



FEATURE ADDRESS BY

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“DEVELOPING AN FM CULTURE IN THE CARIBBEAN”

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Salutations...

I am delighted to address you here this morning, at what is my maiden address in a new capacity as Public Administration Minister in the Government of the People's Partnership. And it is with equal delight that I speak with you, our esteemed Facilities Management professionals, and other business leaders, to declare the Conference officially open.

The theme of this conference underlines a very important signal that we in Trinidad and Tobago and the Caribbean are sending out to the world. It shows unequivocally that we have every intention of accelerating and bolstering the growth and development of the Facilities Management and Maintenance industry.

And the fact that this is the third annual Conference on Facilities Management and Maintenance reflects the appreciation by both the public and private sectors, of the need

for effective Facilities Management and Maintenance, and the pledge to invest in the development of this industry.

Ladies and gentlemen, on May 25, 2011, the Ministry of Public Administration launched the Green Paper entitled, *“Transforming the Civil Service through Renewal and Modernisation.”*

This Green Paper outlines the critical measures to be undertaken by the Government of the People’s Partnership to ensure that the Civil Service becomes a responsive, value-driven, service oriented, productive, innovative, integrated and efficient organisation.

According to the Green Paper the target of this effort is the creation of a Civil Service characterized by:

- Its ability to consistently provide courteous and efficient service to all members of the national community;

- Its ability to provide value for money in all of its operations;
- Creativity and a willingness to tolerate and take acceptable risks in the delivery of its service to the public; and
- Its ability to leverage the use of ICT for greater coordination and collaboration at the inter-departmental and intra-departmental levels.

Ladies and gentlemen, this programme is aimed at strengthening the capability and capacity of people and improving key structures and systems within the Civil Service by focusing on six key areas:

- Strengthening the centre of governance;
- Human Resource Management;
- Leadership and management development;
- Service delivery;
- Information and Communication Technology; and
- Property/Facilities Management

Providing suitable, comfortable, modern, energy efficient, productivity oriented and OSHA compliant accommodation for Government Ministries and Departments, will impact on all of the other five areas I just mentioned. And I think it is because of your Chairman this morning in his definition this morning included people, places, processes and technologies. So our workplace will impact on how we can strengthen the centre of governance, our human resource management, our leadership and management style and the use of ICT.

Ladies and gentlemen, one can easily advance that the Civil Service is the lifeblood of a Government's policy implementation and service delivery.

However, in the past, be it through perception or reality, the Civil Service in Trinidad and Tobago has not achieved a significant level of recognition for good service delivery.

And I quote here from the Green Paper: “The Ease of Doing Business Index 2010, prepared by the World Bank and the International Finance Corporation, where it ranks economies on the ease of doing business among 183 countries. Trinidad and Tobago is currently ranked 97, two points down from 2009, ranking 95. This is significantly below St Lucia, which is 53 and of course Singapore, which is number one.

Having said that let me immediately add that it has not been for a lack of driven, motivated and efficient Civil Service employees. In my time since being elected to serve the people of our country, I have come across quite a number of dedicated and ambitious Civil Service employees who despite not having the requisite resources, have still been able to deliver. It is obvious therefore that when given the enabling environment that these and other Civil Service employees will be able to perform at their highest.

The Government is the single largest employer in our country, with a human resource base of almost 68,000 employees and that is just the Civil Service alone. If we expand it to the wider public service, we are speaking about over 80,000 employees. You will therefore agree that a successful process of transformation in the Civil Service should be considered critical to the Government of the People's Partnership policy implementation thrust. We need a highly motivated and productive Civil Service and this morning, I will share with you some of our strategies which will deliver a transformation.

Ladies and gentlemen, the Civil Service must not only transform, but rather it must flip the script on the current perceptions, up the stakes in its approach to service delivery and take leadership in performance and productivity.

What this means is that while we pursue transformation, we appreciate that it is incumbent upon us as the Government to provide a comprehensive set of structures, processes and

mechanisms to effect change. And in saying that, we must be willing to move beyond the talk, into implementation.

We also recognize that it is incumbent upon the Ministry of Public Administration to ensure that as it completes strategies and prepares for implementation, we can link directly into our nation's total social and economic development thrust and contribute to sustainable growth in a tangible way.

It is for these reasons, as well as an abiding commitment to the safety and comfort of people, that an important element to this thrust is the provision the kind of facilities through which all Civil Service employees can carry out their work effectively and citizens of Trinidad and Tobago can receive that service.

These facilities must cater to the comfort and safety of the publics which we serve and must be:

- Fit for purpose;
- Well furnished;

- Comfortable;
- Safe;
- And conducive to maximum performance and productivity.

Key to this conference, as well as our nation's total development, is the inclusion of Green Building Codes and a move towards environmentally responsible and resource-efficient facilities, governed by clear policies.

