



PUBLIC SERVICE REFORM THE PROGRAMME FOR PUBLIC SERVICE REASSURANCE 2017

DRAFT VERSION

THE PROGRAMME FOR PUBLIC SERVICES REASSURANCE

INTRODUCTION

This paper is the research effort of a Select Committee of the Central Congress of the Democratic National Alliance (DNA) appointed by the Leader of the Party the Hon. Branville A. McCartney. It is the remit of the Committee from the Central Congress to advise the Central Congress on policy matters relating to Public Services Reform; to be the primary contact for public sector agencies or actors that want to have formal or semi-formal relationships with the party; to be the instrument to affect and guide those relationships; to advise on any other matters connected to public service administration or public service reform that the Central Congress submits for its consideration and advice.

The Members of the Committee are:

Youri A. Kemp, Candidate for Garden Hills, Chairman

Wendell Williams, Chaplain

Briennae Turnquest, Secretary

Clarise Sandii, Committee Member

Matthew Culmer, Committee Member

Florence Kemp, Committee Member

We submit the following resolutions for the consideration of the Central Congress and the Executive Team.

RESOLUTION ON PUBLIC SERVICES REFORM

WHEREAS Public Services is integral to the future development and success of the Commonwealth of The Bahamas;

AND WHEREAS Public Service policy should be so defined as to embrace the fact of the integral nature of an efficient Public Service structure to our nation's future;

AND WHEREAS, the Democratic National Alliance has always embraced an outward looking, progressive agenda for Public Services and the human resources within the Public Service;

AND WHEREAS, there is a need for The Commonwealth of The Bahamas to adopt programmes and policies that will develop our country and its people;

AND WHEREAS the development of the vision of a better, more efficient and reliable Public Service is a commitment of the DNA on behalf of our party and the country;

AND WHEREAS, the DNA has outlined the markers to achieve that developed status in a White Paper called The Programme for Public Services Assurance;

BE IT HEREBY RESOLVED that the Democratic National Alliance formally adopts its policy of working to make Public Services in The Bahamas better, more efficient and reliable; we formally adopt the policies of the party as outlined in the said White Paper; we formally recognize and adopt the need for enhancing the human resources within the Public Services as a priority for country development and engendering a spirit of wellbeing; and an adoption of the initiatives prescribed in this White Paper shall be done so in an effort to sustain meaningful opportunities for our people, to build up the common life, and protect the integrity of our nation and to observe best practices within the Public Service.

RESOLUTION ON THE ROYAL BAHAMAS POLICE FORCE

Be it Resolved that the DNA understands the nature of the Public Service with regard to government agencies that have evolved into standalone agencies.

Also further Resolved further that the DNA commits to enhancing and enriching these agencies as a matter of priority and as a result of their evolution, some of the policy prescriptions outlined in this White Paper may, or may not, be applicable to these agencies.

And be it further resolved that the DNA particularly identifies the Royal Bahamas Police Force as that stand alone agency which has its own Act and empowering administrative legislation which does not fall under the ambit of the centralized government or the public administration mechanisms therein.

And be it further resolved that the DNA commits itself to furthering the use of institutions with respect to developing, enhancing and nurturing the progress made within The Royal Bahamas Police Force and is committed to keeping our bonds strong.

WHAT DO WE MEAN BY RELIABLE AND EFFICIENT PUBLIC SERVICES?

The term “efficient” and “reliable” can be subjective at times. With regard to the delivery of any service, let alone public service, what may constitute irregular or regular services depend on the time and circumstance and priority of the people placed on the delivery of those services.

Agencies like the International Monetary Fund¹, the Inter-American Development Bank², the Organisation for Economic Cooperation and Development³, just to name a few, have produced reams of literature that deals with enhancing the Public Services.

