

# Report on the Public Sector Transformation Parish Consultations

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October 5 – November 22, 2011

*Public Sector Transformation Unit (PSTU)  
February 2012*

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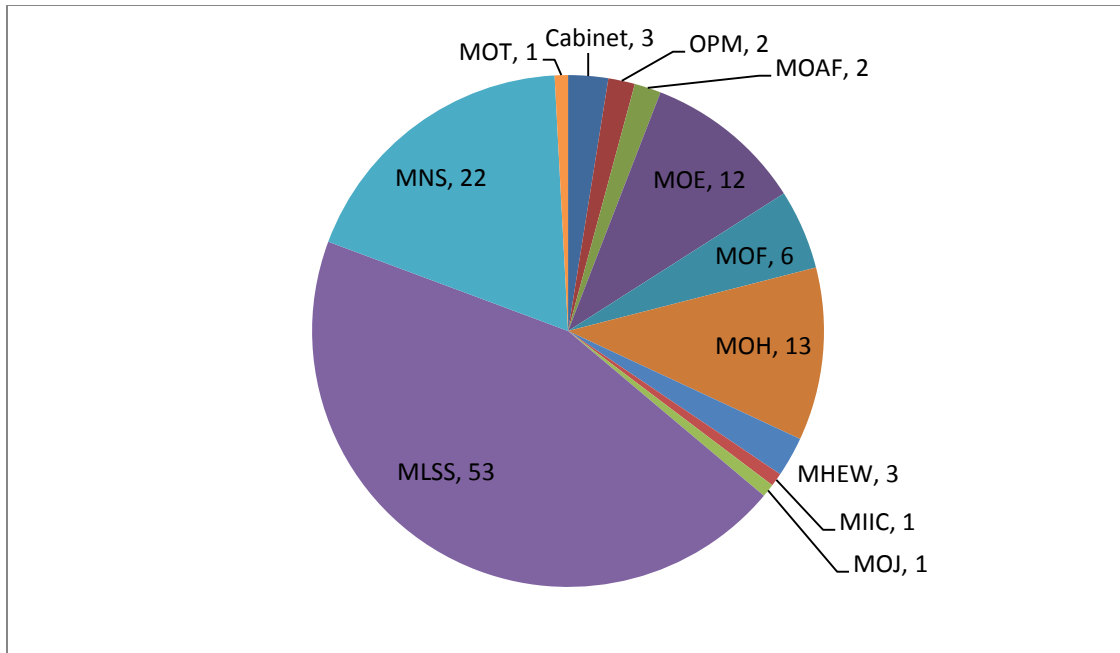
## **Executive Summary**

This Report provides a comprehensive review of the planning for, staging of, and Public Sector employees' reactions to the Public Sector Transformation Unit's (PSTU) parish consultations. The series of parish meetings were conceptualised as a unique and interactive route to directly engage and inform Public Sector employees about the transformation activities to date, and the way forward. These meetings were also strategised to allow for Public Sector employees to directly interface with those involved in facilitating the transformation of the Public Sector, to voice their opinions and concerns, and to have their questions answered.

The review of the parish consultations shows that communication concerning the overall transformation process is weak in terms of the sharing of information throughout the established communication channels in all Ministries, Departments and Agencies (MDAs). This was reflected in the general lack of awareness and understanding of the Public Sector transformation from those in attendance, with many throughout the consultations expressing lack of knowledge of the Master Rationalisation Plan (MRP) and the recommendations contained therein, and what is being done or to be accomplished within their own Entity.

### ***Summary of Main Findings:***

- A total of 989 Public Sector employees attended the 12 meetings held during the parish consultations (Clarendon and St. Catherine meetings were postponed). This represents 0.8 per cent of the 125,300 employees within the Public Sector (PSTU 2010).
  
- A total of 12 out of the 16 Ministries at the time were represented at the meetings, with a total 119 employees in attendance.



- Departments and Agencies accounted for the largest number of Public Sector employees in attendance: 870 attendees.
- Meeting attendees were generally unfamiliar with the concepts and tools of the transformation such as the Inter-Disciplinary Transformation Teams (IDTTs).
- Attendees were generally concerned about the paucity of information sharing within their own Entities concerning the transformation of the Public Sector.
- Other issues raised during the consultation included: the timeline for the transformation to take place; the roles and functions of the IDTTs; political support of the transformation; funding of the transformation; the potential loss of employment as a result of the transformation; and centralised Government centres.
- Overall, attendees were generally appreciative of this initiative and expressed the need for more of these consultations to provide opportunities to educate Public Sector employees on the transformation process, and more specifically, on the work done to date and the results to be expected.

## ***Conclusion: The Importance of Ownership and Communication in the Transformation of the Public Sector***

As the transformation of the Public Sector continues, active follow-up with all Public Sector employees is now crucial. To this end, the PSTU will be embarking on a second round of parish consultations in mid-2012 to report to Public Sector employees on the status of transformation activities, since the first round of consultations and to garner their feedback.

It is most important that the process of transforming the Jamaican Public Sector is not seen as a project within the remit of the PSTU only. Instead, as John Bligh, CEO and Founder of Outsourcing Management Services reflected: *“Transformation is a mindset - a continuing journey, not a standalone project.”* The process must therefore be owned by all the Entities within the Public Sector—the Ministries, Departments and Agencies (MDAs)—as all will be directly impacted by this radical change in how the Government does business, for greater efficiency and cost-effectiveness.

Public Sector employees must also be involved in the process of transforming the Public Sector. While not everyone can become a member of the Inter-Disciplinary Transformation Teams (IDTTs) in each MDA, communication is the key to ensuring their ultimate buy-in into a process that will directly impact the way they work and conduct business, within in the Public Sector. IDTTs are therefore essential components of any communication strategy within all MDAs, that must treat with informing all Public Sector employees on a regular basis to ensure their ultimate understanding and buy-in into this radical change process.

A window of opportunity to transform successfully the Public Sector, is now appearing: learning from, building on, and scaling up the communication and public education aspects of the transformation for the ultimate buy-in from all stakeholders, will be essential.

## **1. Background/Purpose**

As the implementation phase of the transformation of the Public Sector progresses, the Public Sector Transformation Unit (PSTU) will embark on a series of events to inform all Public Sector employees about the transformation activities to date, and the way forward.

To this end, the PSTU conducted a series of island wide parish meetings with Public Sector employees between October 5 and November 22, 2011. To date, 12 parishes were visited. The last two meetings in Clarendon and St. Catherine, which were initially scheduled for December 13, 2011, had to be postponed.

These consultations provided Public Sector employees, at all levels, the opportunity to become directly informed on the current status of the transformation process, and to voice their issues, concerns and recommendations about the transformation of the Public Sector.

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## **2. The Consultations**

### **2.1 The Programme**

The programme (see Appendix A) was designed to provide all Public Sector employees the opportunity to hear from and consult with those directly involved in the process of transforming the Public Sector, as well as other stakeholders, to learn about the next steps in the process, and the way forward. To this extent the programme was led by the former Minister without Portfolio with Responsibility for the Public Service, the Honourable Arthur Williams, who provided general remarks on the transformation of the Public Sector; and Mrs. Pat Sinclair McCalla, CEO of the PSTU, who provided specific details on the transformation of the Public Sector, such as the rationale, the process, and the expected results. Attendees were also informed of the specific details on the transformation activities to date, especially during the question and answer segment of the programme.



