

CABINET OFFICE

Public Sector Transformation Unit

STRATEGIC PROJECT PLAN

FOR THE RESTRUCTURING OF THE PUBLIC SECTOR

2009 to 2011

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List of Acronyms

AG	Attorney General
ARP	Administrative Reform Programme
CITO	Central Information Technology Office
CMG	Consultative Monitoring Group
CSME	Caribbean Single Market and Economy
EPA	Economic Partnership Agreement
FSL	Fiscal Services Limited
GG	Governor General
HPM	Honourable Prime Minister
ICT	Information and Communication Technology
IDPs	International Development Partners
ILO	International Labour Organisation
IMF	International Monetary Fund
JCC	Jamaica Chamber of Commerce
JIS	Jamaica Information Service
KPIs	Key Performance Indicators
MDAs	Ministries, Departments and Agencies
MIIC	Ministry of Industry, Investment & Commerce
MIND	Management Institute for National Development
MoFPS	Ministry of Finance and the Public Service
MoJ	Ministry of Justice
MOU	Memoranda of Understanding
NLA	National Land Agency
OPM	Office of the Prime Minister
OSC	Office of the Services Commissions
PBCJ	Public Broadcasting Corporation of Jamaica
PFT	Partnership for Transformation
PIOJ	Planning Institute of Jamaica
PSMP	Public Sector Modernisation Project
PSTU	Public Sector Transformation Unit
PSMD	Public Sector Modernisation Division
SG	Solicitor General
UDC	Urban Development Corporation

Background

Between 1984 and 2003 there have been three significant reform projects financed primarily through loans from the World Bank, namely, Administrative Reform Programme (ARP) I and II and the Public Sector Modernisation Project (PSMP I).

The cumulative lessons learned from Jamaica's experience in managing and implementing reforms are as follows:

1. An efficient and supportive public bureaucracy is essential to economic growth and macro-economic stability;
2. Greater managerial autonomy is essential to realize the full benefits of modernisation;
3. Aligning of incentives is critical to support long-term sustainability;
4. Improved internal accounting systems are essential for informed decision-making;
5. Critical importance of recruiting qualified managerial and technical staff.

The three Memoranda of Understanding (MOU) signed between the Government of Jamaica, the Jamaica Confederation of Trade Unions and certain Public Sector Staff Associations, dated, 16th February 2004, 30th May 2006 and 18th April 2008, respectively, have articulated similar sentiments, asserting that the "development of the Public Sector to produce a modern, efficient sector that is of the optimum size, properly equipped and suitably rewarded" is of critical importance.

The current national and global imperatives have impelled the Government of Jamaica to accelerate the modernisation and restructuring of the Public Sector. The rationalisation will demand a radical restructuring of established organizations and systems, including a review of their mandates and related objectives, introduction of incentives, development of an accountability framework, decentralisation of authority; and rationalisation of the organizational culture.

The Prime Minister articulated the achievement of a major goal for this restructuring, as a reduction of the cost of the Public Sector to below 10% of GDP, whilst simultaneously addressing the imperatives of a leaner more efficient responsive and accountable Public Sector.

To this end the Public Sector Transformation Project has been established. Cabinet has approved the establishment of the Public Sector Transformation Unit (PSTU) within the Office of the Cabinet, with the requisite skills and competencies drawn from within the public and private sector. The team will interface with Ministries, Departments and Agencies (MDAs) to make appropriate recommendations for the transformation of the Public Sector, in keeping with articulated goals and objectives and to ensure the execution of the Strategic Project Plan.

Introduction

The development of this Strategic Project Plan document was an iterative process, starting with a macro environmental assessment and leading to the development of detailed strategic goals and objectives of the project, with associated deliverables and timelines.

Guided by the goals of the restructuring, as articulated in Ministry Paper No. 114, “*Strategy for Restructuring the Public Sector*”, the PSTU team first developed its **Vision, Mission and Mandate**. The Vision articulates in concise terms the desired or intended future state of the Public Sector, while the mission defines the fundamental purpose of the PSTU and what it will do to achieve the Vision. The Mandate represents the authority given to the PSTU to act in the prescribed manner in order to undertake its mission.

A **SWOT Analysis** (*Strengths, Weaknesses, Opportunities, and Threats*) was then conducted as it provided a framework for proposing the strategies to be employed by leveraging/maximizing internal strengths, reducing/eliminating internal weaknesses, exploiting external opportunities and avoiding external threats. (The SWOT analysis is presented in Appendix A).

The environmental assessment continued with a **PESTER Analysis** (*Political, Economic, Social, Technological, Environmental, and Regulatory*) which looked at factors external to the Unit and which have the potential to impact on the achievement of the objectives of the Project. (The PESTER analysis is presented in Appendix B).

Critical to any planning exercise is the conducting of a **Risk Analysis**, which outlines the foreseeable project risks and provides a set of actions to be taken to both prevent the risk from occurring and reduce the impact of the risk should it occur. Risk mitigation strategies were integrated into the Strategic Plan. (The Risk analysis is presented in Appendix C).

A major risk to a project of this nature is miscommunication between the various stakeholders. In this regard, a communications plan was developed. (Refer to Appendix D). The goals of the **Communication Plan** are:

- To increase stakeholder awareness and to manage stakeholder expectations.
- To ensure that all essential information gets to the required parties at the right time, quickly and efficiently.
- To identify and address potential problems via scheduled, consistent status reporting.
- To facilitate decision-making, approvals and change control.
- To provide a specific process for feedback, issue handling and risk mitigation.
- To enhance and facilitate teamwork, cooperation, collaboration and sustainability of the restructuring process.

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Ministry Paper No. 114 also provided the starting point for the development of a set project strategic goals and objectives and the identification of the specific strategies to be undertaken. The strategic objectives indicate the broad overall priorities or directions, while the strategies represent the Team's choices about how best these objectives can be accomplished.

Aligned to each strategy are the expected outcomes - changes or results expected upon achievement of the agreed strategies, responsibilities and timeframes for implementing these strategies. These **goals, objectives and strategies** are outlined in detail in Appendix E.

Extracted from the strategic plan is the specific **Scope of Work** for the Unit and a set of **key deliverables**, highlighted in the body of the document, and which represent the essential core of the work to be undertaken and the outputs to be delivered by the PSTU.

This Strategic Project Planning Document is the first key deliverable of the PSTU and will guide the work of the Unit over the project period. In addition to a project guide, the Plan is intended to provide to stakeholders, information on the strategic approach being taken, as well the outputs and expected outcomes of the restructuring exercise. The Plan will also provide a basis for monitoring, by the Unit itself, as well as by the Consultative Monitoring Group (CMG), of the work of the PSTU and the achievement of the project deliverables.

Vision, Mission, Mandate

Vision

A transformed cohesive Public Sector that is performance-based, efficient, cost effective and service oriented.

Mission

To facilitate the establishment of an efficient, responsive and cost effective framework of operations for the Public Sector, consistent with good governance, in order to promote national growth and development

Mandate

To lead, monitor, evaluate and facilitate the implementation of the restructuring of the Public Sector for efficient, effective and economical Government.

Goals of the Transformation

The overarching goals of the transformation project are:

1. A smooth transition to a transformed Public Sector through change in ideas, attitudes, beliefs and behaviours
2. An enabling environment for effective governance
3. An effective Accountability Framework
4. Performance-based Management
5. Quality Customer service - improvement in service delivery
6. Proper resource management
7. Integrated, compatible Information Systems
8. The optimum size of the Public Sector for efficiency
9. Reduction in the cost of Public Sector to below 10% of GDP by 2011

The achievement of these goals is aligned with the achievement of specific objectives and the implementation of related strategies. These objectives and strategies are outlined in detail in Appendix E.

