**Ethical Foundations for the Public Service**

The Public Sector is founded on two closely related concepts, namely ethics and values. In essence, the values provide the moral touchstone upon which ethics are based such that decisions and actions can be judged as acceptable or unacceptable.

At its simplest, ethics is a system of moral principles. They affect how people make decisions and lead their lives. Ethics is concerned with what is good for individuals and society and is also described as moral philosophy. Ethics are also rules that translate values into everyday life; determining what is good, bad, wrong or right.

Values are important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable. Values have a major influence on a person’s behavior and attitude and serve as broad guidelines in all situations.

Values are in fact qualities which organisations and individuals use to express the attributes associated with their work; the individual principles or qualities that guide judgment and behaviour.

Many codes of conduct are developed for public services based on ethics and values. Although there is often significant variation regarding the key terms upon which emphasis is placed, there is general agreement that the statements which follow are an important frame of reference for the public service.

- A non-political and professional career service subject to a code of rules and disciplinary procedures.
- Public officers support the government of the day in developing and implementing its policies and in delivering public services.
- Public officers do not earn profits from their work, but salaries and benefits prescribed by the terms of their employment.
- Duties, rights and privileges are well-defined and enshrined in laws and regulations.
- Public officers are required to serve the duly-constituted government of the day of whatever political complexion.
- Public officers advise on policy but the determination of policy is the responsibility of the Minister.
- It is the duty of a public officer to give the Minister honest and impartial advice, without fear or favour.
- Advice provided to Ministers should be the best that public officers can provide at all times.
- Public officers should not withhold relevant information from their Minister.
- Public officers have an obligation to keep the confidences to which they become privy in the course of their work.
- Public officers should not seek to frustrate policies or decisions of the government of the day by the disclosure of information to which they have access as a public officer.

**SOURCE:** Implementation Guide Charter for Caribbean Public Services

“We must not act dishonestly for administrative convenience or to conform to political arrangements.”

Government of Montserrat Policy Objective 4.2 for Fiscal Years 2016/2017 and 2018/19, related to Goal 4: Good Governance in the Sustainable Development Plan 2008 – 2020 (SDP) states:

“Public Service reformed to improve efficiency and effectiveness in the provision of essential public services.

To carry out this objective, Cabinet has established a Cabinet Committee for Empowering Excellence (CCEE) chaired by Her Excellency, the Governor, Elizabeth Carrier, the Honourable Deputy Premier Delmaude Ryan and the Honourable Deputy Governor, Mrs. Lyndell Simpson. They are leading the Human Resource Management Transformation Programme for the Government of Montserrat, Empowering Excellence through Human Resource Management Transformation. For ease of reference the Cabinet Committee is referred to as the Cabinet Committee for Empowering Excellence (CCEE), and the programme of work agreed is the Empowering Excellence Programme (EEP).

Empowering Excellence Programme

Purpose: To catalyse a transformation in leadership of the Government’s human resources service provision, learning and change management, so that empowered public officers are able to demonstrate excellence in their work, and effectively lead, facilitate and enable the achievement of the Government of Montserrat’s economic growth and social development goals.

Goal: To transform the Government of Montserrat’s Human Resource Management to achieve substantial measurable improvements in prioritised areas of human resource management and leadership, services and performance, delivery and change management.

Vision: An empowered, high performing public service.

Mission: To empower people and build capacity to deliver excellent services

Motto: A People of Excellence Moulded by Nature, Nurtured by God

Tag Line: Empowering for Excellence

The EEP, a high-level, widely consulted, selective and specific Human Resource Management Transformation initiative is one aspect of addressing the need to transform the public service. It is also intended to complement and enable reforms already underway in Public Financial Management and Programme Management.

The EEP desired outcomes include:

- Clarifying, strengthening and delegating leadership and accountability;
- Developing, recognizing and harnessing public officers’ capability and talent towards civil service principles and Montserrat’s SDP goals;
- Instilling the attitude and practice of delivery and customer services;
- Embedding a more open culture that embraces and manages change and learning, strives for excellence as well as empowers and motivates public officers to work more efficiently and effectively.
These outcomes are expected to increase staff productivity and customer satisfaction; improve delivery of HR goals; improve the economic output generated by Public Officers activities; and improve the delivery of public services needed to achieve Montserrat’s Social and Economic development goals.