**Figure 1: Former Minister without Portfolio with Responsibility for the Public Service, the Honourable Arthur Williams, addresses the St. Thomas meeting attendees on November 15. Seated to his left is Mrs. Sinclair McCalla, Mrs Helene Davis-Whyte, VP JCTU and Mr Charles Clayton, a Social Sector Specialist of the PIOJ.**



**Figure 2: Mrs. Sinclair McCalla engages the Trelawny meeting attendees during her presentation on the Public Sector Transformation process on October 11.**

The programme also included presentations from Mrs. Helene Davis-Whyte, Vice President of the Jamaica Confederation of Trade Unions (JCTU); and Mr. Richard Lumsden, Programme Manager for Vision 2030 Jamaica - National Development Plan at the Planning Institute of Jamaica (PIOJ). Mrs. Davis-Whyte presented the JCTU's position on and support of the

transformation of the Public Sector, while Mr. Lumsden provided the link between a transformed Public Sector and Jamaica’s National Development Plan, Vision 2030.



**Figure 3: Mrs. Helene Davis-Whyte addresses the St. James meeting attendees during her presentation on the Trade Union movement’s position on and support of the Public Sector transformation on October 11.**



**Figure 4: Mr. Richard Lumsden addresses the Westmoreland meeting attendees during his presentation on the Strategic Policy Framework for a Transformed Public Sector on October 12.**



For the consultation in St. Mary on October 26, Mr. Oneil Grant, President of the Jamaica Civil Service Association (JCSA) represented the Trade Union movement.

In St. Thomas on November 15 and Portland on November 22, the PIOJ was represented by Mr. Charles Clayton, a Social Sector Specialist in the Planning Development Unit.

The Kingston and St. Andrew (KSA) meetings were chaired by Mr. Wayne Jones, a member of the Consultative Monitoring Group (CMG). All other sessions were chaired by Mr. Fabian Brown, the PSTU's Communication Specialist.

Other members of the PSTU provided support by responding to specific questions from the attendees, namely:

- Mr. Loinel Brown – Operations Audit Specialist
- Mr. Victor Brown – Business Process Reengineering Specialist
- Mrs. Charmaine Edmondson-Nelson – Project Management Specialist
- Mr. Ward Mills – Human Resource Management Specialist

Registration was manned by Mrs. Daphne Williams and Ms. Kerry-Ann Morris.

Ms. Morris had overall responsibility for documenting all the sessions.

## **2.2 Number of Attendees at Parish Consultations**

In total, 989 Public Sector employees attended the 12 meetings of the Public Sector transformation parish consultations. This number represents 0.8 per cent of the total Public Sector, which currently comprises 125,300 employees, inclusive of the 4,200 Jamaica Defence Force (JDF) personnel<sup>1</sup>.

The Kingston meeting recorded the largest turnout of Public Sector employees, accounting for 206 attendees (20.83 per cent of the total), followed by Westmoreland (132 or 13.35 per cent), and St. Ann (129 or 13.04 per cent).

Trelawny accounted for the least number of attended Public Sector employees, 26 attendees (2.63 per cent of the total), while both the St. Elizabeth and St. Thomas meetings recorded 28 persons in attendance respectively (2.83 per cent of the total).

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<sup>1</sup> Based on PSTU's Public Sector Census (March/June 2010)

Table 1 below provides a breakdown by parish of the total number of Public Sector employees in attendance at these parish meetings.

**Table 1: Number of Attendees per Parish at PSTU’s Parish Consultations, October 5 – November 22, 2011**

No.	Parish	No. Attended
1.	Kingston	206
2.	Westmoreland	132
3.	St. Ann	129
4.	St. Mary	96
5.	Portland	90
6.	Hanover	87
7.	St. James	71
8.	St. Andrew	50
9.	Manchester	46
10.	St. Elizabeth	28
11.	St. Thomas	28
12.	Trelawny	26
13.	*Clarendon	-
14.	*St. Catherine	-
<b>TOTAL</b>		<b>989</b>

\* Clarendon and St. Catherine meetings were postponed

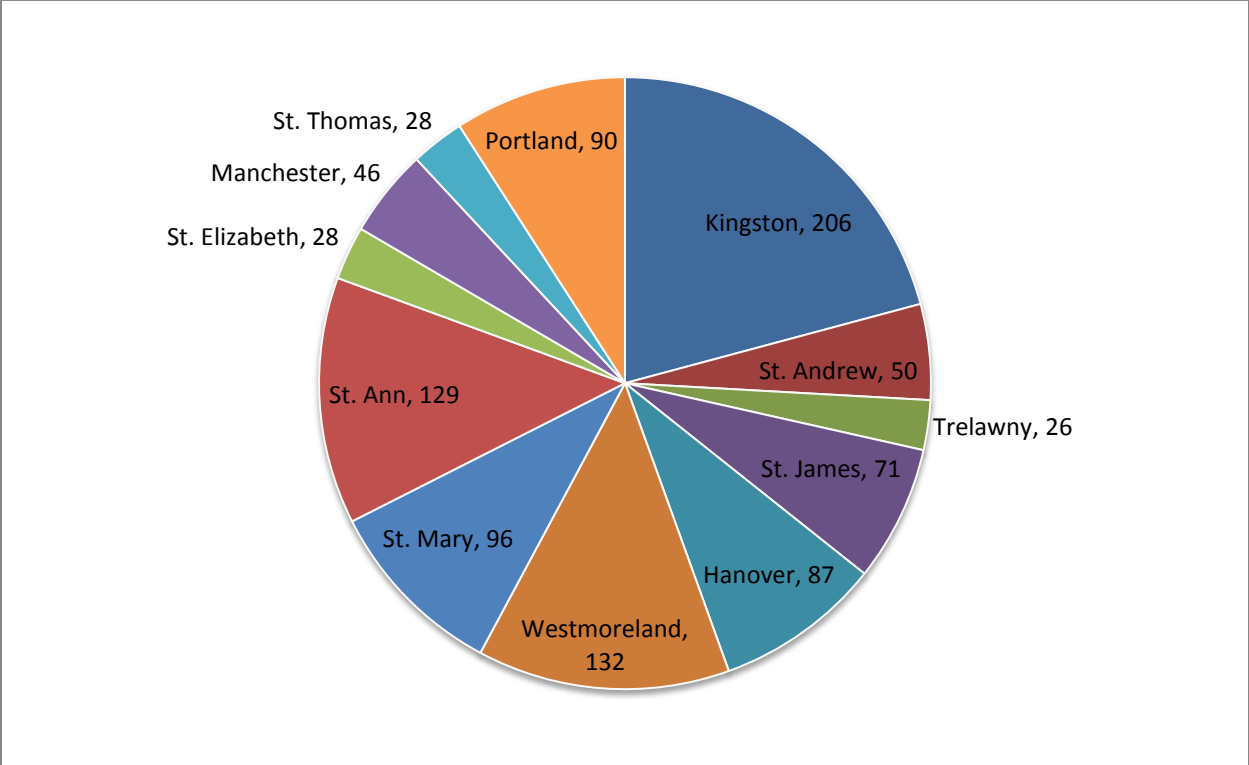


Figure 5: Pie chart showing the attendance figures from the 12 parishes visited during the Parish Consultations.

**2.3 Distribution of Ministries, Departments and Agencies (MDAs) in Attendance**

Appendix C provides a breakdown of each parish meeting in terms of the distribution of the Ministries, Departments and Agencies (MDAs) in attendance.

**Ministries**

Out of the 16 Ministries comprising the government at the time, only 12 were recorded on the Registration forms in 12 parishes. A total of 119 persons registered from these 12 Ministries.