From a review of literature a few central themes stand out that can be universally recognized as critical to a continually progressive and productive Public Service:

- 1. Implementing and Strengthening Performance Indicators;*
- 2. Performance Indicators being used by politicians and government ministers in the administration of their duties;*
- 3. Decentralizing agencies so that they can have targeted focus and attention;*
- 4. Modernizing and simplifying government reporting and report networks;*
- 5. Transparent rules of engagement and codes of conduct;*
- 6. Rewarding and incentivizing diligent work;*
- 7. Timely and efficient human resource appraisals; and*
- 8. Regular Independent Audits of the Public Service and its performance indicators.*

¹¹ Labour Market Issues in the Caribbean: Scope to Mobilize Employment Growth by Magda Kandil, Qiaoe Chen, Xin Li, Genevieve Lindow, Mario Mansilla, Joel Okwuokei, Marika Santoro, Jochen Schmittmann, and Solomon Stavis. 2014 <https://www.imf.org/external/pubs/ft/wp/2014/wp14115.pdf>

² Are You Being Served?: Political Accountability and Quality of Government By Alícia Adserà* Carles Boix** Mark Payne***. 2000. http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1817237

³ Improving Public Sector Efficiency: Challenges and Opportunities by Teresa Curristine, Zsuzsanna Lonti and Isabelle Joumard. June, 2014. <https://www.oecd.org/gov/budgeting/43412680.pdf>

While the method to which these 6 indicators are met by the government of the day, what is important is that the focus and theme of the indicators are what we feel should be tools used to enhance the Public Service and the delivery of services.

WHAT IS THE “PUBLIC SERVICE”?

The Public Service is broadly defined as a service which is provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing provision of services.

The level of sophistication, privatisation, governmental departments and how they are coordinated under Ministries is up to the particular jurisdiction.

WHAT GOVERNS THE PUBLIC SERVICE IN THE BAHAMAS

The Public Service in The Bahamas is governed by two core facets, one a handbook and the other a raft of legislations:

The Public Service Handbook:

[General Orders of The Public Service.](#)

Legislation:

Public Service Act. 1967

http://laws.bahamas.gov.bs/cms/images/LEGISLATION/PRINCIPAL/1969/1969-0009/PublicServiceAct_1.pdf

Public Officers Leave Rules. 1958

http://laws.bahamas.gov.bs/cms/images/LEGISLATION/SUBORDINATE/1958/1958-0161/PublicOfficersLeaveRules_1.pdf

Public Service (Housing Accommodation) Regulations. 1964

http://laws.bahamas.gov.bs/cms/images/LEGISLATION/SUBORDINATE/1964/1964-0185/PublicServiceHousingAccommodationRegulations_1.pdf

Public Service (Offices of Responsibility) Notice. 1976

http://laws.bahamas.gov.bs/cms/images/LEGISLATION/SUBORDINATE/1976/1976-0069/PublicServiceOfficesofResponsibilityNotice_1.pdf

Public Service (Vehicles) Regulations. 1964

http://laws.bahamas.gov.bs/cms/images/LEGISLATION/SUBORDINATE/1964/1964-0184/PublicServiceVehiclesRegulations_1.pdf

Industrial Relations Act. 1971.

http://laws.bahamas.gov.bs/cms/images/LEGISLATION/PRINCIPAL/1970/1970-0014/IndustrialRelationsAct_1.pdf

Industrial Relations (Amendment) Act 2012

<http://laws.bahamas.gov.bs/cms/images/LEGISLATION/AMENDING/2012/2012-0028/IndustrialRelationsAmendmentAct2012.pdf>

Essential Services (Airlines, Air Traffic Control and Airport Fire Services) Order. 1979

http://laws.bahamas.gov.bs/cms/images/LEGISLATION/SUBORDINATE/1979/1979-0050/EssentialServicesAirlinesAirTrafficControlandAirportFireServicesOrder_1.pdf

Industrial Relations (Increase of Tribunal Members) Order. 1999

http://laws.bahamas.gov.bs/cms/images/LEGISLATION/SUBORDINATE/1999/1999-0082/IndustrialRelationsIncreaseofTribunalMembersOrder_1.pdf