Guiding Principles

In working towards reaching the goals of the transformation, the Unit will be guided by some key principles:

- All staff will be treated with dignity and respect
- Clear, equitable and principled guidelines will be developed for handling all aspects of the transition for staff
- There will be meaningful consultation with Stakeholders
- Strategies will be implemented to ensure that the many social partners are fully engaged
- There will be regular communication at all levels
- Decisions will be evidence based
- On-going reform initiatives will be acknowledged and integrated

Strategic Approach to the Restructuring

The approach to be adopted in this transformation process is a holistic one. While modernisation efforts to date have focused on the improvement of efficiencies in individual Ministries and Entities, this process will involve a review of the entire Sector with careful analysis of all Ministries and their respective entities, to determine their mandates, their core functions and the core skills and competencies required to carry out their functions. The review will look across all entities to identify areas where there may be duplications and overlaps of roles and functions and where functions are being performed which should not be undertaken by government. This might lead to a decision to merge, transfer, abolish, retain or restructure entities, and contract out services that can be more efficiently provided by the private sector. Only when this rationalization is completed, will individual entities be streamlined with appropriate the governance structure.

As articulated in its Mission “To lead, monitor, evaluate and facilitate the implementation of the restructuring of the Public Sector...”, the Unit will not be taking on the role of implementing the necessary changes within Ministries, Departments and Agencies. This process must be driven by the leadership of these entities.

To facilitate this, an Inter-disciplinary Transformation Team will be established in all Ministries, Departments and Agencies, reporting to the Permanent Secretary, with representation to include Human Resource Practitioners, Communication Specialists, Information Technology Specialists, Union representatives and staff at all levels of the organisation. These Teams will be kept fully abreast of changes taking place in their organisations, and will be able to assist their colleagues to grasp all of the critical issues. They will be able to direct staff to the various support services provided to facilitate the transition within and across Ministries and Agencies, and for those who will be dislocated, due to the new governance arrangements. Support services to be provided include psychosocial counselling, business counselling, business facilitation, training and retooling.

Key to the sustainability of the restructuring of the public sector is a robust governance and accountability framework which will allow for, among other things, the delegation of authority to Permanent Secretaries and Heads of Agencies, on human resource and financial matters. This will also form part of the scope of work of the project. A critical element in the approach is extensive consultations and engagement in social dialogue with stakeholders at all levels.

Refer to Figure 1 overleaf for a diagrammatic representation of the approach.

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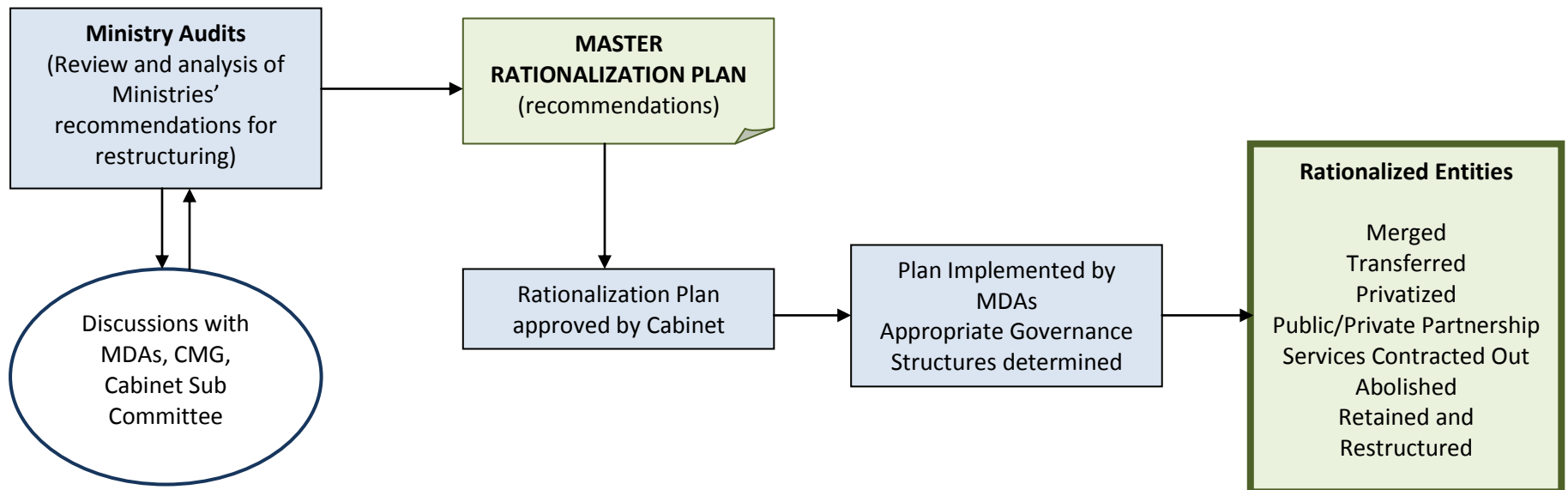


Figure 1: Approach to the Restructuring

Governance Structure

The governance structure of the transformation project includes a Sub-Committee of the Cabinet chaired by the Prime Minister, to approve, give direction and oversight to the restructuring of the Public Sector, and the Consultative Monitoring Group (CMG) comprising representatives of Government, private sector, trade unions, academia and the Opposition to review the strategies being pursued by the PSTU and monitor their implementation.

The governance arrangements are depicted in Figure 2 below:

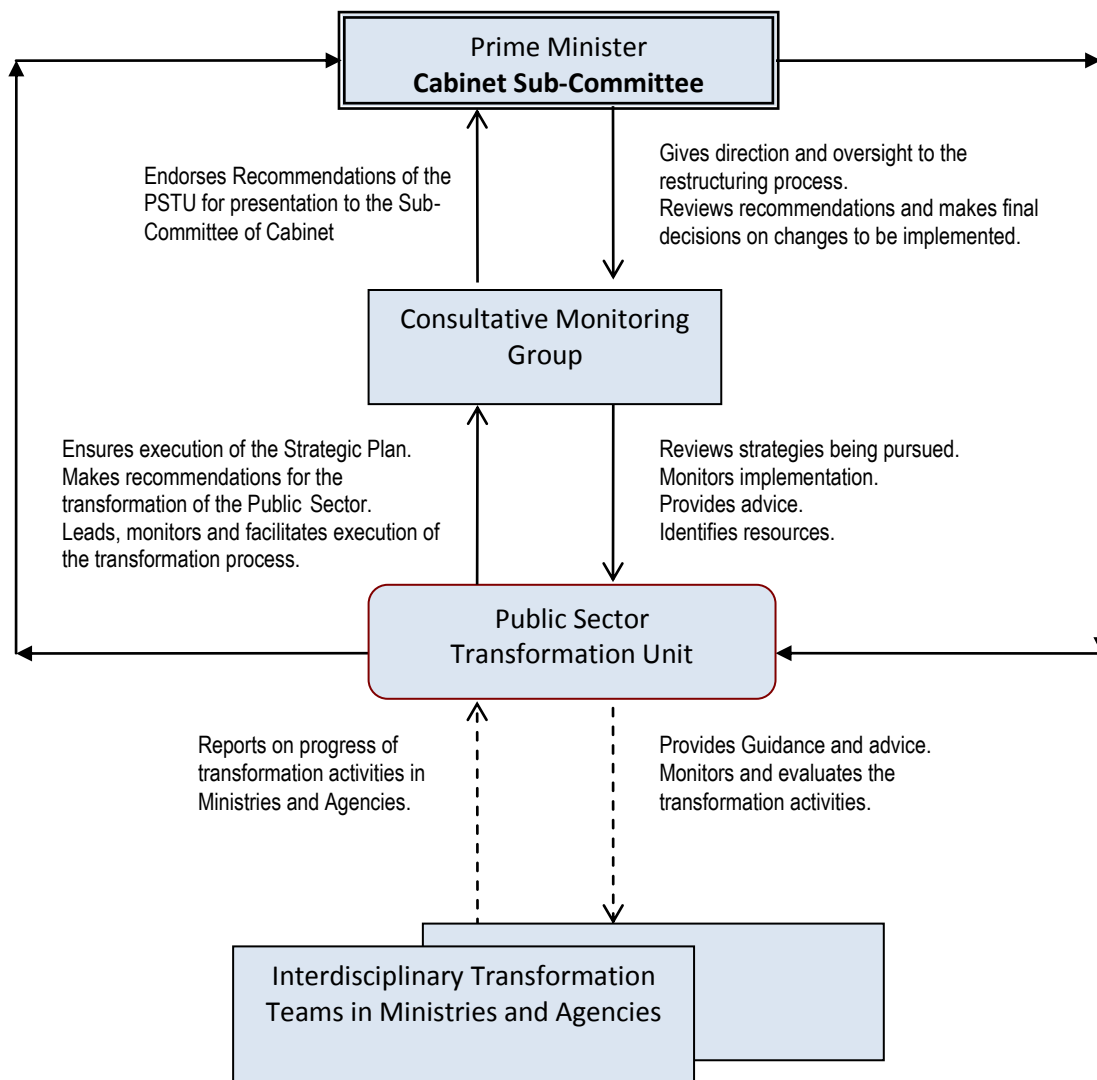


Figure 2: Governance Structure

Scope of Work for the PSTU

In keeping with the mandate of the PSTU and the time frame in which it must operate, the Unit's scope of work has been defined. It encompasses the key tasks that the PSTU must undertake to facilitate the radical changes necessary in the transformation process. The scope of work is encapsulated under three focus areas.