Table 2 provides a breakdown of the Ministries recorded on the Registration forms.

**Table 2: Distribution of Ministries at the Parish Consultations as declared by Attendees**

No.	Ministries	Recorded Parishes	Total Recorded Attendees
1.	Office of the Cabinet	Kingston (3)	3
2.	Office of the Prime Minister	Kingston (3)	2
3.	Ministry of Agriculture and Fisheries	Trelawny (1) St. Mary (1)	2
4.	Ministry of Education	St. Ann (3) St. Elizabeth (1) Portland (8)	12
5.	Ministry of Energy and Mining	-	-
6.	Ministry of Finance	Kingston (5) St. Andrew (1)	6
7.	Ministry of Foreign Affairs and Foreign Trade	-	-
8.	Ministry of Health	Trelawny (1) St. James (3) Hanover (3) Westmoreland (3) St. Mary (1) Portland (2)	13
9.	Ministry of Housing, Environment and Water	St. Mary (1) St. Ann (2)	3
10.	Ministry of Industry, Investment and Commerce	St. Andrew	1
11.	Ministry of Justice	Portland	1
12.	Ministry of Labour and Social Security	St. James (17) Hanover (1) Westmoreland (5) St. Mary (5) St. Ann (14) St. Elizabeth (7) Manchester (1) St. Thomas (1) Portland (2)	53
13.	Ministry of National Security	Kingston (15) St. Andrew (2) St. Mary (1)	22

		Manchester (4)	
14.	Ministry of Tourism	St. James (1)	1
15.	Ministry of Transport and Works	-	-
16.	Ministry of Youth, Sports and Culture	-	-
<b>TOTAL</b>		<b>12 Parishes</b>	<b>119 Attendees</b>

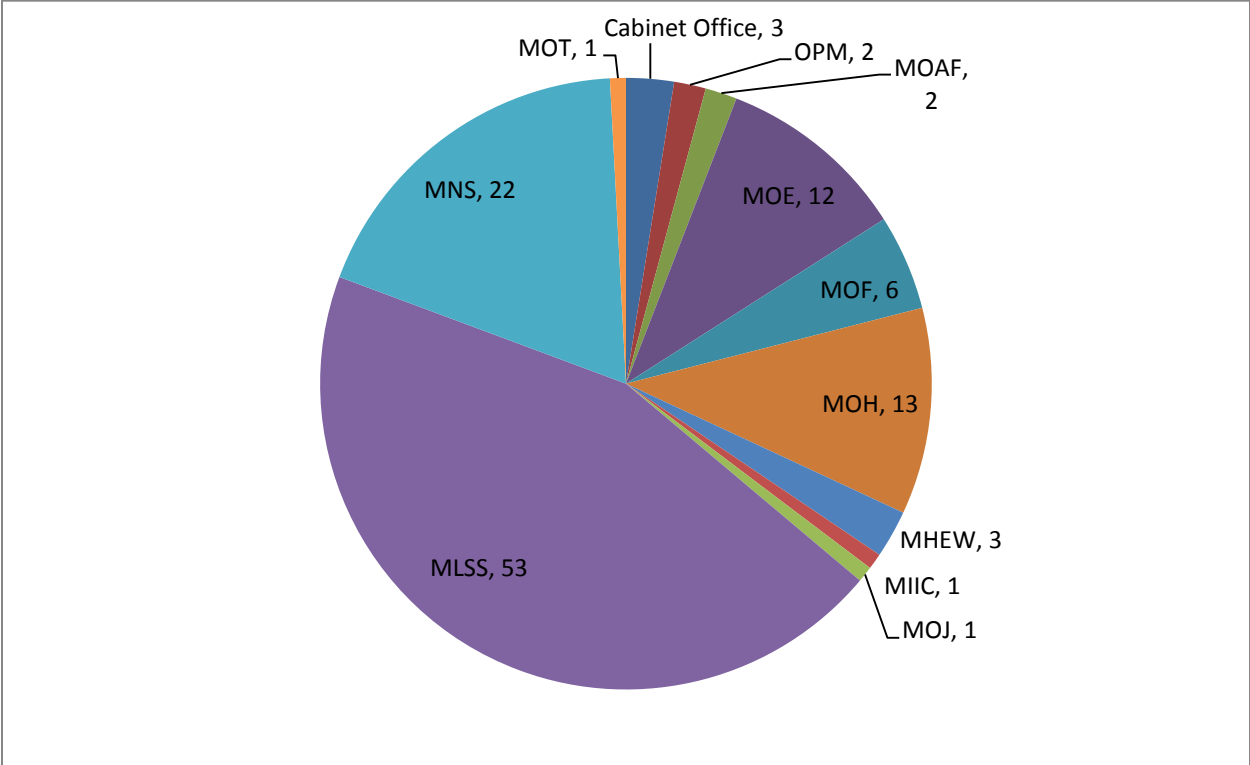


Figure 6: Pie chart showing the attendance figures from the 12 Ministries recorded on the Registration forms.

**Departments and Agencies**

Further analysis of the Registration forms revealed that the greater number of Public Sector employees in attendance at the meetings were from the Departments and Agencies and not from the Ministries themselves. This was especially so in Kingston and St. Andrew (see table 6 in Appendix C), where the Ministries are located, and where the majority in attendance at both meetings were employees of Departments and Agencies of the Ministries. Of the 256 attendees at the Kingston and St. Andrew meetings, only two Ministries were recorded in Kingston (Ministry of Finance and Ministry of National Security), and three in St. Andrew (Ministry of Finance, Ministry of Industry, Investment and Commerce, and Ministry of National Security).

Table 3 highlights the Agencies with the overall highest representation at the parish consultations.

**Table 3: Agencies with Highest Representation at Parish Consultations**

No.	Agencies	Recorded Parishes	Total Recorded Attendees
1.	Jamaica Fire Brigade (JFB)	Kingston (23) Trelawny (8) St. James (9) Hanover (13) Westmoreland (9) St. Mary (4) St. Ann (8) St. Elizabeth (4) Manchester (8) St. Thomas (6) Portland (8)	100
2.	Registrar General's Department (RGD)	Kingston (24) St. Andrew (25) Trelawny (1) St. James (1) Westmoreland (2) St. Mary (6) St. Ann (3)	62
3.	Tourism Product Development Co. (TPDCo.)	Kingston (15) St. Andrew (2) St. James (11) Hanover (1) Westmoreland (1) St. Ann (4) Manchester (2)	36
4.	Rural Agricultural Development Agency (RADA)	Trelawny (3) St. James (5) Hanover (4) Westmoreland (16) St. Mary (6) St. Thomas (1)	35
5.	Social Development Commission (SDC)	St. Mary (1) St. Ann (4) St. Elizabeth (7) Manchester (10) St. Thomas (3) Portland (3)	28
6.	National Water Commission (NWC)	St. James (3) Westmoreland (2)	

## 2.4 Issues Raised by Public Sector Employees during the Consultations

As indicated above, (Background/Purpose) one of the objectives of the Parish Consultations was to provide all Public Sector employees with the opportunity to voice their questions and concerns about the transformation of the Public Sector and to have the team respond to the queries, concerns and comments of those in attendance.

Three opportunities were provided for this:

- i. A designated question and answer session on the programme, although questions were answered throughout the programme.



