

Office of Public Sector Reform  
Strategic Plan 2013 -2018

**“A New Beginning”**

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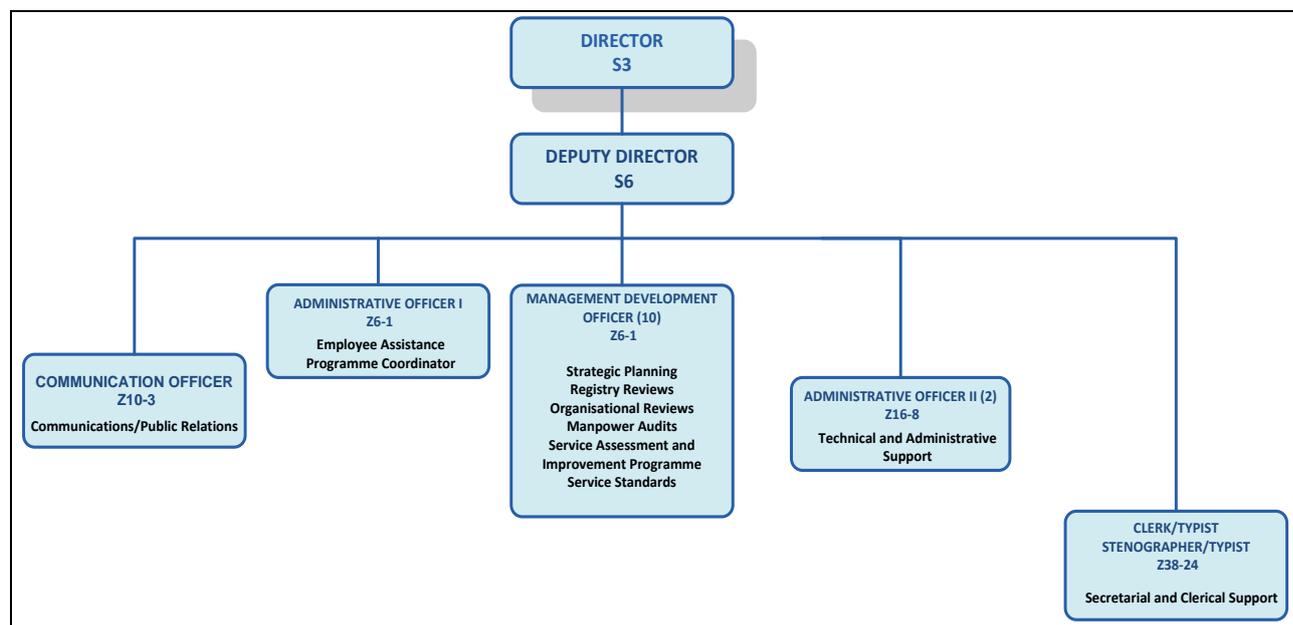
## BACKGROUND

In January 1995 the Public Sector Reform Programme was launched with a mandate to alter and improve the structures, processes, systems, attitudes and behaviours in the Public Service and to create the appropriate institutional capacity. This mandate gave birth to the Office of Public Sector Reform in February 1997.

The Office presently falls under the Ministry of Civil Service and is headed by a Director who reports to The Permanent Secretary, Ministry of Civil Service. The staff complement is eighteen (18), see table and chart below.

Post	Number	Salary Scale
Director	1	S3
Deputy Director	1	S6
Management Development Officer	10	Z6-1
Administrative Officer I	1	Z6-1
Administrative Officer II	2	Z16-8
Communications Officer	1	Z10-3
Clerk/Typist	1	Z38-24
Stenographer Typist	1	Z38-24

## ORGANISATIONAL CHART



## OBJECTIVES

The objectives of the Office are as follows:

- To deepen the awareness for Public Sector Reform;
- To develop a culture of Customer Orientation;
- To facilitate the effective and efficient delivery of public service;
- To develop a professional and performance-oriented public service;
- To establish linkages with other institutions in the area of PSR;
- To develop an in-house capability to harness human resources;
- To promote an organisational structure that builds professional competencies, fosters career mobility and establishes efficient operating systems; and
- To train a high calibre professional staff and develop a cadre of public sector internal consultants.