We are of the firm conviction that green buildings can ease the impact of facilities and buildings on human health and the natural environment by:

- Resource efficient measures to control energy, water, and other resource consumption;
- An enhanced level of employee productivity;
- A reduction in pollution, waste and environmental impact

In doing so, let me assure you that this Government has every intention of learning from the mistakes of the past. We can use the example of Riverside Plaza which was built in 1981.

Today, 30 years later, a building which could still have been considered modern and glorious appears as a relic of good intentions unsupported by structures for appropriate facilities management and a development process that takes at its core, the comfort, safety and wellbeing of Civil Service employees.

Since then, we have seen a number of other state-owned facilities constructed which, in some instances, fell to a level of neglect and lack of maintenance. Within the portfolio of State owned properties currently housing Government Ministries are:

- Trinidad House
- the Eric Williams Financial Complex
- the Hall of Justice
- the Tunapuna and Siparia Administrative Complexes, and

- the Port of Spain International Waterfront Complex.

State owned facilities close to completion of base building construction, and to be outfitted for occupation include:

- the Government Campus Plaza,
- the Ministry of Education Tower and
- the Chancery Lane Complex in San Fernando.

Currently as many as 259 lease/rental arrangements exist for Ministries and other State Agencies in privately owned properties.

And as we look across our country with facilities such as these at the Port of Spain International Waterfront Complex, the Academies for the Performing Arts, and the Government Campus Plaza, we must ask the question:

“Did development plans take into consideration the necessity of gaining the maximum value from these buildings, as well as ensuring that we optimise the life of these facilities?”

We must also ask ourselves:

“Did development plans take into consideration the need for energy efficient structures, fitted and organized in a manner to maximize energy use while at the same time inspiring higher levels of productivity and performance of Civil Service employees?”

The Riverside Plaza, the Eric Williams Medical Sciences Complex and many of the older structures will show that, to now, we have not been able to answer in the affirmative.

Ladies and gentlemen, this is where we shift away from the past. This is where we end a period of building for glorious acclaim and begin a period of delivering the kind of

environment our employees need and deserve to appropriately carry out their functions.

This is where we move beyond just the Green Paper into a mode of continuous collaboration, consultation, partnership and cohesive implementation.

What is clear to us is that if the Government intends to increase the stock of state-owned properties for provision of appropriate accommodation for the Civil Service, in addition to policy measures, skills development in Facilities Management and Maintenance must receive greater attention and a much more defined focus.

This is why we will move to develop both standards and academic programmes, backed by determined implementation to ensure that taxpayers receive value for money both from expenditure on facilities, and also from the expenditure on maintaining them.

Our approach requires that the Facilities Manager, as a professional, must ensure that the work of the organisation continues uninterrupted. He or she must therefore possess quite a tool kit of skills to be effective.

In fact, these skills are clearly articulated by the International Facilities Management Association (IFMA), a local chapter of which was granted Chapter status in June 2009.

In addition to Project Management, Facility Planning, Construction and Space Management skills, a Facilities Manager must have a good grasp of the principles of Business Administration, Information Technology, Architecture, Engineering, Real Estate and Sustainable/Energy Efficiency in addition to having an appreciation of business processes.

The Facilities Manager must be detail oriented, have the ability to multitask and display good problem analysis and resolution skills.

In pursuing the development of these professionals, the Government will develop academic programmes which will be channeled through the Public Services Academy of the Ministry of Public Administration.

Also through the Ministry of Public Administration's Scholarships and Advanced Training Division, in fact we had a discussion on this yesterday, tertiary level programmes of study in Facilities Management will be identified, for which scholarships will be offered.

Further, we must ensure that Facilities Management is introduced into the curriculum of our tertiary education institutions, where it does not exist.

Even further, we must ensure that state-owned office facilities are constructed in appropriate locations in accordance with the Development Plans for different regions throughout our country.

In addition, I spoke earlier about strengthening the centre of governance, so as Governments around the world are moving towards decentralization of services through Local Government agencies, public/private partnerships and through an appropriate ICT platform, we will move towards the establishment of a Government one stop shop for the delivery of Government services. Therefore, when we look at development plans we must ensure that we consider how such facilities will enhance communities, not degrade them through structures that bear no physical or characteristic kinship to the people and the community itself.

In other words, developing a culture of Facilities Management and Maintenance starts with us in the Government and a commitment to partnering with you, the professionals, and this responsibility is one which I will take on very seriously.

Ladies and gentlemen, if we were to look at the cost side, the latest research in the field related to the Total Cost of

Ownership of buildings shows that over the fifty (50) year life span of a building, Design and Construction costs could be as little as 2% of the Total Cost of Ownership, while Capital Renewal costs can be 38%, and Operations and Maintenance costs, as much as 60% of the Total Cost of Ownership.