A key component of planning and delivery of the EEP is a Public Sector Task Force (PSTF) appointed by the Cabinet Committee, convened by the Programme Manager, who is responsible for implementing the Terms of Reference for the EEP.

The Public Sector Task Force includes fifteen (15) members drawn from: the Office of the Deputy Governor; the Labour Department; the Civil Service Association; the Nurses’ Association; Montserrat Union of Teachers; the Royal Montserrat Police & Fire Services; Human Resource Management Unit; a nominated representative from the Core Management Team (Executive Managers); selected representatives from Senior Public Service Managers (Directors); selected representatives from Public Service Middle Managers (Assistant Secretaries); selected representatives from Public Service Executive Officers; selected representatives from Junior Public Officers.

Membership will be for a six-month rotatable term; the Public Sector Task Force (PSTF) is establishing teams to work on certain key areas of focus.

Another important component is private sector input. A Private Sector Advisory Committee (PSAC) has been established, reporting directly to the Cabinet Committee (CCEE).

This body includes members drawn from the private sector, comprising labour organizations, the Montserrat Bar Association, the media, finance and banking sectors, youth ambassadors, the business sector, Montserrat Christian Council and a member from the Legislative Assembly.

The Private Sector Advisory Committee will advise the CCEE on: (i) private sector perspective on issues critical to human resource transformation; ii) delivery standards and mechanisms to improve customer satisfaction and service delivery to the general public; and (iii) the role of the private sector in supporting public sector efforts towards the provision of excellent services.

Cabinet, the public service and the public at large will be kept informed of developments and progress of the initiative through a comprehensive communication strategy, which would include frequent and interactive internal (public service) and external (public) communication, dialogue and consultation that is transparent and inclusive.

Key achievements to date include:
1. The full establishment of the EEP Structure to include the CCEE, PSTF, Programme Manager and the PSAC. All with agreed Terms of Reference; convening weekly and bi-weekly meetings and advancing on the implementation of the programme.
2. An EEP Communication Strategy. The advancing of quick wins to empower excellence across the public service (badges for frontline staff; banners mounted to advance the EEP Vision, Mission, Motto and Tag line; suggestion box with cards and customer rating cards). This is coupled with the implementation of learning and development sessions to include telephone etiquette and customer service sessions.

The implementation of the EEP through an Action Task Sheet as per the objectives outlined to be achieved.

The duration of the EEP will be 18 months from its inception in March 2017.

SOURCE: Cheverly Williams-Kirnon — Director, ODG/Programme Manager, GoM
Empowering Excellence Programme Office of the Deputy Governor, Montserrat.
Antigua and Barbuda’s Permanent Representative to the Caribbean Community, CARICOM; National Authorising Officer, Trade Coordinator and Head of Economic Partnership Agreement Implementation Ambassador Clarence Henry, was among the featured speakers at CARICAD’s Second Ministerial Symposium held in Antigua and Barbuda on March 9 & 10, 2017. The following are excerpts from his address.

Private sector dialogue in CARICOM is pursued, among other things, through a robust institutional framework within the CSME. In the Caribbean, the private sector is mainly comprised of small and medium sized enterprises (SMEs). The majority of the SMEs are locally owned, conduct their business in small and medium sized urban settlements, but do not export their outputs to the international economy. Consequently, Caribbean SMEs’ sales and employment growth, lag behind their peers in the rest of the world.

The 22nd Inter-Sessional Meeting of the Conference of Heads of Government (25-26 February 2011) agreed that the integration process needed to be reengineered and reinvigorated and that this could be done through measures such as social partnerships (Government, Private Sector, Civil Society).

Further to that, the 26th Meeting of the Council for Human and Social Development (COHSOD) mandated the CARICOM Secretariat to work with regional stakeholders to structure the institutional arrangements for the Regional Tripartite Social Dialogue Mechanism. In response to that mandate, a regional tripartite consultation was convened in Georgetown, Guyana, to consider proposals for a regional social dialogue mechanism.