## PROGRAMMES/SERVICES

The Office currently provides a number of critical programmes/services, namely:-

Programme/Service	Brief Description
Employee Assistance Programme (EAP)	The EAP provides employees with a mechanism to address issues that may negatively impact upon their productivity and morale. A number of workshops covering such areas as teambuilding, grievance handling and stress management have been held and public officers, and in some cases their immediate relatives, have received counselling. Two private vendors provide the EAP service and OPSR administers the programme.
Organisational Reviews/Assessments	Organisational reviews are conducted on request for ministries/departments. An Organisational Review is a comprehensive in-depth examination of the systems, procedures, processes and structure of an organisation with a view to improving its performance.
Manpower Audits	Manpower audits are conducted on request for ministries/departments. A manpower audit is a comprehensive review of the human resources assigned to an agency.
Records Management/Registry Reviews	The Office assists ministries/departments on request with the review or setup of registries.
Process Mapping	The Office conducts process flow analysis for improvement in workflow
Service Standards/ Service Assessment and Improvement Programme	The Office provides assistance to key service agencies that have direct contact with members of the public in improving service delivery with the establishment of service standards, customer service training and other initiatives.
Strategic Plans	The Office provides technical assistance to ministries and departments on request with the development of strategic plans.
Public Relations	The Office produces a quarterly magazine 'Challenge to Change' to keep stakeholders abreast of PSR issues and other pertinent information/human interest articles. The Office also has a website <a href="http://www.reform.gov.bb">www.reform.gov.bb</a> which provides information on PSR and allows users to download and print publications.
Publications	The Office produces from time to time manuals, brochures, guidelines and assists agencies with the development of such items.

## THE STRATEGIC PLANNING PROCESS

The strategic planning process undertaken by the Office is outlined below:

### Stage 1:

- i. Reviewing the functions, staffing and structure of the Office;
- ii. Conducting two (2) stakeholder surveys, one targeting the public service and the other the general public, private sector and non-governmental organisations; and
- iii. Researching best practice in reform and public sector modernisation

Three (3) teams were identified to undertake the above activities with the following terms of reference:

#### Benchmarking Team

- Research best practice in the implementation of Public Sector Reform/ Public Sector Modernisation i.e. structure, programmes, approach etc...
- Make recommendations on the future operations of the Office of Public Sector Reform

#### Organisational Assessment Team

- To review the operations of the Office of Public Sector Reform, i.e.:
  - Structure including staffing and reporting relationships
  - Functions/programmes (critically reviewing each programme)
  - Resources (computers, equipment, etc...)
  - Environmental conditions
  - Relationship with stakeholders
  - Training needs
- Make recommendations on the future operations of the Office of Public Sector Reform

#### Customer Survey Team

- To gather stakeholder views on public sector reform and the Office of Public Sector Reform using survey instruments
- Make recommendations on the future operations of the Office of Public Sector Reform

*(The reports from the three (3) teams are attached at Appendix I)*

**Stage 2:**

Presentation of the findings by the three (3) teams and discussion of recommendations with all members of staff

**Stage 3:**

Development of the Strategic Plan by building on the results of the strategic planning training that was facilitated by CARICAD in June 2010. At that workshop a number of key results areas (KRAs) were identified by staff along with goals, strategic objectives and performance indicators.

## PESTEL ANALYSIS OF THE OFFICE

### Political:

- *Stated commitment by Government to keep public sector jobs*
- *Strong political commitment to control public sector expenditure*
- *Government stated pledge in its manifesto to modernize the public service*
- *Government's stated commitment to Public Sector Reform*
- *CSME –movement of people throughout the region (impact on social services)*

### Economic:

- *Global Financial Crisis and its effects on the Barbados economy including high inflation*
- *Medium-term fiscal strategy: strategies include expenditure management as well as increased productivity and international competitiveness*
- *International ISO Standards e.g. customer service (10000 series)*
- *No salary increase in the public sector*

### Sociological:

- *The growing diversity of the population*
- *Aging population*
- *Increase in violent crime*
- *Growing significance of the social networks*

### Technological:

- *E-government programme e.g. Government Wide Area Network and Enterprise Content Management projects*
- *Use of social networking tools e.g. Facebook, Twitter, mobile phone technology (SMS), blogs*
- *Internet, cloud computing*
- *High penetration of mobile technology*
- *The proposed datacenter to be managed by the Data Processing Department*
- *The Government Portal*