**Figure 7: A member of the audience in attendance at the Westmoreland meeting on October 12 asks the panellists a question.**

- ii. Feedback forms (Appendix D), issued at the Registration desk before the start and collected at the end of the meetings.
- iii. A questionnaire (Appendix E) issued at the Registration desk before the start and collected at the end of the meetings. The questionnaire comprised those five key consultation questions Mr. Lumsden included in his presentation to ideologically frame the PIOJ's creation of the ***Strategic Policy Framework for a Transformed Public Sector***. As these

consultations were prime opportunities for Public Sector employees to have their voices heard on the transformation process, this questionnaire provided another communication mechanism for feedback. Their responses to these questions will be analysed and presented in a later report.

The following section therefore highlights the major issues raised during the consultations:

- 1. *The paucity of information emanating from the portfolio Ministries and Agencies on the transformation taking place in the MDAs:*** Meeting attendees expressed concern that they were not kept fully apprised, or the communication was limited, on the transformation process. They were grateful for the opportunity in the form of the Parish Consultations to be educated on the process and what this means for the Sector on a whole and as employees of the Sector. Some attendees, both verbally and via the feedback forms, also informed the PSTU, that they learnt about the meetings at the last minute; however, they did not regret attending, but wished that more time was given to informing them about the meetings.
- 2. *The need for locally instituted Inter-disciplinary Transformation Teams (IDTTs):*** Many attendees stated that they had no knowledge of the IDTTs, or expressed that the IDTTs were formed in the parent Ministries and not locally-based. It was therefore emphasised, that the IDTT's, as well as, being located in the parent Ministry, must also be formed within all Departments and Agencies to pursue transformation initiatives, at the parish level. Attendees were also reminded that they are to be updated on the work of their respective IDTT's and, if not, it was their right to demand regular communication from the IDTTs.
- 3. *The need for political support for the transformation and a mechanism to reduce the risk of political interference in the transformation process:*** Several of the attendees queried the mechanisms in place to reduce the risk of political interference in the transformation process and voiced the need for political support of the process, regardless of which political party may form the next government. In response to this matter, the panellists emphasised that both political parties gave their support to the process.
- 4. *Delinking the Public Sector wage bill to nominal GDP:*** This proved to be a contentious issue for Public Sector workers in attendance at the meetings, and one that Mrs. Davis-Whyte expressed was not supported by the trade union movement, as the growth in GDP is not considered a matter *over* which Public Sector workers have control.



- 5. *The phases of the implementation:*** Participants were provided with details of the three phases of the implementation of the recommendations in the MRP, and the slated activities of each phase. They were reminded that the FAQs brochure handed to each attendee upon registration, also describes how the implementation would proceed.
- 6. *Funding for the transformation:*** Several attendees queried the available funding for the transformation of the Public Sector, considering the current fiscal environment in which the transformation is taking place. In response, the panellists outlined the funding support of not only the Government, but also that of the International Development Partners (IDPs) for the process and the activities to which this financial support was linked.
- 7. *Public Sector transformation and the International Monetary Fund (IMF):*** Several attendees queried whether the transformation of the Public Sector was linked to an agreement between Jamaica and the IMF and/or any other International Agreement. In response, the emphasis was made that, while the IMF considers the transformation of the Public Sector a priority, the process was initiated by the Government as the way forward for the country, as did successive Governments in modernising the Public Sector.
- 8. *Job losses:*** It became apparent from the first meeting, that there is a general misconception among the attendees that the transformation of the Public Sector is a job-cutting exercise, with some attendees, asking quite pointedly, when they should expect the job-cutting to begin. The team therefore endeavoured to make it clear, that the emphasis of the transformation of the Public Sector was not to release a certain number of employees from their jobs, but to create the environment that fosters greater efficiency and cost-effectiveness in the way the Government offers public services. Queries concerning job losses also focused on the mergers and privatisations to occur and whether these would result in the loss of some jobs.
- 9. *Accountability:*** Some attendees queried how persons are held accountable for the transformation of the Public Sector. In response, the team emphasised that accountability must begin with the Heads of the MDAs: Cabinet Secretary, Financial Secretary, Permanent Secretaries (PSs) and all Heads of Entities. The managers of all departments will also play their role in ensuring the transformation of their respective Departments. Primary responsibility for the rationalization and restructuring of MDAs is that of the Permanent Secretaries, with the overall process being driven by the Cabinet Secretary.
- 10. *Public Sector Productivity:*** Cognisant of the instances where resources are lacking to get their jobs done, one attendee from the Hanover meeting queried the plans in place to

ensure the highest level of productivity in the transformed public sector. In response, the team emphasised that this aspect will have to begin with the way in which budgets are prepared and managed to realise the necessary outputs. Additionally, work on this matter, is currently being undertaken by the Jamaica Productivity Centre (JPC) to bring about the cultural change towards increased productivity within the entire Public Sector.

- 11. *Managing the changes:*** Many attendees voiced the concern that the transformation will have a radical and possibly, negative impact on employees in the Sector. Therefore, when asked about the plans to manage the expected changes, participants were introduced to the Change Management Plan, that is now being used by Human Resource Managers throughout the Sector to prepare their staff in the various MDAs for the changes ahead. Attendees were provided with an explanation of what this Plan entails and the human resource management-related interventions that will come into play during the transformation of all MDAs.
  
- 12. *Opportunities for further training and development of Public sector employees:*** Several attendees queried the opportunities for further training and development of Public Sector employees. In response, attendees were reminded that the Management Institute for National Development (MIND) offers several courses of which public sector employees should endeavour to take advantage. Mention was also made of the plans for Career Development fairs to assist all Public Sector employees with career advice, especially in the light of the changes in employment that are possible within the transformed Public Sector.
  
- 13. *Centralised Government centres:*** One attendee at the St. Mary meeting on October 26 queried the possibility of centralised Government facilities in the transformed Public Sector. The attendee argued that such centres would reduce the distance between connected agencies and the time required to conduct business with related agencies. In response, the team explained the vision of creating Government Centres at the parish level through the consolidation of Government offices at the parish level to a central location. Currently work is also being done to develop a plan of action to rationalise and maximise the use of government properties for office accommodation. Funding will have to be identified for renovation and refurbishing.

Generally, the meetings proved to be informative, as expressed on the collected feedback forms. Concerning the presentations, some attendees, for instance in St. James on October 11, expressed a lack of understanding of some of the terms used and suggested that the PSTU simplify the presentation for greater clarity. Consequently, the Team modified the presentation so that concepts were simplified and easily understood.

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### **3. Public Sector Employees' Overall Feedback on the Parish Consultations**

Based on the responses on the feedback forms, the attendees expressed the need for more of these consultations, so as to educate Public Sector employees on the transformation process, and specifically, on the work done to date and the results to be expected. One attendee in Trelawny on October 11 expressed accordingly that “this round of consultations could be considered part one and plans put in place for a part two”.

This is, in fact, one of the suggestions that the PSTU plans to implement.

Table 4 below provides a sample of the responses from the feedback forms, from each of the meetings. It should be noted that the feedback forms were introduced after the Kingston and St. Andrew meetings.