This therefore supports the argument that through effective design, and the application of proper Facilities Management over the 50-year life span, we stand to enjoy savings in Capital Renewal and Operations and Maintenance. But to do that, we must deliver the framework that will deliver those opportunities. And we will do so!

The Government will adopt a strategic and scientific approach to Facilities Management and Maintenance, beyond the Operational Level.

Facilities Management goals and objectives must be aligned to the respective Ministry's or Department's strategic objectives,

and should provide key inputs to the budgeting cycle in terms of maintenance and replacement costs.

There is now also the awareness of the need to build Facilities Management and Maintenance into the design of the building. Buildings need to be fit for purpose, and the choice of materials, fittings and fixtures and the appropriate specifications of plant and equipment, should ensure ease of repair and replacement and lowered capital renewal and operational cost over the life of the facility.

Indeed, as I mentioned earlier, this must also take into account a level of organisation that maximizes work-flows, human comforts and productivity. A policy is now being developed on the outfitting of Government offices. In fact yesterday, we had a discussion in terms of turning out this policy. This policy provides standards and guidelines for use by all Government Ministries in the outfitting of their workspaces.

What this means ladies and gentlemen is that our policies will now guide the outfitting of Government buildings in accordance with the criteria I have just outlined.

Having said these things ladies and gentlemen, I therefore want to assure you that the Ministry of Public Administration will be pursuing an implementation programme that will see the Civil Service take strides towards attaining leadership.

Through incentives offered in the 2011 Budget, in my former capacity of Minister of Energy, we will now move to encourage real estate owners and developers to use green building standards and smart energy systems. And it is these facilities that will be given preference in the Government's thrust to expanding suitable accommodations for Civil Service employees. This is going to become part of the selection criteria when we look to enter lease/rental arrangements for Government properties.

In addition, as you would expect, this new thrust by the Civil Service to transform, lower the costs of service delivery, enhance productivity and bolster green development will also create opportunities for the growth and development of the services sector.

Demand will grow for energy efficient buildings and therefore the components that create these buildings such double paned systems with the inert gas between to save on air conditioning costs, energy efficient ventilation and cooling systems, and modern work-flow designs.

To further enhance the success of this initiative, I also want to tell you that as the former Minister of Energy and Energy Affairs I had requested the development of an *Energy Savings Protocol* which would have seen the implementation of a number of measures intended to bring down operating costs and conserve power use.

Through this protocol, we will further ensure that we bring down the cost of service delivery, while at the same time working towards enhancing productivity and performance, and build a culture of value-driven conservation. This ESP was completed early in June 2011 by a team of bright young professionals at the Ministry of Energy.

Today, now as the Minister of Public Administration, it is my intention to take this forward to implementation after consultation with other Ministries and Government agencies.

These measures are intended to reduce electricity consumption, reduce waste, promote water conservation, introduce the element of recycling in the Civil Service and introduce a Public Awareness element to conservation through partnership with Civil Service employees.

Ladies and gentlemen, the ease with which a facility can accommodate the ESP will also be one of the selection criteria for lease/rental of Government properties.

This will also link directly into our comprehensive strategy for the smooth delivery of e-Governance. ICT systems in the Civil Service will be required to meet minimum benchmarks in order to qualify for acquisition and use.

And as we move to quicken implementation of the Government's ICT thrust, we will also ensure that we create one-stop Government Service shops across Trinidad and Tobago through e-Government. In fact you would have heard of its use in the renewal and modernization of our Civil Service through the provision of e-birth certificates, e-tax administration, e-licensing, e-business registration, e-passports, e-education, e-health, e-finance and procurement, the single electronic window and so on.

Through these e-services, we will bring Government services closer to the people in their own communities and conservation and an FM culture will underscore our approach. Again, the ease with which e-Government can be accommodated will be another key selection criteria for the lease/rental of Government properties.

I am also pleased to tell you that the Ministry of Public Administration will be moving to increase its monitoring role in how the Government measures value and assigns expenditure for lease agreements for Civil Service Departments.

Ladies and gentlemen, as we speak, there is no single repository of data or public record which allows for the Government to readily account to the nation on total expenditure on leases annually.

This move will therefore ensure that the Government of the People's Partnership lives up to its commitment of

transparency and accountability, not only in expenditure, but also in decision making.

Through these measures, the Government of the People's Partnership intends to stand as a committed and motivated partner in fostering an FM culture.

Let me assure you that we will continue to underline all of our approaches with the values of partnership and collaboration and ensure that the policies we pursue are backed by strong implementation, dedicated monitoring and a continuing commitment to value for money and maximum performance through an FM culture.

I thank you.