### Legal:

- *The Public Service Act (Committee of Permanent Secretaries and the role of the HCS)*
- *The pending Freedom of Information Act (Records management)*
- *The pending Integrity in Public Life Legislation*

### Environmental:

- *The green economy*
- *Environmental standards- (poor working conditions buildings/offices)*
- *Global climate change*
- *The Safety and Health at Work Act*

## STRATEGIC PLAN 2013-2018

### VISION STATEMENT

*To be the leading professional agency for the promotion, development and implementation of effective public sector transformation initiatives*

### MISSION STATEMENT

*To initiate and facilitate organizational transformation and renewal through innovative programmes and the provision of advisory services to foster a professional and performance-oriented culture in public sector agencies*

### CORE VALUES

**Leadership** - We strive to develop and become the leaders necessary to transform the public sector. We work in purposeful, strategic, and resourceful ways, define broadly what is within our control to solve, and learn and improve constantly.

**Teamwork** – We are supportive and respectful of the skills, talents and efforts of each team member and demonstrate loyalty to one another.

**Customer Focus** – We focus on superior customer service and are dedicated to the highest standards.

**Innovation** - We are committed to delivering creative and innovative solutions to advance the modernization of the Public Service.

**Professionalism**– We act with integrity, providing quality service, being reliable and responsible

**Accountability**- We accept our individual and team responsibilities and we meet our commitments. We take responsibility for our performance in all of our decisions and actions.

**Confidentiality**– *We treat all information with the highest degree of discretion*

**Openness** -*We are willing to accept new ideas and concepts in order to advance various reform initiatives*

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## KEY RESULTS AREAS

KRA 1: Transformation of the Office

KRA 2: Strategic Partnership & Networking

KRA 3: Communication

KRA 4: Functions of the Office

KRA 5: Monitoring and Evaluating

## PRIORITY ISSUES/STRATEGIC ISSUES

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### KRA 1 – TRANSFORMATION OF THE OFFICE

- Enhancing the skill set and knowledge of the officers within the Office.
- Promoting a culture of teamwork and information sharing.
- Providing the officers with the necessary tools and working environment.
- Development and implementation an M & E System.
- Justification of the need for additional resources (financial & human) and political commitment at the highest level.
- Development of an effective implementation mechanism

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## KRA 2 - STRATEGIC PARTNERSHIP & NETWORKING

- Continuing to be innovative in forging strategic partnerships with new and existing agencies.
- Providing officers with the necessary technical expertise and exposure to international best practices.
- Seeking out regional and international strategic partners to improve the knowledge, skill and experience of the officers.
- Leveraging the current economic situation to promote efficiency and cost-saving through emphasis on strategic partnership and networking.
- Promoting the successes of strategic partnership e.g. joint workshops and seminars.

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## KRA 3 - COMMUNICATION

- Networking with other stakeholders involved in communication
- Changing public perception
- Improving internal communication

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## KRA 4 – FUNCTIONS OF THE OFFICE

- Promoting the need for strategic planning in line with the multi- year budgeting process
- Transformation of the level of service delivery within the public service
- Improving the effectiveness and efficiency of Government

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## KRA 5 – MONITORING AND EVALUATION

- Implementation of a Monitoring and Evaluation System in the Office.
- Provision of training for Management Development Officers in the area of Monitoring and Evaluation.
- Provision of a dedicated budget for Monitoring and Evaluation.
- Networking and forging of strategic partnerships with key agencies.
- Using Monitoring and Evaluation as a tool to improve service delivery, allocation of resources and planning

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**GOALS AND STRATEGIC OBJECTIVES**

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**KRA 1: TRANSFORMATION OF THE OFFICE****GOAL:**

*To develop and strengthen the knowledge, skills and core competencies of the officers*

**OBJECTIVES:**

- I. Conduct a Training Needs Analysis to determine training requirements of all personnel by October 2013;
- II. Train at least three (3) officers in requisite training gaps annually; and
- III. Develop a training matrix annually

**GOAL:**

*To improve the management, retention and utilisation of information in the Office*

**OBJECTIVES:**

- I. Develop a Knowledge Management System by September 2013;
- II. Develop organizational process assets by November 2013; and
- III. To continuously and with immediate effect document the lessons learnt from all projects.