**Table 4: Sample Responses to the Parish Consultations from Collected Feedback Forms**

No.	Parish	No. of Collected Feedback Forms	Sample Responses
1.	Kingston	-	-
2.	St. Andrew	-	-
3.	Trelawny	10	<p><i>"Today's meeting is deemed as very relevant as it relates to the economic atmosphere in the country today. The duration was not adequate so as to bring out much more from the audience. This should be regarded as part one (1) and plans develop to promote part two (2)."</i></p> <p><i>"Meeting brought information and insight into Transformation process and shows the way forward. To some extent a success; and hope that suggestions will be acted upon for the process and development of that public sector; an employee of choice."</i></p> <p><i>"Today's meeting was very informative and it gave a broad and concise way of explaining the reason behind the transformation of the public sector."</i></p>
4.	St. James	15	<p><i>"I was asked at 2 pm today to attend the meeting, I am glad I did accept the offer. The meeting was very informative, enlightening and I learned a lot. The information gathered I will take it back to my office to share with my staff members, however you could send out circulars or memos to the continuation of education on the public sector transformation."</i></p> <p><i>"Need a lot more time to digest the information received. It was too rush rush. Another meeting would help as well as breaking down the information more simple or lay-man form."</i></p> <p><i>"This meeting was a very interactive method of informing us (public servants) about this change. Great initiative and hope"</i></p>

			<i>that this meeting will give us empowerment and open-mindedness to this change.”</i>
5.	Hanover	28	<p><i>“The meeting was enlightening, however queries and unawareness clearly indicate that effective communication is lacking greatly.”</i></p> <p><i>“This meeting was of utmost importance as [it] is very crucial in future decision making in the Public Sector Transformation as it allows policy makers/representatives and PS workers to have a one on one discussion where points and relevant suggestions were considered and other concerns were clarified. It also allows us to direct questions to the representatives that have or can assist us with answers.”</i></p> <p><i>“An excellent move to garner information from the front line workers, too often decisions are made and forced down on the front line workers. Communication should be upward, downward and horizontal.”</i></p>
6.	Westmoreland	33	<p><i>“It was an eye opener as to the path in which the PSTU is going. It provided info that was not readily available. I was made aware of the IDTTs, as this is not in the organisation that I am a part of.”</i></p> <p><i>“It was very informative. Had a better understanding of what the Public Sector Transformation stand for, cause normally when you hear that name, the first thing that comes to mind is job cut, but as it was explained early its far than just job cuts.”</i></p> <p><i>“The general feedback was very informative, and also allow for more transparency with the plan of action that will be taken by the Governing body of Jamaica.”</i></p>
7.	St. Mary	25	<p><i>“Today’s proceeding was very informative and I have learnt a lot. What I would appreciate is for you to have a follow-up after the 24 months period. Thank you.”</i></p> <p><i>“At first I did not have a clear understanding of the whole issues of the transformation, and merger. But ... today’s</i></p>

			<i>seminar illustrate[d] clearly to me what it is all about.”</i>
			<i>“Informative. I was not aware of the IDTT or its function.”</i>
8.	St. Ann	11	<p><i>“I think the session was very informative. It was one that allows interaction. Sessions as these allow persons to feel as if they are a part of the change. They will feel, we will feel as if we have made a contribution.”</i></p> <p><i>“It was informative. The information gathered indicated that persons in higher authority do not disseminate information to their subordinates when they go to meetings but only transfer/share what they deem necessary and as such some vital information is hoarded.</i></p> <p><i>“The meeting was a good one. It was very informative. It was also an eye opener to more details in the Public Sector Transformation. It created an opportunity for issues to be heard. The atmosphere and the team was good.”</i></p>
9.	St. Elizabeth	9	<p><i>“The session was very good and informative. The policies set out by the Transformation Unit are very strategic and I believe in future can be materialised to the benefit of the Public Sector and by extension Jamaica.”</i></p> <p><i>“I now have a better understanding of the Public Sector Transformation. It is important to have continuous informative meetings so that employees can be sensitised as to the roles and functions of the Public Sector.”</i></p> <p><i>“It was okay. Some information still not understood. I am a new individual within the public sector, so I am still learning, so the general information was not fully understood. I however commend the presenters with the information they provided and hope that the grouses that are aired will be dealt with. I hope it won’t be TALK TALK TALK, but Positive Action instead.”</i></p>
10.	Manchester	9	<i>“Informative. I have a better understanding of the PST process, its purpose, and why we as a country need to engage in this transformation.”</i>

*“Very well organised and informative. However, no definitive indication as to job loss as a result of actions to be taken, which is the main reason most participants came to hear. Expected to hear more definitive timelines for divestments/mergers/privatisations, etc.”*

*“More could be said on the transformation process. Giving more insight on the way forward. Some amount of clarification was given but not sufficient to clear the minds of the customers.”*

11. St. Thomas

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*“Highly informative and educational.”*

*“I’m now more informed about the PSTU. The information was brought across clearly. However, there should be more meetings of this kind.”*

*“The idea of participatory governance put forward was very good, as it relates to the IDTT. However, how practical is this?? Until the “old guards” are changed there may be problems in acceptance.”*

12. Portland

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*“The presentations clear and concise, the presenters very knowledgeable. Transformation is indeed very necessary and I agree with the measures and goals set forth. However, was not aware of the IDTT.”*

*“The meeting was very informative and enlightening. However, it seems that most people in attendance did not hear what they came to hear.”*

*“Informative, however, greater detail should have been placed on logistics to ensure a more enriching and participatory consultation.”*

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## 4. Planning the Parish Consultations

### 4.1 Planning Committee:

A central committee within the PSTU was charged with the planning and execution of the Parish Consultations. The members of the committee were:

- Mr. Fabian Brown – Communication Specialist – Lead
- Ms. Kerry-Ann Morris – Research and Documentation Specialist
- Mrs. Daphne Williams – Administrative Assistant

The committee also received external assistance from relevant persons with the planning and execution of the sessions, namely:

- Mrs. Ann-Marie Mittoo, Director of Communications in the Department of Local Government, who assisted in the identification of suitable meeting venues in each parish.
- Mrs. Gwyneth Davidson, Public Relations Officer in the Office of the Prime Minister (OPM), who assisted in coordinating several preparatory aspects for the consultations, namely:
  - The Jamaica Information Service’s (JIS) provision of technical support at the meeting locations. The PSTU contracted the JIS to provide audio-visual technical support at all of the meetings in the form of a PA system, microphones, and projection screen.
  - The designing of the parish consultation flyers.
  - The designing and printing of the Public Sector Transformation banners (wall mounted banner and a standing banner). These were designed and printed by the HEART Trust/NTA.
  - Publicising the meetings through her network of government PR officers.

The Committee utilised an event checklist to manage the logistical elements of each meeting.

### 4.2 The Schedule

Table 5 below highlights the schedule for the consultations between October 5 and December 13. As previously mentioned the consultations were postponed in Clarendon and St. Catherine.



**Table 5: PSTU Parish Consultations Master Schedule**

Date	Start Time	End Time	Parish	Venue
October 5	9:30 a.m.	11:30a.m.	Kingston	Jamaica Conference Centre
	2:00 p.m.	4:00p.m.	St. Andrew	Jacisera Park
October 11	10:00 a.m.	12:00p.m.	Trelawny	William Knibb Education Centre
	2:30 p.m.	4:30p.m.	St. James	Montego Bay Civic Centre
October 12	9:30 a.m.	11:30a.m.	Hanover	Global Villa Conference Centre
	2:30 p.m.	4:30p.m.	Westmoreland	St. George’s Anglican Church Hall
October 26	9:30 a.m.	11:30a.m.	St. Mary	St. Mary Parish Church Hall
	2:00 p.m.	4:00p.m.	St. Ann	St. Ann’s Bay Anglican Church Hall
November 8	9:30 a.m.	11:30a.m.	St. Elizabeth	St. Matthew’s Anglican Church Hall
	2:30 p.m.	4:30p.m.	Manchester	Golf View Hotel
November 15	2:00 p.m.	4:00p.m.	St. Thomas	Village Green Restaurant
	2:00 p.m.	4:30 p.m.	Portland	Errol Flynn Marina
November 22				
	9:30 a.m.	11:30 a.m.	Clarendon	St. Gabriel’s Church Hall
December 13	2:00 p.m.	4:00p.m.	St. Catherine	Open Bible Standard Churches of Jamaica, 17-18 Twickenham Park, Spanish Town

For greater efficiency and cost-effectiveness, two meetings were held per day, at locations that were easily accessible to Public Sector employees within each parish. The parishes were therefore grouped according to their proximity to each other. It should be noted that, despite being parish neighbours, the meetings for St. Thomas and Portland were held on separate days, November 15 and 22 respectively. It was thought best to schedule these meetings on separate days, due to the conditions of the roads between the parishes, which would increase the travel time between meetings and therefore would result in the late start of an afternoon meeting.