A. Determining the focus of the Public Sector in terms of GOJ's priorities

1. Produce a Concept Paper on the Role of Government to inform Cabinet's decision

B. Rationalising and Streamlining of the Public Sector

1. Present Recommendations for the restructuring of MDAs (Master Plan)
 - a. Complete Draft Master Rationalisation Plan
 - b. Complete Prior Options Reviews on entities to be restructured
 - c. Determine financial implications to restructuring of MDAs
 - d. Develop a Governance Framework for Entities to be established
2. Implement a **Government Wide Network** (GovNet)
 - a. Develop a Framework for the role of the Chief Information Officer
 - b. Develop policies and standards to ensure consistency of IT assets in Government
 - c. Conduct economic and technical reviews to guide project development
 - d. Prepare project documents for loan funding
 - e. Commence implementation of GovNet
3. Implement a **Strategic Human Resource Management** Structure/System
 - a. Rationalization of the Services Commissions
 - b. Develop a Framework for the consolidation of strategic human resource management functions
 - c. Develop a Framework to facilitate the free movement of staff throughout the Public Sector
 - d. Develop a Framework for Succession Planning and Leadership Development
 - e. Develop a Framework for Knowledge Management
 - f. Review existing legislation pertinent to Human Resource management

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4. Facilitate the implementation of a new **Financial Management Framework**
 - a. Conduct an analytic assessment of the Ministry of Finance
 - b. Develop and implement a new Financial Management Structure including mechanisms for a Central Treasury.
 - c. Identify an appropriate Financial Information System that will interface with other related systems.
 - d. Review of the Dividend policy

5. Implement a **Change Management Strategy**
 - a. Establish a Transition Plan/Mechanism for retraining, retooling and redeployment of staff
 - b. Organise and make available Financial/Business, Psychosocial Counselling services for staff
 - c. Develop a Change Management template for use by all MDAs
 - d. Develop Communication Strategy for change management

6. Ensure the **winding up of dormant Government companies**

7. **Monitor implementation** of restructuring by MDAs

C. Establishing the Policy and Legislative framework for the transformation of the public sector

- a. Ensure Devolution of Authority is instituted
- b. Review critical Legislation and make recommendations for amendments
- c. Develop an Early Retirement Incentive Package with cost implications
- d. Develop an agreed framework for the Standardization of regions/zones public sector wide
- e. Identify Funding and/or Technical Assistance for PSTU deliverables

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Deliverables

The following table highlights the key deliverables of the project, over an eighteen month period. Indicated in the table are the responsibility assignments and the timeframe in which each deliverable is expected to be completed. To be included are the Key Performance Indicators (KPIs) which will clearly define the measures by which the deliverables will be considered to be achieved.

	Deliverables	Responsibility	Timeframe
To March 2010			
1.	Concept Paper on the Role of Government	PSTU	18/12/2009
2.	Cabinet approval of the recommendations for the restructuring of MDAs	PSTU	01/03/2010
3.	Standardization of administrative regions public sector wide	PSTU / MDAs / OPM	31/03/2010
4.	Ten entities selected for complete devolution of authority – Pilot project	PSTU/MDAs/MoFPS	31/03/2010
5.	Transition Plan/Mechanisms established for retraining, retooling and redeployment	MDAs/MoFPS/OSC/ PSTU/Unions/HEART NTA/MIND	01/04/2010
6.	Financial/Business, Psychosocial Counselling services organized and available	PSTU/Business Facilitators/Counselling Practitioners	01/04/2010
7.	Change management template developed for use by all MDAs	PSTU/Cabinet Office	01/04/2010
8.	Early Retirement Incentive Package developed	PSTU	01/04/2010
To June 2010			
9.	Recommendations for a revised structure, functions and systems for a modern Ministry of Finance.	PSTU	01/06/2010

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	Deliverables	Responsibility	Timeframe
10.	Framework for succession planning and leadership development	PSTU/Cabinet Office	01/06/2010
11.	Prior Options reviews conducted on entities restructured	PSTU	30/06/2010
12.	Framework for a strategic human resource management function	PSTU/Cabinet Office	30/06/2010
July 2010 – June 2011			
13.	Recommendations on the framework for the structure and functions of the Debt Management, Public Expenditure and Compensation Units	PSTU	01/07/2010
14.	Framework to facilitate the free movement of staff throughout the Public Sector	PSTU/Cabinet Office	30/07/2010
15.	Human Resource Management Structure/System implemented	PSMD/OSC/PSC /PSTU	30/07/2010
16.	Accountability framework instituted	Cabinet Office/ PSMD/PSTU	
17.	Critical legislation amended/promulgated	PSTU/ MDAs/ AG's Dept	01/09/2010
18.	Implementation of government wide network (Gov Net)	PSTU/ OPM/ FSL	To commence 01/10/2010
19.	Devolution of authority instituted	PSC/GG/ Minister of Finance/MoFPS/PSTU	01/09/2010
20.	Policy focused Ministries created	Cabinet /Cabinet Office/PSMD PSTU to monitor implementation	in phases 01/06/2010 01/09/2010 01/01/2011
21.	Design of an appropriate Financial Management information structure and system service-wide.	PSTU	01/09/2010

Appendices

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A. SWOT Analysis

The results of the SWOT Analysis for the Project are described in the table below.

INTERNAL FORCES	EXTERNAL FORCES
<p>STRENGTHS</p> <ul style="list-style-type: none"> • Institutional knowledge, experience and expertise regarding Public Sector Modernization • Mixture of Public/Private Sector on Team (PSTU) • Driven by the Head of Government- Prime Minister • Strategically located in the Office of the Cabinet • Ownership at the Cabinet level • Ownership at the highest management level – Permanent Secretaries’ Board • Public demand/buy-in • Private interest groups buy-in • Media buy-in • Support from International Development Partners (IDPs) • Access to prior studies and information • Access to technical resources • Small proficient team • Efficiency gains through the Public Sector Modernization Division 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Public support for the restructuring exercise • Closer collaboration of the Public/Private Sectors • Correction of unsustainable debt to GDP ratio • Leverage new culture of customer service • Sense of urgency created by the global economic crisis • Existence of technological advances • Leveraging the Partnership for Transformation (PFT) • International Best Practices as it relates to modernization

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INTERNAL FORCES	EXTERNAL FORCES
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Credibility issues from past attempts at reform • High/false expectations • Strong perception that restructuring exercise is only about job cuts • Limited financial resources • Inconsistent messages (Political Directorate and PSTU Team) • Lack of Information and Communication Technology (ICT) capacity/infrastructure to support joined-up Government • Inadequate ICT Training • Government MDAs operating in silos • Antiquated laws and procedures that govern the management of the Public Sector • Lack of coordination, cohesiveness and coherency in public policy implementation 	<p>THREATS</p> <ul style="list-style-type: none"> • Social unrest • Low productivity due to job insecurity • Flight of skills • Opposition by special interest groups • Partisan politics • Distractions from competing priorities • Crime and violence • Financial limitations • Resistance to change • Lack of support from Middle Managers • Miscommunication/misinterpretation/mixed signals • Buy-in and lack of support of staff • Media sensationalism • Sustainability of political will • Sustainability of the restructuring momentum