Industrial Relations (Tribunal Procedure) Rules 2010

http://laws.bahamas.gov.bs/cms/images/LEGISLATION/SUBORDINATE/2010/2010-0136/IndustrialRelationsTribunalProcedureRules2010_1.pdf

Industrial Relations (Tribunal Procedure) Rules. 1997

http://laws.bahamas.gov.bs/cms/images/LEGISLATION/SUBORDINATE/1997/1997-0031/IndustrialRelationsTribunalProcedureRules_1.pdf

Industrial Tribunal (Salaries for President and Vice President) Order. 2009

http://laws.bahamas.gov.bs/cms/images/LEGISLATION/SUBORDINATE/2009/2009-0078/IndustrialTribunalSalariesforPresidentandVicePresidentOrder2009_1.pdf

Trade Union Regulations. 1971

http://laws.bahamas.gov.bs/cms/images/LEGISLATION/SUBORDINATE/1971/1971-0020/TradeUnionRegulations_1.pdf

Outside of the established Ministries and the Department of Public Service, the Public Service is overseen by The Public Service Commission. This Commission is supposed to affect human resources decisions and to oversee the administration of human resources moves in the Public Services.

Without belaboring the point on any particular piece of legislation and/or the handbook that is used to guide the administration of the public service, one thing is fundamentally clear: There are several rules and code books that overlap and in many instances, conflict with one another.

One stark case is when the Handbook, General Orders, is used to usurp the authority of legislation passed in the House of Assembly to govern all workers both in and outside of the public service.

More importantly, the General Orders is a “guide-book” of sorts and not legislation. Therefore the rules of such are subordinate to the legislation passed in the House of Assembly that deals with employees, industrial disputes and the settlement mechanisms for the government of these disputes.

WHERE DOES THE PUBLIC SERVICE COMMITTEE STAND IN RESPECT TO THE ESTABLISHED PUBLIC SERVICE RULES, REGULATIONS, GENERAL ORDERS AND THE PUBLIC SERVICE IN GENERAL?

In this context, the need for a firm framework for the promotion and the development of dialogue for the enhancement of the Public Services is vital to ensuring that an effective bureaucracy is not only built, but nurtured and continually self-strengthened.

What is also fundamentally important is that assessment tools and performance indicators are not only seen as a priority, but also shared openly so that policy makers and the general public can see, contrast and compare best practices.

A fundamental point with respect to the management and regulations of the Public Services is that too many of the rules, regulations and pieces of legislation overlap one another. This leads to incoherent and un-enforceable rules and practices which gives the appearance of being arbitrary from time to time.

One of the core issues with regard to policy incoherence is the administration of the General Orders as it relates to Labour Law, Public Service Law and Industrial Relations Law. In addition, as a sticking point, the General Orders is not legislation but is used as if is a legislative tool or empowered by legislative tools.

With regard to oversight, performance indicators and performance indicators that assist in employee output appraisals, the Committee finds it necessary that we commit to stringent performance indicators and testing to ensure we have quality work being produced; to ensure that we identify human resource skills gaps; and that we continually use these indicators to guide how we approach policy making and policy implementation.

Moreover, the efficacy of the Public Service Commission has been brought into question with regard to the overall power and scope it has. To date, the Service Commission has only slight administrative powers over human resources, but when it comes to discipline of the management ranks and the enforcement of procedures that are supposed to mitigate the contravention of established law, its input is mute, at best.

The Committee understands that:

- ✓ The Public Service Commission needs to be re-commissioned and re-focused with new powers and administrative scope to deal with more substantive matters in the services.