### 4.3 Communication/Publicity

The PSTU committee utilised several available communication channels and tools to bring awareness and to invite Public Sector employees to each parish-specific meeting:

- **Parish Consultation Flyers:** While the design remained the same for all meetings, the relevant information was revised for each flyer (see Appendix A)...
- **Emails to the Cabinet Secretary, Financial Secretary and Permanent Secretaries:** This medium was initially utilised to inform the Cabinet Secretary, Financial Secretary and all Permanent Secretaries about the parish consultations and to provide them with the schedule of all meetings. As the meetings progressed, the emails to these Heads were utilised to request their assistance in informing all Public Sector employees within their respective Ministry, Departments and Agencies (MDAs) about the scheduled meeting dates, times and locations. Each meeting's flyer was attached to these emails for electronic distribution to their respective MDAs.
- **Emails and follow-up calls to Human Resource Managers:** Emails were also sent to HR Managers across the Ministries to inform them of each day's scheduled meetings and requested their assistance in distributing flyer to their respective MDAs for each parish meeting. These emails were followed up by calls to the respective HR Managers in each Ministry, reminding them of the upcoming event and repeating the request for their assistance in informing their respective MDAs.
- **Emails, telephone calls and faxes to Agencies:** Parish-specific Departments and Agencies were directly contacted via email and telephone to advise them of parish-specific meetings and in several instances, on meeting days to remind them of the meeting for that day and the location of the consultation. In such instances where an email address was not provided, and where requested, the parish meeting flyer was faxed to the respective Agency.
- **PSTU's Facebook Page:** The committee utilised the PSTU's Facebook page to publish the schedule, to communicate when each meeting will occur, and to publish the photos from each meeting after they were held.
- **Meeting Registration Forms:** these forms served three purposes:
  - i. To record the overall number of Public Sector employees in attendance at each meeting.

- ii. To record relevant data concerning each Public Sector employee in attendance for research purposes. The forms specifically recorded each person's name, organisation, title/position, telephone number, and email address.
- iii. To facilitate communication with meeting attendees after the consultations. After each day's meeting(s) the PSTU distributed electronic copies of the presentations and the Public Sector transformation frequently asked (FAQs) brochure (discussed below) to those who provided email addresses.

#### **4.4 Consultation Take-Away Materials**

The Unit provided attendees with two take-away items to facilitate their continued education on the transformation of the Public Sector and the Vision 2030 – National Development Plan. These were the:

- Public Sector Transformation Frequently Asked (FAQs) brochure and
- Vision 2030 brochure

#### **4.5 Vision 2030 Display**

With the assistance of the Planning Institute of Jamaica, the Unit was provided with two copies of Vision 2030 – National Development Plan, as well as, two copies of the popular version, for display purposes at the Registration desk. These provided attendees the opportunity to view the contents of the Plan. They were also directed to the Vision 2030 website (<http://www.vision2030.gov.jm>) to read the Plan in its entirety.

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## **5. The Way Forward**

The review of the Parish Consultations has shown that constant communication and education of the process to the wider Public Sector are critical to ensure greater understanding and awareness of this radical change process. To this end, the PSTU will utilise various mechanisms to convey information and will adopt the suggestions from the attendees to plan a second round of parish consultations, to update on the progress to date.

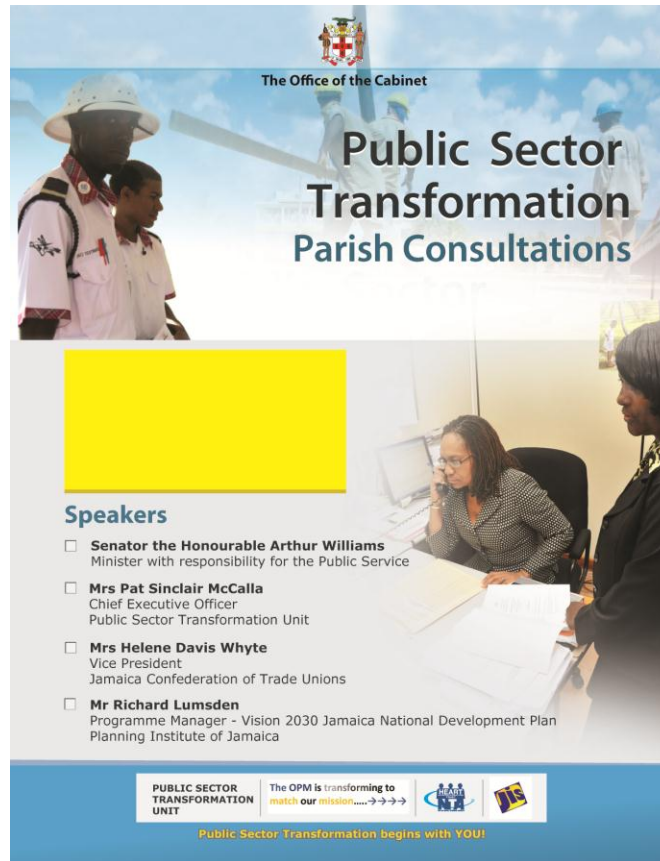
The Parish Consultations confirmed the need to ensure that credible information is transmitted to all Public Sector employees and other stakeholders on the transformation of the Public Sector on a regular basis to reduce the anxiety and mis-information that characterise any

change process. Recognising the importance of an effective Communication Plan and Strategy, careful review of the existing documents will be pursued, with a view to integrating some of the suggestions emanating from the Parish Consultations to ensure 'buy-in' of the process, necessary to facilitate the requisite changes for ***"A transformed cohesive Public Sector that is performance-based, efficient, cost effective and service oriented"***.