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B. PESTER Analysis

PESTER ANALYSIS		
CATEGORY	EXTERNAL FACTOR	IMPACT ASSESSMENT (***)
POLITICAL	<ul style="list-style-type: none"> ● Vision 2030 Jamaica - Basis for bi-partisan support for national development ● General Elections – implications for the completion of the Project within the timeframe ● CARICOM implications – Jamaica’s position as signatories to international and regional Agreements ● ILO implications ● IMF/IDP implications – Conditionalities (implicit/explicit) ● Jamaica’s influence in the international and regional spheres – diplomacy – can be used as a leverage to advance Jamaica’s position as the leader in the region - CSME ● Partisan Politics – Trigger for destabilization of the process <ul style="list-style-type: none"> ○ public perception re political victimization 	To be completed
ECONOMIC	<ul style="list-style-type: none"> ● Global economic crisis ● Huge debt burden ● IMF conditionalities ● Implications for revenue collection ● Implementation of tax reform measures ● Externalities – global commodity pricing and implications ● Rating by International Rating Agencies - implications ● Unleashing of the entrepreneurial spirit ● EPA – creating a space for trade ● Social partnership ● Implications re monetary/fiscal policies ● Independent Central Bank (centralization/decentralization) 	
SOCIAL	<ul style="list-style-type: none"> ● High level of crime and violence/lawlessness and indiscipline ● Political tensions 	

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	<ul style="list-style-type: none"> • Public unrest • High Unemployment • Polarization – political parties, social groups • Low social capital - Trust issues • Rural/urban drift • Urban/rural migration of criminals • Trade Unions’ influence on the process • Social impact and mechanisms for emotional stability – mental health considerations • Social Safety Net Provision of unemployment insurance/Cost implications 	
TECHNOLOGICAL	<ul style="list-style-type: none"> • Legislation to support use of technology-hinders/inadequate/non- existent • Implications for automation within the context of existing legislation e.g. Staff Orders • Proliferation of cellular phones as a mechanism to communicate with the wider Public Sector • Increased access to the internet • Government media houses e.g. JIS/PBCJ as facilitators of communication and dissemination of ideas. 	
ENVIRONMENTAL	<ul style="list-style-type: none"> • Vulnerability to natural disasters • Environmental degradation – squatting – implications for those who lose their jobs • Lack of/limited/no regard for environmental issues and impact • Greening of government – policy and practice - Link to Energy policy <ul style="list-style-type: none"> ○ Recycling of paper, plastic + other resources 	
REGULATORY	<ul style="list-style-type: none"> • Reference Fiscal Responsibility Act • Devolution of Authority within the existing legislative structure • Legislative framework to be reviewed Inadequate legislative coverage – new laws to be promulgated or existing laws to be amended • Simplification of policies/legislation procedures (user friendly) 	

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C. Risk Analysis

	Risk	Prob.	Impact	Mitigating Actions
1.	<p>Conditionalities of the IMF Agreement adversely affecting the project – pressing for cuts or conflicting priorities/unrealistic timeframe</p> <p>Govt response to IMF requirements via tax impositions leads to disaffection among the staff and the unions and makes resistance more intense.</p>	Very High	Very High	a) Consult with Unions to develop mitigation strategy.
2.	Public and Parliamentary Opposition to the process.	Very High	High	<p>a) Identify potential areas for criticism and ensure that they are addressed through the communication strategy.</p> <p>b) Develop scenarios which show what will happen if we do nothing (negative) and also what the benefits of restructuring will be. These to be made public. (Eg Through PSM's monthly newspaper article)</p> <p>c) Ensure that opposition rep is on CMG</p> <p>d) CEO to send regular status reports to Opposition Leader.</p>
3.	Various MDAs will initiate, complete or implement programmes already in their pipelines which run counter to, or are not aligned with, the essential aims of the PSTU's overall project.	Very High	High	<p>a) PSTU to seek to get an immediate report on all reorganization-type initiatives in terms of status and content.</p> <p>b) PSTU to arrange for dialogue directly with Agencies to ascertain what they are doing and ensure they are fully aware of the process and what is required.</p> <p>c) PSMD to present Strategic HR plan to PSTU.</p> <p>d) Ministry' meetings for Jan to include Agencies.</p> <p>e) Agencies absent from meetings already held, to be met with en bloc.</p>

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	Risk	Prob.	Impact	Mitigating Actions
4.	Intense resistance or at least non cooperation from key stake holders.	High	High	<ul style="list-style-type: none"> a) Hold discussions early with each key stake holder group and signal the intention of inclusiveness, cooperation and transparency. b) Half day retreat to be held with Unions in January
5.	Unrealistic expectations creating misguided criticism and contentious distractions	High	High	<ul style="list-style-type: none"> a) PSTU to define scope of overall project. b) Based on scope, agree and sign off practical, realistic, precise deliverables as well as timelines and performance indicators with PM early. c) Cabinet, Parliamentarians, Monitoring Ctee, MOU Ctee, Social Partnership Group, Trade Unions, PSs and Agency Heads to be advised early of the above. d) Present high level version to the media e) The public to receive high level version. f) Internal response mechanism to be utilised by Public Officers – HR Officers/Communication officers to be a part of the Communications Group g) Disseminate information on an ongoing/timely basis.
6.	Sensationalized and misinformed headlines, articles and broadcasts by the media creating false impressions about the project.	High	High	<ul style="list-style-type: none"> a) CEO to meet informally with senior editors and media representatives b) To accommodate monthly press briefings – using the post Cabinet forum to apprise media of progress to date. c) Indicate accessibility to the media by identifying the person they can speak to at any time. d) Engage Communication Specialist to be added to PSTU team.

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	Risk	Prob.	Impact	Mitigating Actions
7.	Middle management - reluctance/ reticence to facilitate change management.	High	High	<p>a) As part of change management strategy, ensure managers are sensitized about the proactive role they must play to help ensure the success of the project and that they are trained/coached where necessary. Keep them in the information loop at all times. Develop plan with HR team and MIND.</p> <p>b) Utilize external motivational speakers to address staff.****</p>
8.	Employees unsettled, fearful and worried.	High	High	<p>a) Communication with staff - Convey to staff, that they will be treated with sensitivity, dignity and respect</p> <p>b) Develop internal communication strategy early.</p> <p>c) Engagement of Trade Unions/MOU Team.</p> <p>d) Engage internal network of counsellors to assist in developing and executing interventions for staff.</p> <p>e) Immediate, vigorous and targeted communication campaign to counteract the already embedded perception of “cutting” as being the prime focus and raison d’etre of the PSTU. A mantra or catch phrase to be developed for ALL to use which eclipses the “cutting” theme.</p> <p>f) Develop central communication mechanism (design and production of messages and dissemination) which reaches all employees and serves to keep them up to date and which mitigates fear and uncertainty and the negative and insidious impact of rumour.</p> <p>g) Bulletin to be sent to all employees once per month</p> <p>h) F A Q to be developed.</p>

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	Risk	Prob.	Impact	Mitigating Actions
9.	Perception of personal or political victimization in the separation of staff.	High	High	a) Develop clear, equitable and principled guidelines for handling all aspects of the transition for staff and make sure that they are communicated to all and that they are adhered to at all times. Ensure that Trade Unions are involved in designing these.
10.	Legislative calendar too crowded to allow new and amended legislation in the timeframes required by the plan	High	High	a) Work out and agree a timetable which accommodates the agenda as closely as possible. { Sol Gen and CPC }****
11.	Potential mergers look so attractive in terms of the assumed gains that short cuts are taken in due diligence (Esp. re people and culture issues) and there is ultimately a failure of the merger.	High	High	<ul style="list-style-type: none"> a) Rigorously pursue best practice due diligence approaches to effective and value adding mergers, including culture compatibility assessment, the most common cause of failure. b) Recognize and accept that department mergers and ministry mergers contain the same dynamics, issues and potential for failure as private sector company mergers and act accordingly. c) Develop template to be used in all cases. d) Develop readiness criteria to assess each potential entity. (Incl. issues related to management capability and culture, financial framework and HR) e) Do risk assessment of each potential agency and its chances of success in light of the established criteria to inform the final decision to transfer or the timing thereof.
12.	Competing priorities and activities on the regular calendar – stall or hamper the process in terms of delivering on timelines.	High	High	a) Develop detailed calendar of events and activities for the government and public sector for the next six month period. Assess impact on project activities and deliverables and make specific plans to work around or accommodate them. Also, look at the possibility of them being changed or the project timelines being adjusted.

