



Public Sector Transformation Unit

Communiqué # 4

Dear Colleagues:

It has been sometime since you last heard from us at the Public Sector Transformation Unit (PSTU) and we would like to update you on aspects of the work we have been pursuing and the progress to date.

Status of Master Rationalization Plan

The Public Sector Master Rationalization Plan was tabled as a Green Paper, in the House of Representatives by the Prime Minister on July 20, 2010, to invite public comment. Since then, a number of organizations, public and private sector institutions, as well as individuals have submitted their recommendations and comments to the Public Administration and Appropriations Committee (PAAC), a Sub-Committee of Parliament. As part of the process of engagement, the Public Sector Transformation Unit (PSTU) met six times with the PAAC to hear the submissions and to have the opportunity to respond to the recommendations and comments presented. The Report of the PAAC will be tabled in Parliament shortly and thereafter to the Cabinet for sign-off.

Managing the Process of Change

A crucial issue to us at the PSTU is the welfare of public sector workers. We are acutely aware of the fact that public sector workers are concerned about how the restructuring will affect them, and how their interests will be protected in the process. The PSTU has worked with human resource practitioners from Ministries, Departments and Agencies, as well as, the Office of the Services Commission, the Public Sector Establishment Division and the Corporate Management Division, to develop a Change Management Plan. This team has worked conscientiously over the past seven months in developing procedures and processes which will ensure that workers are treated fairly, equitably and with dignity. The Cabinet Secretary has circulated this Plan to all Permanent Secretaries and has instructed that it be used as a guide in all Ministries, Departments and Agencies.

Plans are in place for the HEART/NTA to host a series of fairs, where important information will be shared with public sector workers on issues such as starting a business, managing finances, career counseling, accessing loan facilities and business development facilities. The dates of these fairs will be communicated as soon as they are finalised.

Greater details on the Change Management Plan will be in the next issue of the PSTU's Communiqué.

Interdisciplinary Transformation Teams

A significant mechanism for involving public sector workers in the transformation process is provided through the Interdisciplinary Transformation Teams (IDTTs). Each Ministry and Agency must establish such a team, comprising broad-based representation to include representatives from Human Resource Management, Finance, Communications and Trade Unions or Staff Associations. These teams, many of which have been established already, will examine how their particular Ministry or Agency currently operates and recommend improvements for greater efficiency and productivity. The IDTTs will play a critical role in communicating and managing the change process, including addressing challenges in those Entities which will be impacted by the transformation process. The PSTU has just completed a series of meetings with Permanent Secretaries, Heads of Agencies and Departments and their respective IDTTs, to hear from them regarding the progress to date and the challenges with which they are faced.

Devolution of Authority

The alignment of responsibility with authority and accountability requires a new Governance Framework which is currently being developed with the CEOs and Heads of the Entities. The devolution of authority refers to delegating authority from the Centre, namely from the Ministry of Finance and the Cabinet Office to the CEOs and Heads of Agencies to manage their affairs. Twelve Public Sector Entities have been targeted for this “devolved authority”, which means that the Heads or CEOs of these Entities will have authority to execute their overall responsibility, in respect to human resources, financial and operational matters within an appropriate policy and Legislative Framework. Accordingly, CEOs and the Heads of Entities will be held accountable for the outputs and overall results of their stewardship. The PSTU has been working with these Entities to establish Agency-specific Management Accountability Frameworks that will enable them to function with a greater degree of autonomy within a specified Framework, signed off by the CEO or Head, portfolio Minister, portfolio Permanent Secretary, Cabinet Secretary and Financial Secretary.

The de-concentration of authority is also another aspect of management that the PSTU is addressing with these Entities, which will in turn delegate authority to Managers and front line employees within their organizations, so that they can take decisions within limits, closer to the point of the delivery of services.

The Way Forward

The PSTU is committed to facilitating a meaningful transformation process. We are heartened by the thoughtful collaboration of our fellow Public Sector workers, as each and every one of us is pivotal to this effort. It is important, therefore, that we prepare ourselves for the changes that are inevitable, thus realizing our objective of "***a transformed cohesive Public Sector, that is performance-based, efficient, cost effective and service oriented***".

Pat Sinclair McCalla
CEO, PSTU
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