# HR Reform – the Jamaican Experience & Lessons Learnt

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#### **LESSONS LEARNT**

- Lasting Change takes times
- On the journey, there are hills and valleys
- STICK TO IT
- Buy In is Key
  - Team Building is a must
- Leadership is Critical (individual and collective)
- All reform is HR reform
  - Effective Change Management is vital
  - Understanding why we are reforming



	SIZE	The public service is many times larger and performs a greater diversity of tasks
	COMPLEXITY	The responsibilities of the public service are no longer restricted to the core functions of law and order, and basic infrastructure development. Social, economic and technological developments require public services of growing complexity and sophistication
	TURBULENCE	The growing sophistication of the economy requires that government departments keep up with constant accelerating changes both in technology and policy.
	EXPECTATIONS	The public expects more. The service's performance in areas such as service standards, cost-efficiency, equity and transparency faces increasingly critical evaluation.
	WORKFORCE	Social change, increased mobility, and the development of the private sector have produced an increasingly fluid labour market.

#### HR Reforms Around Our Region

- Belize
  - Revised Public Service Regulations
  - Public Service Academy
- Guyana
  - Public Service Academy
  - Public Service Enquiry
- Barbados
  - Tax Reform
  - ICT
  - Restructuring of Central HR Department
  - HRMIS
  - Competency Framework
  - 360 Degree Performance Management for Senior Leaders
  - Correspondence Management System

### History of Reform in Brief

- 1973 Formation of the Ministry of the Public Service
- 1984 Administration Reform Programme Phase 1
- 1991 Administrative Reform Programme Phase 2
- 1994 Tax Administration Reform Programme
- 1995 Public Sector Modernisation Programme

### History of Reform in Brief

- 2002 Government at Your Service Public Sector Modernisation Vision and Strategy – Decade of Excellence
- 2008 Medium Term Action Plan/Vision 2030
- 2012 Public Sector Transformation Plan

## Key HR Reforms

- HRMIS
- Delegation of HR Functions
- Output-focused Performance Management & Appraisal System

#### Where Are We Now? Unified HR Strategy

#### PERFORMANCE MANAGEMENT

- SENIOR EXECUTIVES ACCOUNTABILITY FRAMEWORK & TALENT DEVELOPMENT
- REVIEW OF PERFORMANCE MANAGEMENT SYSTEM
- Restructuring of Central HR Bodies
- Delegation of Authority
- HRBPR (Human Capital Enterprise System/Shared HR Services)
- Modernised HR Legal Framework

- Public Sector Learning Framework
- Strategic Recruitment and Selection
- Compensation Reform (Pension reform, Improved OD)
- Improved Employee Relations

#### **EFFECTIVE CHANGE MANAGEMENT**



DISCUSSIONS