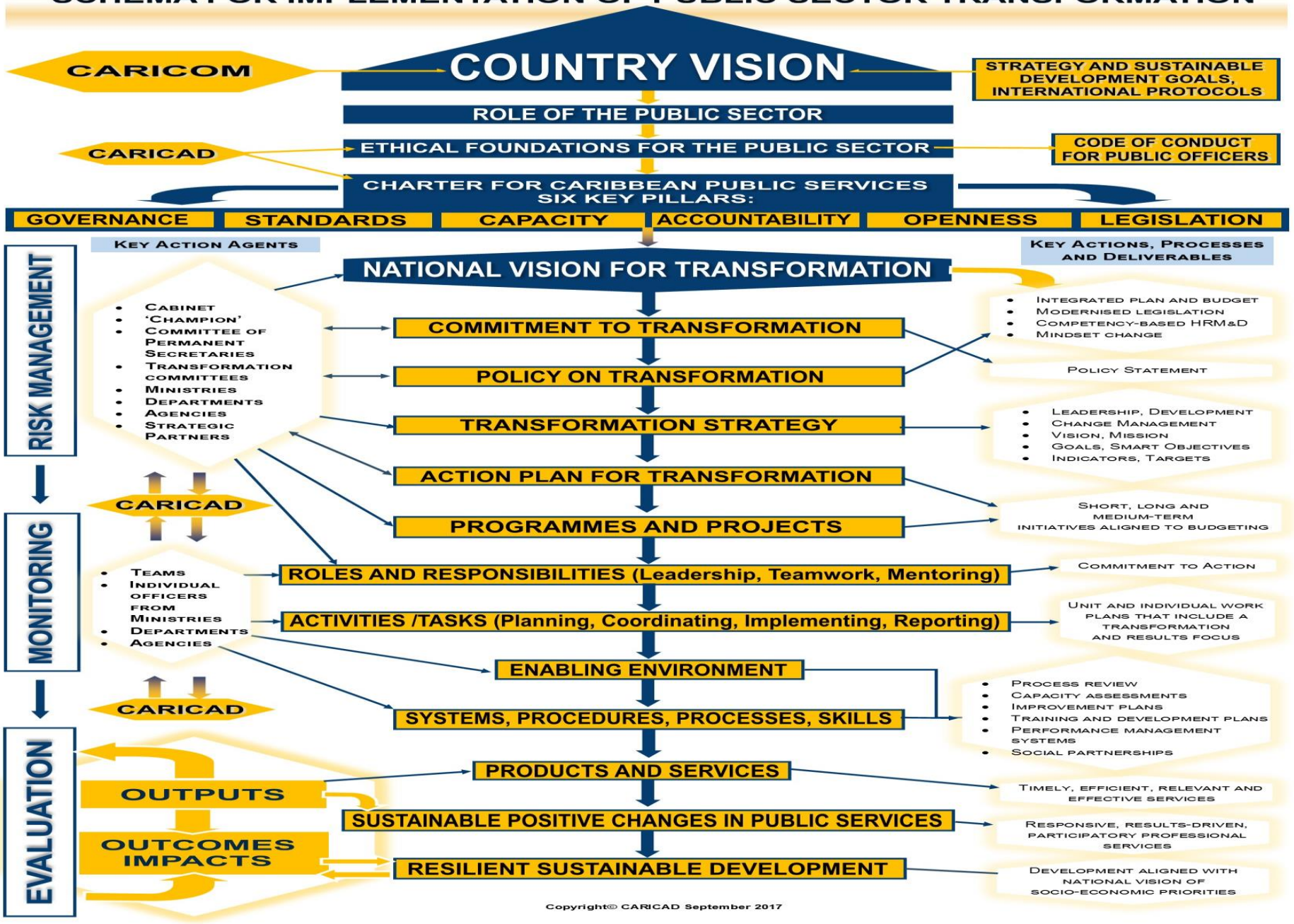
SCHEMA FOR IMPLEMENTATION OF PUBLIC SECTOR TRANSFORMATION



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A Final Word on Digital Government

- Digital Government provides an opportunity to offer services in a more timely, cost-effective and accessible manner.
- Digital Government offers prospects for better use of limited fiscal resources and may create fiscal space.
- Transformation therefore contributes to Public Financial Management.
- Coordination across Government is a useful contributor to the solutions that may be offered by digital government
- Digital Government is at the core of transformation and is a driver for organizational change and skill development
- Human resources (imagination, creativity and innovation)