**GOAL:**

*To restructure the Office of Public Sector Reform*

**OBJECTIVES:**

- I. To review and restructure the Office by April 2014; and
- II. To develop an effective mechanism for implementing recommendations on projects by April 2014

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## KRA 2: STRATEGIC PARTNERSHIPS & NETWORKING

### **GOAL:**

*To create new regional and International strategic partnerships*

### **OBJECTIVES:**

- I. Attend at least one (1) regional and international conference annually with an aim of creating new strategic partnerships;
- II. Create a formal information sharing mechanism by December 2013;
- III. Join and participate in national, regional and international organizations with a view to enhancing the knowledge and skills of the officers commencing August 2013.

### **GOAL:**

*To promote efficiency, cost-savings and innovation*

### **OBJECTIVES:**

- I. Work with our local strategic partners on at least two (2) joint projects annually

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## KRA 3: COMMUNICATION

### **GOAL:**

*To promote the Office as a relevant and effective organization*

### **OBJECTIVES:**

- I. Devise a new communication strategy by July 2013
- II. Launch the Office's new website and social media component by May 2013

### **GOAL:**

*To establish strategic links with the media to promote the work and successes of the Office*

### **OBJECTIVES:**

- I. Facilitate the membership of the Office's Communications Officer into various journalists and Public Relations associations by 2013; and

- II. Facilitate the participation of staff on various media programmes by August 2013

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**KRA 4: FUNCTIONS OF THE OFFICE****GOAL:**

*To increase the utilization of strategic planning as a management tool in the Public Sector*

**OBJECTIVE**

- I. Facilitate at least two (2) strategic planning exercises annually.

**GOAL:**

*To improve the level of customer service in the Public Sector*

**OBJECTIVES:**

- I. To conduct customer satisfaction surveys in all service agencies by December 31<sup>st</sup> 2015;
- II. To develop the service standards for two agencies annually; and
- III. To conduct thirty (30) Customer Service Improvement Workshops annually.

**GOAL:**

*To improve the efficiency and effectiveness of public sector agencies*

**OBJECTIVES:**

- I. To undertake at least two (2) organisational reviews annually;
- II. To conduct at least three (3) manpower audits annually;
- III. To undertake annually three (3) workshops/Seminars on Records Management/Registry Procedures targeting Heads of Department and Registry Heads;
- IV. To conduct at least three (3) Registry Reviews annually; and
- V. To seek approval and to implement the Red Tape Reduction Programme by September 2013.

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**KRA 5: MONITORING AND EVALUATING**

**GOAL:**

*To design and implement a Monitoring and Evaluation System for projects undertaken by the Office*

**OBJECTIVES:**

- I. To design and implement a Monitoring and Evaluation System by December 2013

## STRATEGIC PLAN MATRIX

<b>KRA 1: TRANSFORMATION OF THE OFFICE</b>		
<b>GOAL:</b>	<b>OBJECTIVE:</b>	<b>PERFORMANCE INDICATOR:</b>
1. To develop and strengthen the knowledge, skills and core competencies of the officers	1.1. Conduct a Training Needs Analysis (TNA) to determine training requirements of all personnel by October 2013	✓ Production of a TNA Report
	1.2. Train at least three (3) officers in requisite training gaps annually	✓ The number of officers trained
	1.3. Develop a training matrix annually	✓ The annual production of a training matrix
2. To improve the management, retention and utilisation of information in the Office	2.1. Develop a Knowledge Management System by September 2013	✓ The implementation of a knowledge management system
	2.2. Develop organizational process assets by November 2013	✓ The setup of a shared process assets folder on the network
	2.3. To continuously and with immediate effect document the lessons learnt from all projects	✓ The setup of a shared lessons learnt folder on the network
3. To restructure the Office of Public Sector Reform	3.1. To review and restructure the Office by July 2013	✓ A report on the restructuring of the Office ✓ Approval of the proposal to restructure the Office
	3.2. To develop an effective mechanism for implementing recommendations on projects July 2013	✓ The implementation of an approved mechanism for the implementation of recommendations on projects