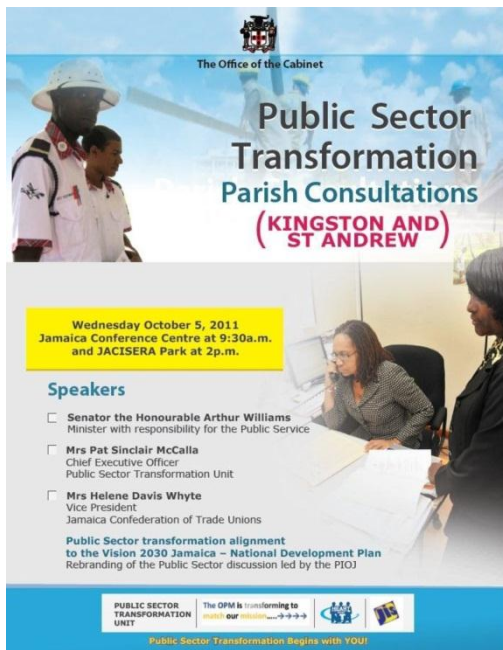
## Appendix A – Programme for the Parish Consultations

Time	Topic
1 min	Prayer
2 mins	Opening Remarks
10 mins	Address: Senator the Hon. Arthur Williams, Minister with responsibility for the Public Sector
25 mins	Address: Mrs Pat Sinclair McCalla, CEO, PSTU
20 mins	Address: Mrs. Helene Davis Whyte, Vice President, Jamaica Confederation of Trade Unions
15 mins	Presentation: Mr. Richard Lumsden, Programme Manager- Vision 2030 Jamaica National Development Plan, PIOJ
40 mins	Open Forum
5 mins	Closing Remarks
2 mins	National Anthem

## Appendix B – Parish Consultation Flyers



The yellow box contained the relevant information about each day's meetings (date, time and location), while the names of the parishes concerned were included at the top of the flyer (examples below).



## Appendix C - Distribution of Ministries, Departments and Agencies (MDAs)

Table 6: Distribution of Ministries, Departments and Agencies (MDAs) at Kingston and St. Andrew Meetings

DAY 1 – October 5, 2011:					
<u>Kingston</u> 9:30 – 11:30 a.m. Jamaica Conference Centre, Down Town Kingston			<u>St. Andrew</u> 2:30 – 4:30 p.m. Jacisera Park, Molynes Road		
No.	MDAs	# in Attendance	No.	MDAs	# in Attendance
1.	Accountant General Department	13	1.	Administrator-General's Department	2
2.	Administrator-General's Department	15	2.	Betting, Gaming and Lotteries Commission	1
3.	African Caribbean Institute of Jamaica	2	3.	Department of Co-operatives and Friendly Societies	1
4.	Bank of Jamaica	7	4.	Fiscal Services Limited	3
5.	Betting, Gaming and Lotteries Commission	3	5.	Food Storage and Prevention of Infestation Division	1
6.	Bureau of Standards Jamaica	2	6.	HEART Trust/NTA	1
7.	Child Development Agency	4	7.	Jamaica Archives and Records Department	1
8.	Department of Local Government	3	8.	Jamaica Civil Service Association	2
9.	Director of Public Prosecutions	2	9.	Jamaica Defence Force	1
10.	Financial Sector Adjustment Co. (FINSAC) Ltd.	5	10.	Ministry of Finance	1
11.	Firearm Licensing Authority	1	11.	Ministry of Industry, Investment and Commerce	1
12.	Fiscal Services Limited	3	12.	Ministry of National Security	2
13.	Independence Park Limited	2	13.	Registrar General Department	25
14.	Institute of Jamaica	2	14.	Statistical Institute of Jamaica	6
15.	Jamaica Conference Centre	1	15.	Tourism Product Development Company	2
16.	Jamaica Fire Brigade	23			

17.	Jamaica Racing Commission	1	
18.	Jamaica Tourist Board	1	
19.	Ministry of Finance	5	
20.	Ministry of National Security	15	
21.	National Land Agency	3	
22.	Office of the Cabinet	3	
23.	Office of the Prime Minister	2	
24.	PetroCaribe Development Fund	1	
25.	Registrar General Department	24	
26.	Scientific Research Council	4	
27.	Statistical Institute of Jamaica	34	
28.	Tourism Product Development Company	15	
29.	Urban Development Corporation	10	
	<b>TOTAL</b>	<b>206</b>	<b>TOTAL 50</b>



**Table 7: Distribution of Ministries, Departments and Agencies (MDAs) at Trelawny and St. James Meetings**

<b>DAY 2 – October 11, 2011:</b>					
<b><u>Trelawny</u></b>			<b><u>St. James</u></b>		
<b>10:00 a.m. – 12 noon</b>			<b>2:30 – 4:30 p.m.</b>		
<b>William Knibb Education Centre, Falmouth</b>			<b>Montego Bay Civic Centre, Montego Bay</b>		
<b>No.</b>	<b>MDAs</b>	<b># in Attendance</b>	<b>No.</b>	<b>MDAs</b>	<b># in Attendance</b>
1.	Bounty Hall Health Centre	1	1.	Airports Authority of Jamaica	1
2.	Island Traffic Authority	1	2.	Cornwall Regional Hospital	3
3.	Jamaica Civil Service Association	1	3.	Food Storage and Prevention of Infestation Division	3
4.	Jamaica Fire Brigade	8	4.	Jamaica Association of Local Government Officers	1
5.	Jamaica Information Service	3	5.	Jamaica Constabulary Force	1
6.	Jamaica Workers Union	1	6.	Jamaica Fire Brigade	9
7.	Ministry of Health	1	7.	Jamaica Information Service	1
8.	National Council on Drug Abuse	1	8.	Ministry of Agriculture & Fisheries Plant Quarantine	1
9.	Registrar General Department	1	9.	Ministry of Health	3
10.	Rural Agricultural Development Authority	3	10.	Ministry of Labour and Social Security	17
11.	Trelawny Parish Council	4	11.	Ministry of Tourism	1
12.	Western Regional Health Authority	1	12.	National Land Agency	4
			13.	National Water Commission	3
			14.	Registrar General's Department	1
			15.	Rural Agricultural Development Authority	5
			16.	St. James Health Services	1
			17.	St. James Parish Council	4
			18.	Tourism Product Development Company	11
			19.	Western Regional Health Authority (WRHA)	1

**TOTAL 26**

**TOTAL 71**

**Table 8: Distribution of Ministries, Departments and Agencies (MDAs) at Hanover and Westmoreland Meetings**

**DAY 3 – October 12, 2011:**

<u>Hanover</u> 9:30 – 11:30 a.m. Global Villa Conference Centre, Esher			<u>Westmoreland</u> 2:30 – 4:30 p.m. St. George’s Anglican Church Hall, Savanna-la-Mar		
No.	MDAs	# in Attendance	No.	MDAs	# in Attendance
1.	Askenish Health Centre	1	1.	Baulk Health Centre	1
2.	Greenland Dias Health Centre	3	2.	Early Childhood Commission	1
3.	Hanover Health Department	17	3.	Jamaica Agricultural Society	1
4.	Hanover Health Services	12	4.	Jamaica Fire Brigade	9
5.	Hanover Infirmary	3	5.	Little London Health Centre	1
6.	Hanover Parish Council	5	6.	Ministry of Health	3
7.	Hanover Parish Library	2	7.	Ministry of Labour and Social Security	5
8.	Hopewell Health Centre	1	8.	National Water Commission	2
9.	Jamaica Constabulary Force	4	9.	Negril/Green Island Area Local Planning Authority	7
10.	Jamaica Fire Brigade	13	10.	Poor Relief Department	3
11.	Lucea Health Centre	2	11.	Registrar General's Department (RGD)	2
12.	Maryland Health Centre	1	12.	Rural Agricultural Development Agency	16
13.	Ministry of Health	3	13.	Savanna-la-Mar Health Centre	2
14.	Ministry of Labour and Social Security	1	14.	Savanna-la-Mar Public Hospital	1
15.	Mt Pelier Health Centre	1	15.	Tourism Product Development Company	1
16.	Negril/Green Island Area Local Planning Authority	1	16.	Street People Shelter	3
17.	Noel Holmes Hospital	3	17.	Unknown (did not indicate organisation)	3
18.	Rural Agricultural Development Agency	4	18.	Westmoreland Health Department	3
19.	SBHL (?)	1	19.	Westmoreland Health Services	1
20.	Tax Administration Jamaica	5	20.	Westmoreland Infirmary	6