The consultation agreed *inter alia* that such a regional mechanism should be integrated into the existing structures of CARICOM. An estimated 75% of CARICOM firms operate within seven sectors: retail distribution (24%); hotels and restaurants (15%); food and tobacco (10.7%); transport (8.7%); construction (7.6%); servicing of motor vehicles (4.7%); and wholesale distribution (4.7%). Such composition is similar in the ROSE, except for the textiles and wood sector, and the wholesale distribution sector which commands a higher share (7.4%) (Ruprah and Sierra 2016).

With regard to human capital, there are two notable challenges affecting private sector firms. First, firms have difficulty in finding and hiring workers with the correct skill-sets to match jobs. Secondly, highly educated workers experience difficulty in finding appropriate employment.

The Public and Private sectors are key stakeholders in a symbiotic relationship within the CSME. They are critical partners in economic development. The private sector is regarded as the engine of growth, while the public sector’s primary responsibility is the creation of the enabling environment for business development. The private sector provides jobs, goods, services, and contributes to the payment of taxes and statutory obligations thereby enhancing economic and social life.

On the other hand, the Public sector is also a significant employer, performs a regulatory role and creates investment opportunities for growth and wealth creation. It is worth noting that apart from highly specialised bodies, such as the West Indies Rum and Spirits Producers’ Association Inc. (WIRSPA) and the Caribbean Hotel and Tourism Association (CHTA), there is no regional private sector-led institution representing Caribbean business interests, in interaction with regional and national public sector policymakers.

Lack of a dedicated regional body to represent private sector interests at the regional level, has resulted in deficient public-private engagement. Given this situation, the CARICOM Secretariat commissioned Caribbean Export to examine potential mechanisms for achieving effective regional public-private sector dialogue.

The private sector in the Caribbean is facing many challenges, some affecting its international reputation and, as a consequence, the image and competitiveness of its exports worldwide. One such challenge relates to the financial services sector, which accounts for up to 31% of GDP in some Caribbean economies. International Financial Centers in the Caribbean region have come under increased scrutiny due to alleged tax evasion practices, money laundering and profit shifting (transfer pricing), among other
There has been a tendency to associate such malpractices to the region as a whole, which is neither justified nor acceptable.

As small states, job creation, productivity and increased competitiveness must be our goal. Excellence in the things we do must be our ambition in all sectors.

Private sector competition and productivity in the work place is a strong fuel to destroy the so-called "Anti-Growth Coalition" whose interests, according to Professor Avinash Persaud, are threatened by change and uncertainty of the future, which fights to keep things the way they are, to "remain the big fish in the small pond".

He warns that if "we do not bypass the anti-growth coalition, we will grind to a standstill and sink into the mud". To "avert this course", he argues, "requires brave politicians ... backed by a public no longer satisfied with stability"; stability of the status quo.

In some cases, we have inherited a situation where the public sector lacks transformation to properly utilise the deep reservoir of creativity and latent talents. I have already argued that on some occasions, the skills that are required by the private sector might not be available. Sometimes this is because not enough resources are placed into creating such skills.

As small states, job creation, productivity and increased competitiveness must be our goal. Excellence in the things we do must be our ambition in all sectors. Private sector competition, productivity in the workplace is a strong fuel to destroy the so-called "Anti-Growth Coalition".

**Definitions Worth Knowing**

**Accountability**: The obligation of an individual or organisation to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted property.

**Business Process Re-engineering (BPR)**: The fundamental reconsideration and radical redesign of organisational processes, in order to achieve dramatic improvements of current performance in cost, speed, and quality of service.

**Cabinet**: The body of officials consisting of the Prime Minister, other ministers and selected officials who comprise the highest decision-making level of an elected government.

**Capacity**: The ability of the permanent administrative machinery of the state to implement policies, deliver services to the public, and provide policy advice to decision-makers.

**Change Management**: The process of helping people understand the need for change and to motivate them to take actions, which result in sustained changes in behaviour.

- See Page 10 for additional definitions.