- ✓ The overlapping legislation, rules and regulation makes it cumbersome to coordinate human resources effectively in the Public Service
- ✓ Due to the fact that the rules and regulations are burdensome and overlapping the contravention of law and precedent may occur
- ✓ Performance indicators need to be implemented and enhanced in several agencies and tailor made to suit those agencies as a way to boost employee performance, track employee performance and manage the expectations of the government
- ✓ The current employee appraisal system and basic performance indicator mechanism is open to subjectivity and rarely used
- ✓ Performance indicator mechanisms can be used as a tool to guide further policy development
- ✓ Compensation should be tied to performance indicators and so to should the administration of training
- ✓ Job classification needs to be taken seriously and the affirmation of direct job descriptions that do not creep into other endeavours unless otherwise assigned in formal agreement, with compensation attached, between employee and the service
- ✓ Career paths need to be clearly defined as a matter of keeping the integrity and the sustainability of quality service within the Public Services
- ✓ Salary scales need to be right sized and the entry point for new hires, whether bottom level or upper level, needs to be committed to as a matter of priority
- ✓ There are no mechanisms to deal with Professional hurt or disappointment in the Public Service, which leads to lack of enthusiasm for work and completing tasks
- ✓ The way the Public Service does business with the Public needs to be economized, particularly for vendors offering services to the government
- ✓ The transition between government administrations and the re-organization of work and efforts produced prior to re-organization can become problematic to a new administration or an established administration if it decides to switch gears and re-organize government departments; and

The Committee hereby proposes several policy recommendations to the party as a platform to drive the over-arching initiative and party objective of a strengthened and re-assured Public Service and for this to add value to The Commonwealth of The Bahamas

through a coherent and well-informed Public Services agenda. We suggest that the party set as a goal for The Commonwealth of The Bahamas to adopt these initiatives as guidance upon it becoming the government.

1. The Public Service Commission

Current Status: The current Public Service Commission serves a vital function in our government. Its scope has been relegated to public personnel issues over the course of the last several years, but it is not necessarily all that it is or should be limited to.

During the last few years of this administration, we have seen countless incidences of abuses in public privilege; abuses of the public office; and a general lack of regard for the rule of law and the regulations that bind us.

It is of our view that The Public Service Commission should be strengthened, adding value to the democratic process, and giving strength to the office that is responsible for public management matters and oversight.

1. The office of the Public Service Commissioner is a position, and subsequent board, that is appointed by the government of the day.
2. The office of the Public Service Commission is also dependent on the financial allocation of the government of the day.
3. The power to serve judgement, rule independently on public service matters of abuse and personnel issues is limited and subject to interference.
4. Culturally, there is too much unnecessary power centred in the parliament on public service matters and disciplinary matters: Particularly when parliaments have a 5 year term limit and the public service is continuous.
5. Investigations into public abuses, unethical behaviour and criminality should have independent review in conjunction with the Attorney General and the Royal Bahamas Police Force if necessary.

Plan of Action:

1. The Committee advises that we strengthen the Public Service Commission to serve a broader purpose within our governmental agencies by making it a statutory elected office with no less than 5 elected Commissioners.

2. By mandating a mandatory minimum and earmark for The Public Service Commission to be irrevocably set aside every budget cycle, we take the office of the position of Public Service Commissioner out of the realm of interference by the administration of the and by it having greater independence.
3. The Office of The Public Service Commission will have the power and legal authority serve writs, question, investigate and press charges based on a strengthened Complaint system on persons charged with abuse of public authority after it has been vetted through an investigative process.

2. General Orders

Current Status: The present sets of rules that govern the Public Service are not readily available to employees. Even if one is afforded the opportunity to read it, it is virtually impossible to understand. These set of rules have been the guideline for the Public Service for quite a long time with very little updates.

This employee policy and procedure manuals or employee handbooks is considered a necessary evil by both lower level public servants and management level civil servants. It generates consternation from low-level public servants, because it is not clear, well-written, or specific to the Ministry/Department and is strictly a list of don'ts, and not an empowering tool for the advancement and upgrade of the public services.

Plan of Action: The Committee recommends that the party abolishes the General Orders of the Public Service and allow for Union stakeholders, along with a DNA Select Committee, to craft a modern, up to date, public service management handbook that does not contravene established laws as outlined in this White Paper.