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	Risk	Prob.	Impact	Mitigating Actions
13.	Loss of valuable knowledge when employees leave for whatever reason.	High	High	<ul style="list-style-type: none"> a) Develop strategy to retain key employees. b) In respect of any voluntary separation programmes ensure they are designed to allow the organization to refuse exit where they see fit. c) Utilize exit interviews to 'down load' knowledge of individuals leaving.
14.	Ultimate costs of implementation turn out to be prohibitive or appear to negate gains.	High	High	<ul style="list-style-type: none"> a) True current cost of Public Sector and staff numbers to be determined. b) Estimate of separation costs to be submitted to CMG. c) Actively seek assistance from potential donor bodies.
15.	Collapse or derailment of the Social Partnership talks creating a strained atmosphere.	High	High	<ul style="list-style-type: none"> a) Ensure that the social partners are fully engaged in the process so as to reinforce and lend credence to the partnership approach being pursued by government. (The approach to the restructuring could be seen as a reflection of the true attitude of the government to partnership and collaboration- i.e. "the test of the pudding"). b) Ensure critical stake holders are fully aware of the link between the success or failure of the Partnership and that of the Transformation project.
16.	Pressure from various quarters to make "cutting staff" and other costs the primary purpose and therefore to do this early without reference to the public sector re configuration which has been agreed. (Giving in to this pressure).	Medium	High	<ul style="list-style-type: none"> a) Identify "low hanging fruit", in terms of reductions or changes of whatever sort, as early as possible after ensuring they are compatible with the plan and implement early. b) Develop communication strategy to counter the "cut now" arguments and to justify retaining the integrity of the process.

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D. Communication Plan

	WHO/TARGET	PURPOSE	FREQUENCY	TYPE/DOCUMENTS DISTRUBUTED
1.	Honourable Prime Minster	To provide update on progress and receive feedback and directives	Weekly in initial stages of the project, then twice per month	Meetings/ Report on progress, risks and issues
2.	Cabinet Sub-Committee	To approve, give direction and oversight to the restructuring of the Public Sector	Quarterly	Meetings/ Report on progress, risks and issues
3.	Government Ministers	To discuss Approach, Strategies and Expected Outcomes	Initially with Permanent Secretaries and Senior Managers	Meetings/ Strategic Plan
4.	Parliament	To update all Members of Parliament and the Senate	Presentation by HPM	Semi-annually
5.	Consultative Monitoring Group	Provide updates on progress of deliverables and review risks and issues. To review and advise on recommendations and monitor progress	Monthly	Meetings/ Report on progress, risks and issues. Minutes of previous meeting.
6.	Cabinet Secretary	Provide updates on progress of deliverables and review risks and issues.	Fortnightly	Meetings
7.	Permanent Secretaries' Board	Provide updates on progress of deliverables and obtain feedback from PSs on risks/issues within their respective Ministries	Monthly	Meetings/ Report on progress and issues for attention to PSs

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	WHO/TARGET	PURPOSE	FREQUENCY	TYPE/DOCUMENTS DISTRUBUTED
8.	Key Public Sector Bodies – OSC, MoFPS etc.	Provide updates on progress of deliverables and obtain feedback	As needed	Meetings/Progress Reports
9.	Senior Staff within Ministries	Provide information on the scope and approach of the project. Obtain updates on progress of deliverables and receive feedback	Initial sensitisation meetings Quarterly and as needed	Meetings/Progress Reports
10.	Heads of Public Sector Agencies	Provide information on the scope and approach of the project. Obtain updates on progress of deliverables and receive feedback	Initial sensitisation meetings Quarterly and as needed	Meetings/Progress Reports
11.	Public Sector staff at all levels	Provide updates on progress of deliverables and obtain feedback	As needed	Meetings as needed Monthly Bulletins Website Feedback mechanisms
12.	Senior officers of the Public Sector Modernisation Division (PSMD)	Maintain synergies between the on-going initiatives spearheaded by the PSMD and the work of the PSTU	Monthly	Meetings/Progress Reports
13.	MDAs' Interdisciplinary Transformation Teams	MDAs to provide updates on progress of deliverables, obtain feedback and the PSTU to provide guidance for their ongoing restructuring efforts	Monthly and on a needs basis	Meetings/Progress Reports

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	WHO/TARGET	PURPOSE	FREQUENCY	TYPE/DOCUMENTS DISTRUBUTED
14.	Human Resource Professionals in Ministries	HR teams to provide updates on progress of deliverables, obtain feedback and the PSTU to provide guidance for their ongoing restructuring efforts	As needed	Meetings/Progress Reports
15.	Public Sector Communications Specialists in Ministries	Provide updates on progress of deliverables and determine appropriate communications mechanisms/messages for public sector staff	As needed	Meetings/Progress Reports
16.	Trade Unions	Provide updates on progress of deliverables and obtain feedback	As needed	Meetings/Progress Reports
17.	MOU Monitoring Committee	Provide updates on progress of deliverables and obtain feedback	As needed	Meetings/Progress Reports
18.	Private Sector	Provide updates on progress of deliverables and obtain feedback	As needed	Meetings/Progress Reports
19.	Partnership for Transformation Board	Provide updates on progress of deliverables and obtain feedback	As needed	Meetings/Progress Reports
20.	Business Facilitators (DBJ, JBDC etc)	To develop partnerships to support the transformation process	As needed	Meetings/Progress Reports
21.	International Development Partners	To develop partnerships to support the transformation process	As needed	Meetings/Progress Reports

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	WHO/TARGET	PURPOSE	FREQUENCY	TYPE/DOCUMENTS DISTRUBUTED
22.	PSTU Communications Team	Craft Communications Strategy and Plan. Determine appropriate communications mechanisms at different phases of the project. Review efficacy of communications strategy	Weekly	Meetings/Progress Reports
23.	Civil Society	Provide updates on progress of deliverables and obtain feedback	As needed	Meetings as needed with special interest groups. Press releases/ Articles Website Feedback mechanisms
24.	Media	To provide media and general public with information on the progress of the process	Monthly and as needed	Media Briefings Press releases
25.	CEO and other team members of PSTU	Provide updates on progress of deliverables and review risks and issues. Solve related problems and make decisions.	Weekly Monday am – Planning and projections Friday pm – Review and Evaluation	Meetings/ Update on individual workplans Decisions of previous meetings

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E. Goals and Strategic Objectives of the Transformation

Strategic Objective – broad overall priorities or directions Strategies – choices about how best to accomplish the objectives	Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms	Responsibility	Timeframe
Goal: Establishment of an implementation mechanism for the transformation of the Public Sector			
1. Develop the Governance Framework for Implementation of the transformation agenda			
1.1. Establish Technical Implementation Team (PSTU)	Requisite skill sets and competencies in place	CEO PSTU	16/11/2009
1.2. Establish Sub-Committee of the Cabinet (SCC)	Confirmed by Cabinet	HPM	13/11/2009
1.3. Establish Consultative Monitoring Group (CMG)	Confirmed by Cabinet	HPM	13/11/2009
1.4. MDAs to establish interdisciplinary Transformation Teams	Transformation Teams confirmed	MDAs	01/04/2010
1.5. Develop governance and accountability mechanisms to ensure timely implementation of the restructuring, and as such: <ul style="list-style-type: none"> ▪ specific and time-bound targets with regard to the rationalization of the Ministries agreement between the Permanent Secretaries and the Cabinet Secretary. ▪ specific and time-bound targets with regard to the rationalization of Public Bodies agreement between the responsible Minister, Board of Directors and the CEO of each Public Body. 	Performance agreements recorded for all levels within MDAs and used in the evaluation of performance at the end of each financial year	Cabinet Secretary, Financial Secretary, Permanent Secretaries/CEOs/MDs	31/03/2010