<b>KRA 2: STRATEGIC PARTNERSHIPS &amp; NETWORKING</b>		
<b>GOAL:</b>	<b>OBJECTIVE:</b>	<b>PERFORMANCE INDICATOR:</b>
1. To create new regional and International strategic partnerships	1.1. Attend at least one (1) regional and international conference annually with an aim of creating new strategic partnerships	✓ Attendance at regional and international conferences
	1.2. Create a formal information sharing mechanism by December 2013	✓ Implementation of a mechanism for the sharing information between strategic partners
	1.3. Join and participate in national, regional and international organizations with a view to enhancing the knowledge and skills of the officers commencing August 2013	✓ Number of organisations joined
2. To promote efficiency, cost-savings and innovation	2.1. Work with our local strategic partners on at least two (2) joint projects annually	✓ Number of joint projects

<b>KRA 3: COMMUNICATION</b>		
<b>GOAL:</b>	<b>OBJECTIVE:</b>	<b>PERFORMANCE INDICATOR:</b>
1. To promote the Office as a relevant and effective organization	1.1. Devise a new communication strategy by July 2013	✓ Development of a Communication Strategy
	1.2. Launch the Office's new website and social media component by May 2013	✓ Launch of the website and Facebook page
2. To establish strategic links with the media to promote the work and successes of the Office	2.1. Facilitate the membership of the Office's Communications Officer into various journalists and Public Relations associations by 2013	✓ Number of associations joined
	2.2. Facilitate the participation of staff on various media programmes by August 2013	✓ Participation in media events

<b>KRA 4: FUNCTIONS OF THE OFFICE</b>		
<b>GOAL:</b>	<b>OBJECTIVE:</b>	<b>PERFORMANCE INDICATOR:</b>
1. To increase the utilization of strategic planning as a management tool in the Public Sector	1.1. Facilitate at least two (2) strategic planning exercises annually	✓ Number of strategic plans developed
	2.1. To conduct customer satisfaction surveys in all service agencies by December 31st 2015	✓ Number of surveys conducted
2. To improve the level of customer service in the Public Sector	2.2. To develop the service standards for two agencies annually	✓ Number of agencies receiving assistance with the development of service standards
	2.3. To conduct 10 Customer Service Improvement Workshops annually	✓ Number of workshops conducted annually
3. To improve the efficiency and effectiveness of public sector agencies	3.1. To undertake at least two (2) organisational reviews annually	✓ Number of organizational reviews conducted
	3.2. To conduct at least three (3) manpower audits annually	✓ Number of manpower audits conducted
	3.3. To undertake annually three (3) workshops/Seminars on Records Management/Registry Procedures targeting Heads of Department and Registry Heads	✓ Number of workshops/seminars undertaken
	3.4. To conduct at least three (3) Registry Reviews annually	✓ Number of registry reviews undertaken
	3.5. To seek approval and to implement the Red Tape Reduction Programme by September 2013	✓ Implementation of the Red Tape Reduction Programme

<b>KRA 5: MONITORING AND EVALUATING</b>		
<b>GOAL:</b>	<b>OBJECTIVE:</b>	<b>PERFORMANCE INDICATOR:</b>
1. To design and implement a Monitoring and Evaluation System for projects undertaken by the Office	1.1. To design and implement a Monitoring and Evaluation System by December 2013	✓ Development of a monitoring and evaluation system

## STAFF OF THE OFFICE OF PUBLIC SECTOR REFORM

Name and Post	Signature
<b>Director:</b> Michael Archer	
<b>Deputy Director:</b> Charley Browne	
<b>Management Development Officer:</b> Stig Merritt	
<b>Management Development Officer:</b> Jennifer Dear	
<b>Management Development Officer:</b> Richard Durant	
<b>Management Development Officer:</b> Alison Gittens	
<b>Management Development Officer:</b> Marva Hinds	
<b>Management Development Officer:</b> Conliffe Devonish	
<b>Management Development Officer:</b> Morinda Stuart	
<b>Management Development Officer:</b> Joyanne Blackman-Jarvis	
<b>Management Development Officer:</b> Anselm Rogers	
<b>Administrative Officer I:</b>	
<b>Administrative Officer II:</b>	
<b>Administrative Officer II:</b> Alwin Best	
<b>Communications Officer:</b> Jennifer Best	
<b>Stenographer/Typist:</b> Michelle Cheeseman	
<b>Clerk/Typist:</b> Annette Cumberbatch	