By doing so we strip away the confusion and waste that the General Orders handbook represents, while simultaneously setting in place a “New Order of Things”.

3. Boosting Productivity and tracking Top Performers

Current status: One thing that stands out to the Committee out is the correlation of employment elasticity of The Bahamas as outlined by studies from the IMF⁴. In a

⁴ Labour Market Issues in the Caribbean: Scope to Mobilize Employment Growth by Magda Kandil, Qiaoe Chen, Xin Li, Genevieve Lindow, Mario Mansilla, Joel Okwuokei, Marika Santoro, Jochen Schmittmann, and Solomon Stavits. 2014 <https://www.imf.org/external/pubs/ft/wp/2014/wp14115.pdf>

nutshell, regardless of any significant change in real GDP growth through cyclical periods, Bahamian employment is least likely to be impacted in any significant way.

This is a very interesting outcome from this study and says a great deal about the Bahamian economy. For starters, it lends to the idea that we are over-saturated with entrenched workers in many areas of our economy, particularly the services and governmental sectors. A lack of employment-skills dynamism and services diversification is and was always a factor in Bahamian labour and employment dynamics.

This also gives the perception that it doesn't matter that if one person is employed on a particular task, or ten: The same level of output will be evidenced in our GDP estimates and other output and growth indicators. Essentially, we are doing the very little we are expected to do with an over-saturation of workers in those areas.

With a developing country that needs to grow, we must find ways to encourage persons in the public services to do more and see more of what they are doing. This can only be solved by being proactive and careful in our approach with regard to assessing people properly.

Plan of Action: Performance Appraisals and Performance Indicator Mechanisms are the most efficient way to boost the level of productivity within the Public Services.

By doing so, we engender systematic evaluation of the performance of employees and their abilities for their further growth and development whether they are permanent and pensionable or contractual workers. Performance appraisal is generally done in systematic ways which are as follows:

1. The supervisors measure the pay of employees and compare it with targets and plans.
2. The supervisor analyses the factors behind work performances of employees.
3. The employers are then in a position to guide the employees for a better performance.

The current Performance Appraisal form currently employed in the Public Service is inadequate. It is not a quantitative measure of raw output of employees and the indicators are based on the “feeling” and “attitude” of the supervisor toward the person they are supposed to be evaluating. As a result, a “Pay for Performance” structure could not be implemented and never can be implemented.

The Objectives of Performance Appraisal and implementing Performance Indicator Mechanisms should be done with following objectives in mind:

1. To maintain records in order to determine compensation packages, wage structure, salaries, raises, etc. To identify the strengths and weaknesses of employees to place right people on the right job.

2. To maintain and assess the potential present in a person for further growth and development.
3. To ease contractual workers into fully pensionable and permanent positions within the Public Service.
4. To provide a feedback regarding their performance and related status.
5. It serves as a basis for influencing working habits of the employees.
6. To review and retain the promotional path and training programmes.

4. Revising the Compensation Structure

Current status: Employees are supposedly paid according to their “*Substantive Post*”, and there may be little or no relationship between their Substantive Post and the work that they are actually doing. This notion of Substantive Post is a dilemma that has developed over many years under no guidance or policy direction with any purpose to it at all.

The term “Substantive Post” may cover a variety of different jobs and levels of work. Possible causes of this include:

1. Most Ministries use Substantive Posts and Salary Scales to place employees regardless of the nature of their work;
2. Jobs have changed over the years, and this has created multiple versions of the same Post continuing under one Post and at the same pay;
3. A person may be performing at a higher level but the pay will not reflect this, jobs have gradually mutated to fit the abilities or wishes of Job Holders.
4. Few senior managers saw their jobs as being Strategic Planners, or change makers because there is no common structure between jobs in the Civil Service.
5. There is no formal control of job creation or job structure. The Substantive Post process gives a totally false appearance of control. The Substantive Post and the Career Path systems use Education and Years of Experience to define Jobs rather than Job Content.
6. Salary Scales are also out-dated and not aligned with job classification at all.