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Strategic Objective – broad overall priorities or directions Strategies – choices about how best to accomplish the objectives	Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms	Responsibility	Timeframe
2. Determine the specific role and function of government to inform the transformation agenda			
2.1. Position Paper to inform Cabinet decision on the core functions of Government	Position Paper developed and circulated prior to Cabinet Retreat	Cabinet Office, PSTU	31/12/2009
2.2. Define Role of Government	Role of Government defined, agreed and communicated	HPM and Cabinet	31/01/2010
2.3. Determine stable core of Ministries and their respective mandates	Ministries identified and approved by Cabinet	HPM and Cabinet	31/01/2010
3. Design and implement a monitoring and evaluation mechanism to track the progress of the work of the PSTU			
3.1. Agree and sign off on the Strategic Project Plan	Objectives and strategies for the project defined and provides blueprint to inform the work of the PSTU	PSTU HPM, Sub-Committee of Cabinet, CMG	15/01/2010
3.2. Develop and sign off on the Work Plan including practical, realistic, precise deliverables as well as timelines and measurable performance indicators for the work of the Unit	Work plan in place to guide work of the PSTU over the next 18 months	CEO, PSTU	15/01/2010 review by 30/03/2010
3.3. Key Performance Indicators (KPIs) developed for the PSTU	Indicators developed and used to monitor progress	PSTU CMG to monitor	31/01/2010 Review ongoing
4. Identify technical assistance/ funding for the restructuring exercise			
4.1. Continuously track, project and quantify potential and actual cost factors and assess impact on the project objectives	Tracking System in place at level of MDAs and PSTU	PSTU, MDAs	31/03/2010
4.2. Develop scenarios to determine financial implications of one off payments such as ERIPs, leave, pension, separation payments	Projected costs associated with various compensation liabilities	OSC, MoFPS, PSTU	01/07/2010

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Strategic Objective – broad overall priorities or directions Strategies – choices about how best to accomplish the objectives	Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms	Responsibility	Timeframe
4.3. Develop and field proposals to International Development Partners for discrete aspects of the project	Project proposals submitted and approved by IDPs	PSTU, PIOJ	starting 15/12/2009 and on phased basis
4.4. Develop and field proposals to local partners such as the Private Sector	Project proposals submitted and approved by partners	PSTU, PIOJ	starting 20/11/2009 and on a phased basis
5. Data to be used to inform evidence-based decision making			
5.1. Primary and secondary research to be conducted to provide reliable, relevant, verifiable data to inform decision making	Decisions based on empirical data	PIOJ, PSOJ	Ongoing basis
Goal: Integrated, compatible Information Systems			
6. To harmonize government and increase the use of ICT in all sectors to increase productivity and efficiency			
6.1. Accelerate the implementation of GovNet – to improve the transfer and sharing of information across government, provide for better communication and allow the Government to realize significant savings in several areas. Information sharing can revolutionize the speed and manner in which services are delivered in the public sector.	Physical infrastructure in place to join all Government offices * Decision to be taken on whether full private sector or private/public sector mix (Government owns physical infrastructure and services bought from private sector) Economic and technical reviews conducted	OPM, Cabinet Office, PSMD, PSTU	Decision to be taken by 31/12/2009 Implementation to commence by 01/10/2010 by 01/07/2010

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<p>Strategic Objective – broad overall priorities or directions</p> <p>Strategies – choices about how best to accomplish the objectives</p>	<p>Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms</p>	<p>Responsibility</p>	<p>Timeframe</p>
<p>6.2. Expansion of online services which provides more convenient options to the public, and reduces staffing requirements over time.</p>	<p>Existed laws amended e.g. Evidence Act and FAA Act</p> <p>New laws promulgated e.g. Cyber Crime Act and Data Protection Act</p> <p>Online services supported by legislation and responsive to public need</p>	<p>OPM, CPC, FSL, CITO</p>	<p>starting 01/10/2010</p>
<p>6.3. Creation of a National Identification System (NIDS) to enable linkages of transactions for an individual across the information systems of government and the private sector</p>	<p>A unique identifier for Jamaicans from birth</p>	<p>OPM, MoH, FSL, CITO</p>	<p>Starting 01/04/2010 (some legal amendments may be required)</p>
<p>6.4. Review and assess the implementation of the Enterprise Resource Management System (ERMS) which will provide a fully integrated computerized business enterprise system which uses full cost and accrual accounting, asset and resource management. The system should integrate the following modules:</p> <ul style="list-style-type: none"> ● Treasury, and Consolidated Fund Management ● Revenue Accounting; ● Expenditure Accounting; ● Human Resource Development, Payroll and Pension; ● Procurement; ● Planning and Budgeting and Cash Management; ● Project Management; ● Debt Management; and ● Asset and Inventory Management. 	<p>Enterprise Resource Management System (ERMS) in place and compatible with existing systems.</p>	<p>MoFPS, FSL</p>	<p>Timeline to be ascertained</p>

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Strategic Objective – broad overall priorities or directions Strategies – choices about how best to accomplish the objectives	Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms	Responsibility	Timeframe
6.5. Strategic direction of ICT matters to include the creation of standards for information system policy and peripherals government wide.	Appointment of a corporate CIO to ensure compliance and quality assurance.	OPM, PSTU, FSL, CITO	01/11/2010
6.6. Create an inventory of the ICT assets within the Government services to determine areas of congruence	Economies of scale for ICT procurement with the creation of Enterprise Agreements, intra and inter Government services Sharing of resources and cost for similar ICT systems.	PSTU, FSL, CITO, OPM	01/05/2010
6.7. Review and assess policy on Data Sharing between MDAs	Policy created for the sharing of data within Government Database of lessons learnt during ICT implementations	OPM, PSTU, Cabinet Office	01/10/2010 ongoing
6.8. Create a framework for e-Governance	Defined policy and timetable for the deployment of e-service Framework for the selection of services to be deployed electronically	OPM, PSTU, FSL, CITO FSL, CITO	01/05/2010 01/06/2010

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<p>Strategic Objective – broad overall priorities or directions</p> <p>Strategies – choices about how best to accomplish the objectives</p>	<p>Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms</p>	<p>Responsibility</p>	<p>Timeframe</p>
<p>Goal: Performance-based Management</p>			
<p>7. Review current HR structures with a view to implementing a system that is relevant and appropriate.</p>	<p>Strategic Human Resource Management (HRM) structure and system in place</p>		<p>30/04/2010</p>
<p>7.1. Review and assess the implementation of the Strategic Human Resource Management (HRM) function.</p>	<p>Gap analysis completed and recommendations considered</p>	<p>Cabinet Office, PSMD, PSTU</p>	<p>01/06/2010</p>
<p>7.2. Review and assess current succession planning and leadership development mechanisms and make recommendations</p>	<p>Succession Planning Framework and Template in place</p>	<p>PSTU, OSC, Cabinet Office</p>	<p>01/06/2010</p>
<p>7.3. Create an enabling environment for smooth and timely transfer of persons across the public sector</p>	<p>Policy and system in place to inform needs requirement of MDAs to allow free movement of staff throughout the Public Sector</p>	<p>PSTU, PSMD, Cabinet Office, OSC, MoFPS</p>	<p>30/07/2010</p>
<p>7.4. Use existing legislation to expedite delegation of authority on human resource matters</p>	<p>Framework for delegated authority in place</p>	<p>PSTU, OSC, PSC, GG's Office</p>	<p>30/03/2010</p>
<p>7.5. Amend legislation to facilitate alignment of responsibility /authority/accountability</p>	<p>Legislation amended or new laws promulgated with accompanying regulations</p> <p>To inform legislative agenda 2010/2011</p>	<p>PSTU, AG's Dept/SG, CPC, Private Legal Reps</p>	<p>To begin 30/09/2010</p>
<p>7.6. Rationalization of leave arrangements across the sector</p>	<p>Leave arrangements equitable and manageable</p>	<p>MoFPS/OSC/ PSTU/ Trade Unions</p>	<p>To be determined</p>
<p>7.7. Review and revision of pension arrangements</p>	<p>Sustainable, equitable pension fund</p>	<p>MoFPS/OSC/ PSTU/ Trade Unions</p>	<p>To be determined</p>