The Government of Grenada is committed to improving Public Service productivity within fiscally sustainable parameters. While the Homegrown Structural Adjustment Programme resulted in significant economic improvement, more must be done to maintain these gains and further strengthen economic performance. To this end, the Public Service Management Reform Strategy has been developed to chart the way forward. It is intended that this strategy will serve as a catalyst for the transformation of Grenada’s Public Service to one that is high performing, professional, results-driven, risk aware, responsive and customer-centric. This, in turn, is likely to better position Grenada’s development and competitiveness as a small island developing state. The reform strategy is built on the following four pillars:

1. **Re-engineering the Public Service**
   This pillar seeks to improve governance in the Public Service thereby strengthening the machinery of government towards greater effectiveness and efficiencies. This entails:
   
   (a) the determination and revision of the core business and functions of government,
   (b) the delineation of roles and responsibilities of centres of government, and
   (c) strengthening the governance and accountability arrangements through legislation, regulations and policy instruments for the public services.

2. **Strategic HR Management**
   The goal is to improve employee well-being and development aimed at ensuring optimal deployment and utilisation of human resources across the Public Service through:
   
   (a) capacity development
   (b) integrated performance management
   (c) human resource management information systems to discharge the re-conceptualised human resource functions of government.

3. **Strategic Compensation Management**
   This pillar aims for fiscally sustainable compensation management. Government recognises the need to examine existing compensation arrangements with a view to developing compensations solutions within an affordable and sustainable Public Service wage bill. This includes:
   
   (a) revising the compensation architecture to reflect competitive and performance-based remuneration,
   (b) the institutionalisation of a forward-looking, data-driven wage negotiation and wage setting cycle,
   (c) the establishment of a sustainable pension scheme
   (d) and regulated payroll system.

4. **Integrated Information**
   Government seeks to improve the ease of doing business in the Public Service. Critical to this, is the ability to leverage ICT particularly in enhancing service delivery and to create efficiencies in various government operations.

In addition, the Public Service Management Reform Strategy was developed and guided by the core principles entrenched in the Caribbean Public Service Charter. The Government of Grenada fully endorses the Charter and adapts the framework as a template for its Public Service advancement that would enable better designed and targeted interventions to support its Public Sector transformation efforts. Grenada’s commitment to this regional initiative emboldens it on its Public Service reform journey.

Mindful of the need for empirical evidence and systematic evaluation of the impact of the identified reforms, heavy emphasis will be placed on the identification of the right performance indicators and the supporting data collection and information management systems necessary to demonstrate the successful results anticipated from the reform initiatives. Further, Government is cognisant that managing change in the Public Service is a mammoth challenge and so, it will adopt an incremental approach to change, in line with its current capacity and level of organisational maturity, until the desired changes take root. The road to fiscal stability is known to be long and difficult, but the Government of Grenada pledges its full commitment to sticking to the task and will give its full support to the process at all levels.

**SOURCE:** LYDONNA MARSHALL, Head, Reform Management, Department of Public Administration, Prime Minister's Office, GRENADA
DOMINICA

CARICAD has just completed the evaluation phase of the project Designing and Developing a Comprehensive Public Sector Transformation Programme in the Commonwealth of Dominica. Rosemund Warrington, CARICAD’s Assistant Director, Programmes and Planning, is the lead project coordinator.

The overall project involves a systematic evaluation of the national Reform Strategy to be followed by development of a new Transformation Strategy. CARICAD collaborated with Universalia, a Montreal-based management consulting firm with expertise in evaluation, to conduct that segment of the assignment. The evaluation phase also involved a benchmarking and research component, which was launched via a roundtable discussion in Dominica. The discussion provided a forum for stakeholders - including the public sector, private sector, academia, unions and NGOs - to discuss past and present reform practices, lessons learned, success stories and elements that need to be strengthened, revised or adopted into the new Public Sector Transformation Strategy.

A research report highlighting country experiences and suggesting prospects and possibilities for Dominica, has been presented to the Government of Dominica.

The other phases of the project relate to a review of the Accountability Frameworks for Senior Public Sector Managers as well as the development of a New Public Sector Transformation Strategy, using a Results-based Management approach.