Plan of Action: To alleviate this will necessitate the process of creating a new Substantive Post which is somewhat difficult, but it is not impossible. The work ahead in this regard will be arduous but particularly as necessary as reorganizing staff and personnel upon becoming the new government.

In regard to revising the Compensation Structure we want to focus on addressing two things that will pave clear paths to the assessment of individuals that are both contractual looking to be made permanent and fully established permanent and pensionable public servants that are up for increments, salary increases and promotions:

- 1. Job Descriptions**
- 2. Job Specifications**

Job Description

A Job Description should be an organized factual statement of job contents in the form of duties and responsibilities of a specific job. The preparation of job description is very important it should tell in brief the nature and type of job such as:

1. Title/Designation of job.
2. The nature of duties and operations to be performed in that job.
3. The nature of authority- responsibility relationships.
4. Necessary qualifications that is required for job.
5. Relationship of that job with other jobs in the Ministry/Department.
6. The work environment required in performance of that job.

Advantages of Job Description

1. The supervisors should be able guide and monitor performance.
2. It helps with recruitment and selection.
3. It assists in manpower planning.
4. It is also helpful in performance appraisal.
5. It is useful in order to decide rate of remuneration for a specific job.
6. It also helps in chalking out training and development programmes.

Job Specification

Job Specification translates the job description into human qualifications so that a job can be performed in a better manner. Job specification helps in hiring an appropriate person for an appropriate position and should detail the minimum acceptable human qualities to perform the job. The contents are:

1. Job title and designation
2. Educational qualifications for that title
3. Mental capabilities
4. Special attributes and abilities
5. Maturity and dependability
6. Relationship of that job with other jobs in the Ministry/Department

Advantages of Job Specification

1. It helps with the preliminary screening in the selection procedure.
2. It should give due justification to each job.
3. It gives the criteria for training and development programmes which should be a constant part of the Job Holder development.
4. It helps the supervisors in counselling and monitoring performance of employees.
5. It is the only way to quantify the actual performance of helps in job evaluation.
6. It helps the management to take decisions regarding promotion, transfers and giving extra benefits to the employees.

5. Increased Facilities for Professional Hurt Counselling

Current status: There is no identified place that public servants can go to receive counselling when they feel aggrieved or when they are dealing with professional hurt, disappointments and shame. Particularly when a new government comes to office and persons are receiving new assignments, or when perceived promotions are not forthcoming.

The fact of the matter is that any government can assign and reassign persons where they feel these persons would be best suited. Secondly, due to constrained resources in addition to a top-heavy civil service as it is, not everyone will be able to receive promotion when the time comes. This is not to indicate that the best of the best of the best will not be able to receive promotions if their assessments are showing them to be stellar and above board employees, but to say that some in the service will always give a solid day's work and will not be able to get the attention of the decision makers.

Lastly, the mechanisms for dealing with grievances are either through the Department of Public Service, where persons dealing with matters may be dealing with professional hurt matters themselves. Or, the other mechanism is through the Public Service Commission, where such actions may seem as combative and unhelpful to the person bringing forth the complaint.

Plan of Action: We must ensure that grief counselling for Public Servants is more than just a stigmatized affair. We must ensure that civil servants have adequate places and venues to air out their grievances in a controlled setting with persons that deal with people that are hurt.

The Committee advises that we implement within the Department of Public Service an adequate public counselling section that goes beyond the ambit of Human Resources management, but also deals with matters as it relates to continual mental health

assessment for persons dealing with matters of professional hurt that is beyond their control.

6. Public Sector/Private Sector Interface

Current status: The Public Sector Interface with the Private Sector is problematic. The problem arises with the length of time it takes for the Public Sector to send important documents and requests up the chain of command for time-sensitive initiatives.