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Strategic Objective – broad overall priorities or directions Strategies – choices about how best to accomplish the objectives	Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms	Responsibility	Timeframe
7.8. Review and assess ICT management of human resources	HR System linked to resource management within all MDAs Enabling framework in place to support HR strategies Network established for entire service on an incremental basis to commence 01/01/2011	PSTU, OSC, PSC, Cabinet Office	01/01/2011 to commence implementation
7.9. Sensitize and train all HR Practitioners to utilize the system	HR Practitioners sensitized and trained	PSTU, OSC, Cabinet Office	01/01/2011
7.10. Knowledge management mechanism in place for transference of institutional knowledge	Framework in place for knowledge transfer	PSTU	01/05/2010
Goal: Smooth transition to a transformed Public Sector through change in ideas, attitudes, beliefs and behaviour			
8. Implement change management initiatives			
8.1. Develop and monitor the implementation of a Change Management Plan	Change Management Plan agreed for implementation	PSTU	01/04/2010
8.2. Develop a suite of mitigating measures to provide assistance to dislocated staff	Framework developed outlining mitigation measures Consultation with staff and unions re options Partnerships developed with funding agencies	PSTU, MoFPS, Private Sector and Trade Unions	01/04/2010 ongoing 30/03/2010

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<p>8.3. Acceleration of the work being done by OPM, Cabinet Office and MOFPS on developing an Early Retirement Incentive package for implementation on a targeted basis.</p>	<p>Project proposal submitted to IDPs for grant funds or low interest funds, for early retirement incentive programme</p> <p>Early Retirement Incentive Package completed</p>	<p>PSTU, MoFPS, OSC</p> <p>PSTU, OSC, MoFPS</p>	<p>30/01/2010</p> <p>01/04/2010</p>
<p>8.4. Identify training programmes to support retraining, retooling and redeployment, to include current provisions under MOU3.</p>	<p>Institutions identified and Training Plan in place and disseminated to MDAs</p>	<p>PSTU, MDAs, Heart/NTA, MIND</p>	<p>01/04/2010</p>
<p>8.5. Utilization of existing internal expertise to manage change process</p>	<p>Group of suitably qualified professionals identified and sensitized to provide feedback and support to the process</p> <p>Mechanism developed for utilization of the professionals to manage the change process within respective Ministries</p>	<p>OSC, MDAs, PSTU</p> <p>OSC, MDAs, PSTU</p>	<p>18/12/2009</p>
<p>8.6. Leverage existing services within government such as Business/Psychosocial Counsellors</p>	<p>Registry of support services developed</p> <p>Modality in place for service delivery</p> <p>Mechanism in place for accessing services</p>	<p>PSTU/MoH/MIIC/MLSS/OPM</p>	<p>by 01/03/2010</p>

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Strategic Objective – broad overall priorities or directions Strategies – choices about how best to accomplish the objectives	Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms	Responsibility	Timeframe
8.7. Develop transition plan to take into account cultural and operational differences	Master Transition Plan template in place to guide MDAs in the development of their Ministry specific plans. MDA’s Transition Plan in place to facilitate mergers , divestments, closures etc.	MDAs/PSTU MDAs	01/04/2010 01/05/2010
8.8. Knowledge management mechanism in place for transference of institutional knowledge	Framework in place for knowledge transfer	PSTU	01/05/2010
9. Develop and Implement a comprehensive Communications Strategy			
9.1. Prepare a Communication Plan to apprise all stakeholders of the transformation process	Plan prepared and approved	PSTU	28/02/1020
9.2. Engage in ongoing Consultations with Ministries, Departments/ Divisions and Agencies of Government and key stakeholder groups such as the Public Sector Modernization Division, Office of the Services Commissions, Public Enterprise, MoFPS, Budget and Public Expenditure, MoFPS, Public Policy Division, MoFPS, MOU Monitoring Committee, Trade Unions, Civil Society	System of communication agreed and implemented	PSTU, Cabinet Sub-Committee, CMG, MOU Monitoring Committee, Trade Unions, and Government Media Houses	Ongoing
9.3. Reporting mechanism developed for the Cabinet Sub-Committee, CMG responsible for the restructuring of the Public Sector	Report format and content agreed	PSTU	18/12/2009

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9.4. Purpose, process and intent of project to be documented, signed off by Cabinet and Consultative Monitoring Group and used as the official statement for all project ‘champions’	Increased clarity, understanding and consensus re the overarching vision, purpose, modus operandi and intended outcome of the project.	PSTU	04/01/2010
9.5. Internal response mechanism e.g. Briefing Notes etc., to be developed and utilised by Public Officers e.g. HR and Communications Officers to be a part of the Communications Group	Response mechanism developed and agreed	PSTU	18/12/2009
9.6. Hold monthly press briefings – using the post Cabinet forum to apprise media of progress to date.	Media briefed	PSTU	Ongoing
Goal: Quality Customer service - improvement in service delivery			
10. A robust customer service framework in place to provide quality assurance mechanisms for the delivery of services to the public	Service levels in public service improved	Cabinet Office, PSMD, PSTU, MDAs	30/04/2010
10.1. Review and assess the customer service framework and make appropriate recommendations to strengthen the accountability for specified results	Gap analysis completed and recommendations sent to the PSMD	PSMD, PSTU	
10.2. Confirm linkages between the Entities’ Citizens’ Charter and their Corporate and Operational Plans	Higher levels of accountability for customer service	PSMD Customer Service Unit	
10.3. Confirm internal service level agreements – consistent with ISO 9001 (Quality Management Standards Framework)	Greater cooperation and responsiveness	PSMD Customer Service Unit, PSTU, Bureau of Standards	
10.4. Standardisation of regions/zones public sector wide	Greater efficiency in the deliver of services	PSTU/MDAs/ OPM	01/06/2010

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Goal: Enabling environment for effective governance			
11. Examine the legislative and regulatory frameworks to determine relevance, necessary amendments, and/or promulgation of new laws to effect the recommendations of the restructuring of the Public Sector			
11.1. Establish a new framework and culture for the devolution of authority and a closer alignment of authority, responsibility and accountability based on specific resource inputs and performance outputs	Delegated authority to Heads of Entities	AG's Department, PSTU	01/09/2010
11.2. Assess/amend legal framework to facilitate the devolution of authority to Permanent Secretaries, to allow for flexibility in the hiring and retention of critical staff functions and to retire or redeploy staff in keeping with the strategic objectives of the organisation	Delegated authority to Permanent Secretaries	AG's Department, PSTU	Assessment to commence 01/01/2010
11.3. Amendment to relevant Statutes and Regulations that relate to specific entities operations	Agency specific legislation amended and new laws promulgated	AG's Department, PSTU, CPC and relevant Agencies	01/09/2010
11.4. Mobilize a team of Private Sector Attorneys to assist in the review of existing Statutes and Regulations	Laws identified and recommendations for amendments presented	PSTU and JCC	18/12/2009
11.5. Obtain Cabinet approval and drafting instructions for amendments and new laws	Cabinet Submission approved and drafting instructions issued	PSTU	To be determined