21.	Tourism Product Development Company	1	21.	Westmoreland Parish Council	61
22.	Western Regional Health Authority	3			
	<b>TOTAL</b>	<b>87</b>		<b>TOTAL</b>	<b>132</b>

**Table 9: Distribution of Ministries, Departments and Agencies (MDAs) at St. Mary and St. Ann Meetings**

<b>DAY 4 – October 26, 2011:</b>					
<b>St. Mary</b> 9:30 – 11:30 a.m. St. Mary Parish Church Hall, Port Maria			<b>St. Ann</b> 2:30 – 4:30 p.m. St. Ann's Bay Anglican Church Hall, St. Ann's Bay		
<b>No.</b>	<b>MDAs</b>	<b># in Attendance</b>	<b>No.</b>	<b>MDAs</b>	<b># in Attendance</b>
1.	Annotto Bay Hospital	4	1.	Forestry Department	6
2.	Banana Board	3	2.	Island Traffic Authority	3
3.	Child Development Agency	1	3.	Jamaica Fire Brigade	8
4.	Coffee Industry Board	3	4.	Jamaica Information Service	1
5.	Constituency Development Fund	1	5.	Jamaica Tourist Board	4
6.	HEART Trust/NTA	1	6.	Ministry of Education	3
7.	Heywood Hall ?	1	7.	Ministry of Housing, Environment and Water	2
8.	Jamaica Cultural Development Commission	3	8.	Ministry of Labour and Social Security (including 1 identified as National Council/MLSS)	14
9.	Jamaica Defence Force	2	9.	National Housing Trust	1
10.	Jamaica Fire Brigade	4	10.	North Eastern Regional Health Authority	4
11.	Ministry of Agriculture and Fisheries	1	11.	Registrar General's Department	3
12.	Ministry of Health	1	12.	St. Ann Development Company	9
13.	Ministry of Housing, Environment and Water	1	13.	St. Ann Health Department	2
14.	Ministry of Labour and Social Security	5	14.	St. Ann Infirmary	2
15.	Ministry of National Security	1	15.	St. Ann Parish Council	33
16.	National Housing Trust	1	16.	St. Ann Parish Library	1
17.	National Land Agency	2	17.	St. Ann's Bay Health Department	2
18.	National Water Commission	10	18.	St. Ann's Bay Hospital	13
19.	North Eastern Regional Health Authority	9	19.	St. Ann's Bay Market	1
20.	Port Maria Hospital	7	20.	Social Development Commission	4

21.	Registrar General's Department	6	21.	Tourism Product Development Company	4
22.	Rural Agricultural Development Authority	6	22.	Transport Authority	9
23.	St. Mary Health Department	4			
24.	St. Mary Parish Council	4			
25.	Social Development Commission	1			
26.	Tacky Heritage Community Group	1			
27.	Transport Authority	13			
	<b>TOTAL</b>	<b>96</b>	<b>TOTAL</b>		<b>129</b>

**Table 10: Distribution of Ministries, Departments and Agencies (MDAs) at St. Elizabeth and Manchester Meetings**

<b>DAY 5 – November 8, 2011:</b>					
<b><u>St. Elizabeth</u></b> <b>9:30 – 11:30 a.m.</b> <b>St. Matthew’s Anglican Church Hall, Santa Cruz</b>			<b><u>Manchester</u></b> <b>2:30 – 4:30 p.m.</b> <b>Golf View Hotel, Mandeville</b>		
<b>No.</b>	<b>MDAs</b>	<b># in Attendance</b>	<b>No.</b>	<b>MDAs</b>	<b># in Attendance</b>
1.	Bureau of Standards	1	1.	Examination Depot	2
2.	Good Hope ??	1	2.	Island Traffic Authority	1
3.	Jamaica Fire Brigade	4	3.	Jamaica Constabulary Force	1
4.	Jamaica Railway Corporation	1	4.	Jamaica Fire Brigade	8
5.	Ministry of Education	1	5.	Jamaica Information Service	1
6.	Ministry of Labour and Social Security	7	6.	Manchester Infirmary	1
7.	National Insurance Scheme	1	7.	Manchester Parish Council	8
8.	St. Elizabeth Infirmary	1	8.	Ministry of Labour and Social Security	1
9.	St. Elizabeth Parish Council	4	9.	Ministry of National Security	4
10.	Social Development Commission	7	10.	National Land Agency	4
			11.	National Water Commission	3
			12.	Social Development Commission	10
			13.	Tourism Product Development Company	2
	<b>TOTAL</b>	<b>28</b>		<b>TOTAL</b>	<b>46</b>

**Table 11: Distribution of Ministries, Departments and Agencies (MDAs) at St. Thomas Meeting**

<b>DAY 6 – November 15, 2011:</b>		
<b><u>St. Thomas</u></b>		
<b>2:00 – 4:00 p.m.</b>		
<b>Village Green Restaurant, Morant Bay</b>		
<b>No.</b>	<b>MDAs</b>	<b># in Attendance</b>
1.	Island Transport Authority	1
2.	Jamaica Association of Local Government Officers	1
3.	Jamaica Fire Brigade	6
4.	Ministry of Labour and Social Security	1
5.	National Housing Trust	1
6.	National Insurance Scheme	2
7.	National Land Agency	1
8.	National Works Agency	1
9.	Rural Agricultural Development Agency	1
10.	St. Thomas Parish Council	4
11.	St. Thomas Resident Magistrate's Court	1
12.	Social Development Commission	3
13.	Tax Administration Jamaica	5
<b>TOTAL</b>		<b>28</b>

**Table 12: Distribution of Ministries, Departments and Agencies (MDAs) at Portland Meeting**

DAY 7 – November 22, 2011:		
<u>Portland</u>		
2:00 – 4:00 p.m.		
Errol Flynn Marina, Port Antonio		
No.	MDAs	# in Attendance
1.	Child Development Agency	1
2.	Inland Revenue Department	2
3.	Jamaica Association of Local Government Officers	1
4.	Jamaica Fire Brigade	8
5.	Jamaica Information Service	1
6.	Ministry of Education	8
7.	Ministry of Health	2
8.	Ministry of Justice (Victim Support Unit)	1
9.	Ministry of Labour and Social Security (including 1 from National Council for Senior Citizens)	2
10.	National Housing Trust	2
11.	National Water Commission	1
12.	National Works Agency	3
13.	North Coast Youth Development	1
14.	North Eastern Regional Health Authority	11
15.	Poor Relief Department	1
16.	Port Antonio Hospital	4
17.	Portland Health Department	7
18.	Portland Infirmary	3
19.	Portland Parish Council	12
20.	Portland Resident Magistrate's Court	2
21.	Social Development Commission	3
22.	Tax Administration Jamaica	6
23.	Transport Authority	7
24.	Women's Centre of Jamaica Foundation	1
<b>TOTAL</b>		<b>90</b>



**Appendix D – Parish Consultations Feedback Form**



Please provide us with your general feedback on today's meeting:

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**Public Sector Transformation begins with YOU!**

## Appendix E – Questionnaire

1. What is your Vision for Jamaica’s Public Sector?

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2. How do we become World-Class Public Servants?

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3. How do we make our Public Sector more efficient, effective and accountable?

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4. How do we improve the relationship between our Public Sector and our customers?

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5. How do we make our Public Sector the place of choice to work?

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**Public Sector Transformation begins with YOU!**