In this effort, we wish not to focus on the bureaucratic issues as it relates to private sector projects or the approval process for permits and business licenses as it would be outside of the scope of this Paper. However, we do wish to focus on the chain of process as it relates to the approvals for:

1. Incentives and Industrial Benefits for Entrepreneurs that the Government guarantees; and
2. The process as it relates to securing government contracts and the length of time for delivering on agreed contracts for public sector scopes of work.

Plan of Action: The Committee advises that the DNA should put all necessary incentive based schemes under one administrative branch with a view in mind to making the applications and approvals electronic within one year of coming to office.

A simple interface would cut out the human error and free up valuable human resources to continue work in other more intensive related functions.

Public Sector contracts are highly coveted and lucrative jobs. However, the process has been marred with the taint of political corruption and unfair practices that include closed door bidding and in some instances, no bid contract processes.

The Committee wishes to advise that the DNA adopts a timeline for the approval of public sector contracts, with a view in mind to tying those responsible for administering these contracts to time based incentives and deliverables for their department.

7. Training and Development

Current status: Training in the Public Sector is done on an ad-hoc basis. Due to the fact that budgets are not factoring in training primarily due to constraints, the nature of the civil service is one that you may have a senior manager that doesn't know the technical

aspects of the Ministry or Department that either: a) Takes training opportunities up for themselves; or b) doesn't know where to send persons to train and what to send them for.

Plan of Action: The Committee advises that the DNA take a more serious approach to training and developing public servants. The benefits would accrue not only to the public sector, but also to the private sector as there would be a greater pool of talent that is trained and ready for the entire work force.

In light of this, training must be broken down into segments:

1. Training for general service work in the public service, particularly administrative and basic skills training for employees;
2. Technical skills training that is aligned with Job Classification and Job Specification.
3. Training must be mandated by the Department of Public Service, regardless of the Department or Managers of a particular Ministry or Department.
4. Basic administrative skills and office skills should be mandatory for every public servant.
5. Entry-pathway training designed to target, develop and bring into the pensionable and permanent process persons that are on contract looking for full employment status.

PROPOSALS ARISING FROM THE FOREGOING

That there should be information made available for persons wishing to do work in a DNA government on the way the Public Sector functions and how to manage achieving your objectives.

That there should be consideration given to the re-commissioning of the Public Service Commission with a view in mind to broadening its scope and adding additional powers to carry out their administrative and disciplinary powers on regular line staff and senior management in the Public Service.

That there should be an immediate dissolution to the General Orders to be replaced with a revised guide book for civil service conduct that incorporates the views of all public sector unions and senior management in the public service.

That there should be a commitment in the DNA to boosting productivity within the Public Service and implementing monitoring and tracking tools for the public sector productivity.

That there should be a revision to the compensation structure for public servants, which should be tied performance indicators and performance based appraisal mechanisms.

That there should be a significant amount of attention placed on clearly identifying Job Descriptions and Job Classifications for all Public Servants, from entry level to senior management.

That there are a considerable amount of persons dealing with Professional Hurt and Disappointment and resources need to be brought to bear on managing expectation of the Public Service, in addition to providing avenues for release for persons dealing with issues beyond their control in the Public Service.

That there is a tremendous problem with the Public Sector/Private Sector interface and matters need to be resolved quickly as a matter of priority for a DNA administration.

That there is a tremendous training need for all public servants and a greater coordinated effort to sustain long term training must be taken into consideration.

CONCLUSION:

We commend these as our best efforts and advice to the Executive Council, the Central Congress and the National Convention. It is in our opinion unanimously a more secure and progressive path to a prosperous future for our Commonwealth of The Bahamas has been delivered.

SIGNED:

Youri A. Kemp, Candidate for Garden Hills, Chairman

Florence Kemp, Honorary Secretary

Leslie Moore, Committee Member

Matthew Culmer, Committee Member

Wendell Williams, Committee Member

Briennae Turnquest, Committee Member

Clarise Sandii , Committee Member