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11.6. New Laws Promulgated. Apprise the Ministry of Justice, General Legal Council and Civil Society of new legislations and implications	New laws enacted and public education conducted	PSTU, AG's Department, MoJ	To be determined
11.7. Review Dividend Policy – refer to Executive Agency Model	Equitable Dividend Policy approved by Cabinet, that allows growth and retooling within the entities Drafting Instructions issued if Legislation is required	MoFPS, CPC, AG's Department,	To be determined
Goal: Optimum size of the Public Sector for efficiency			
12. Conduct Prior Options Reviews of all Ministries, Agencies and other Public Bodies <ul style="list-style-type: none"> • to determine what functions should be retained, privatised, contracted out, abolished or be merged with other public sector entities 	Framework for a streamlined Public Sector developed	PSTU	30/06/2010
12.1. Restructure Ministries to become policy focused	Ministries configured to focus on policy development and monitoring	PSTU/PSMD/ Ministries	To be determined
12.2. Align Public Entities with the appropriate Ministries and develop their specific mandates	Entities identified and signed off by Sub-Committee of Cabinet	HPM & Sub-Committee of Cabinet	To be determined
12.3. Entities restructured to focus on implementation of specific policies (service delivery) consistent with the mandate of the Ministry	Entities configured to provide services aligned with mandate of the respective Ministries	PSTU/PSMD/ Ministries	To be determined

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Strategic Objective – broad overall priorities or directions Strategies – choices about how best to accomplish the objectives	Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms	Responsibility	Timeframe
12.4. Entities restructured to execute regulatory functions pertinent to specific mandate of respective Ministries	Entities configured to execute regulatory functions aligned to mandate of the respective Ministries	PSTU & Ministries	To be determined
12.5. Explore and develop mechanisms to create economies of scale which would result in greater efficiency across government in relation to corporate functions such as: <ul style="list-style-type: none"> • Finance and Accounts • Internal Audit • Human Resources Management • Information Technology • External mail delivery • Administration • Legal services and • Procurement 	Corporate Service Departments established	PSTU	01/09/2010
Goal: Reduction in cost of Public Sector to below 10% of the cost of GDP by 2011			
13. Potential self-financing Agencies taken off the budget	Increase in the number of Agencies which are self-financing		
13.1. Identify Agencies on budget that should be self-financing and facilitate and develop a management structure to support their operations	Business Plan developed	MDAs	01/04/2010
13.2. Review and sign-off on proposals from MDAs	Business Plans approved	PSTU, Cabinet Sub-Committee	31/05/2010
13.3. Management framework to facilitate transition	Framework signed off and implemented	MoFPS, OSC, MDAs	in phases 01/04/2010 01/06/2010 01/09/2010

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<p>Strategic Objective – broad overall priorities or directions</p> <p>Strategies – choices about how best to accomplish the objectives</p>	<p>Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms</p>	<p>Responsibility</p>	<p>Timeframe</p>
<p>13.4. Review Dividend Policy – refer to Executive Agency Model</p>	<p>Equitable Dividend Policy approved by Cabinet, that allows growth and retooling within the entities</p> <p>Drafting Instructions issued if Legislation is required</p>	<p>MoFPS, CPC, AG's Dept.</p>	<p>01/03/2010</p>
<p>14. Develop a Master Rationalisation Plan with the related cost</p>	<p>Master Plan developed and agreed</p>	<p>PSTU</p>	<p>15/02/2010 cost may not be ready</p>
<p>14.1. Review rationalisation plans prepared by MDAs and provide feedback and recommendations with justifications specific to the entity</p>	<p>First draft of Rationalization Plan ready for discussion with MDAs</p>	<p>PSTU</p>	<p>31/01/2010</p>
<p>14.2. Develop and monitor the implementation of a Risk Management Plan</p>	<p>Risk Plan developed and implemented</p>	<p>PSTU</p>	<p>20/11/09 Monitoring-ongoing</p>
<p>14.3. Review and consider international best practices as it relates to modernisation to inform strategies and plans</p>	<p>Master Rationalization Plan informed by International Best Practices</p>	<p>PSTU</p>	<p>15/02/2010</p>
<p>14.4. Rationalization of Public Commissions</p>	<p>More efficient governance structure</p>	<p>HPM/MDAs/OSC</p>	<p>30/06/2010</p>
<p>15. Winding up of dormant government companies</p>	<p>Dormant government companies wound up and taken off budget</p>	<p>MoFPS</p>	
<p>15.1. Complete Audit of dormant government companies</p>	<p>Status of companies determined</p>	<p>MoFPS</p>	<p>To be determined</p>
<p>15.2. Review and assessment of legal and financial impediments to winding up</p>	<p>Plan for winding up developed</p>	<p>MoFPS/Legal Team</p>	<p>To be determined</p>

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Strategic Objective – broad overall priorities or directions Strategies – choices about how best to accomplish the objectives	Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms	Responsibility	Timeframe
Goal: Proper resource management			
16. Assess physical resource needs for effective functioning of each MDA, including operational equipment, transportation, communications facilities, storage facilities, buildings and accommodation			
16.1. Space Rationalization Audit for corporate area completed for sign off	Audit completed and recommendations submitted to HPM	Cabinet Office,	01/04/2010
16.2. Audit to be conducted at the parish level	Audit completed and recommendations submitted to HPM	Cabinet Office	01/09/2010
17. Development of a robust Financial Management structure and system	Accrual Accounting System in place		
17.1. Review and assess the implementation of Accrual Accounting System Government-wide, with the appropriate financial management information systems (FMIS).	Gap analysis completed and recommendations considered	Cabinet Office, PSMD, PSTU, MoFPS, FSL	01/06/2010
17.2. Review and assess current financial and accounting mechanisms/ procedures and make recommendations (payroll included)	Financial Management Framework and Template in place	PSTU, Cabinet Office, MoFPS, FSL	01/06/2010
17.3. Create an enabling environment for access to accurate and timely financial information to inform decision making across MDAs	Policy and system in place to inform needs requirement of MDAs	PSTU, PSMD, Cabinet Office, MoFPS, FSL	01/06/2010 to commence process
17.4. Use existing legislation to expedite delegation of authority on financial matters	Framework for delegated authority in place	PSTU, MoFPS	30/03/2010

PUBLIC SECTOR TRANSFORMATION UNIT – STRATEGIC PROJECT PLAN

Strategic Objective – broad overall priorities or directions Strategies – choices about how best to accomplish the objectives	Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms	Responsibility	Timeframe
17.5. Amend legislation to facilitate alignment of responsibility /authority/accountability	Legislation amended or new laws promulgated with accompanying regulations To inform legislative agenda 2010/2011	PSTU, AG's Dept/SG, CPC, Private Legal Reps	01/09/2010
17.6. Review and assess ICT management of resources	Financial System linked to related databases within all MDAs (budget/HR) Enabling framework in place to support financial management strategies Network established for entire service on an incremental basis to commence 01/01/2011	PSTU, MoFPS, FSL, Cabinet Office	To commence implementation by 01/01/2011
17.7. Sensitize and train all PFOs and related staff to utilize the system	Financial Management Staff sensitized and trained	PSTU, MoFPS, FSL, Cabinet Office	01/01/2011
17.8. Knowledge management mechanism in place for transference of institutional knowledge	Framework in place for knowledge transfer	PSTU	01/04/2010
Goal: Effective Accountability Framework			
18. Current Initiatives to Create an Enabling Environment for Public Sector Performance			
18.1. Review, and assess the implementation of the Performance Management and Evaluation systems to monitor and report on performance of MDAs.	Performance Management and Evaluation System in place	Cabinet Office, PSMD, PSTU	01/06/2010

PUBLIC SECTOR TRANSFORMATION UNIT – STRATEGIC PROJECT PLAN

Strategic Objective – broad overall priorities or directions Strategies – choices about how best to accomplish the objectives	Expected Outcome – changes or results expected upon achievement of the agreed strategies in quantitative or qualitative terms	Responsibility	Timeframe
18.2. Review and assess the implementation of the Accountability Framework and mechanisms for Government's management and operations.	Accountability Framework in place	Cabinet Office, PSMD, PSTU	01/06/2010
18.3. Identify and review all other on-going initiatives/projects aimed at reform/restructuring of the public sector	A comprehensive catalogue of current and planned initiatives/projects	Cabinet Office, PSMD, PSTU	31/03/2010