GRENADA

CARICAD is currently undertaking a multi-pronged project in Grenada, comprising five components across various Ministries/Departments. One of the critical components was a review of the effectiveness of select jobs with responsibility for Planning, Human Resource Management and Education Administration within the Ministry of Education and Human Resource Development.

Thirty jobs were targeted for analysis and development of output-based job descriptions. To date, 90% of the job descriptions submitted have been accepted and it is expected that this assignment will be completed at the end of July 2017.

As a precursor activity to the development of the job descriptions, a high level training and coaching exercise targeting a core group of individuals (24) within the Department of Public Administration and the wider public service was conducted. These job analysis and job re-definition activities were executed by Rosemund Warrington, CARICAD’s Assistant Director, Programmes and Planning, and are part of a broader World Bank Project in Grenada coordinated by the Department of Public Administration.

CARICAD has been informed that the trained job analysts are already utilising their skills to conduct job analyses within their respective ministries, and therefore, positive transfer of skills has been achieved.

CARICAD’s Assistant Director, Programmes and Planning, Rosemund Warrington (at centre in blue), surrounded by participants from the high level job training and coaching exercise in Grenada. Participants were from the Department of Public Administration and the wider public service.
One of the aims of the CLP’s Leadership Development Programme (LDP) is to develop leaders who will then have a positive impact in their organisations and the wider public service. One of the means by which this occurs is through the development and implementation of Leadership Stretch Projects (LSPs) by participants. In this article, we celebrate the successful implementation of one such LSP within the Government of Antigua and Barbuda.

This LSP was spearheaded by Miguelle Christopher, Deputy Permanent Secretary/Chief Training Officer and a Caribbean Leadership Project (CLP) Cohort 6 Alumna. At the start of this LSP project there were serious concerns in many quarters about the quality of leadership in many ministries and statutory bodies.

Another concern was that the Government of Antigua and Barbuda (like many other public services in the Caribbean region) will see the exit of a large number of Permanent Secretaries and other senior leaders within the next few years due to retirement. In addition, the question arose if successors are adequately developed to assume these leadership roles. A few key problems needed to be solved to change this gloomy picture. First, there needed to be a comprehensive management/leadership development programme that would prepare persons for appointment to the most senior level management/leadership positions.

This would result in a growing cadre of persons prepared for leadership; thus, creating a pool from which candidates to fill vacancies may be selected. Of equal importance was the need to change the current prevailing perception of the position of Permanent Secretary as administrator of the status quo, to seeing this post as one critical to the development and transformation of the public service.

This LSP became an opportunity for the Training Division to demonstrate its strategic value to the public service in creating a new brand of public sector leaders, as well as, improve the image and credibility of the Training Division. The Division would be accepted as a valuable partner in the transformation of the public service into one that is progressive, responsive, effective and citizen-centred.

We were able to secure approval and obtain support for the project from key stakeholders such as: Ministers of Government, the Cabinet Secretary, the Committee of Permanent Secretaries, Training and Development colleagues, among others. A key achievement during this initial phase was the Cabinet approval of an additional EC$1 million for the implementation of this project, and other management programmes across the public service.

We were also able to collaborate with national and regional resources such as the Management Institute of National Development, Jamaica, the Sagicor Cave Hill School of Business and Management, CARICAD, the CLP, the Association of HR Professionals of Antigua and Barbuda, and other regional public service training entities.

In addition, we obtained the commitment from experienced leadership development facilitators from the region, who committed their time and talent to the design and delivery of this homegrown leadership development programme. This programme was heavily influenced by the design and delivery methods of the CLP LDP, but it also includes management components such as Project Management and Strategic Planning, based on the specific learning needs identified in the Antigua and Barbuda public service.

We, therefore, take great pride to report that the 1st Cohort of the Leadership and Management Programme for the Government of Antigua and Barbuda that was launched in April, with lead facilitator from CARICAD, Mr. Franklyn Michael (4th from left) and Mrs. Miguelle Christopher, Deputy Permanent Secretary/Chief Training Officer (5th from left) who spearheaded the development of this programme.

Participants from the first Cohort of the Leadership and Management Programme for the Government of Antigua and Barbuda that was launched in April, with lead facilitator from CARICAD, Mr. Franklyn Michael (4th from left) and Mrs. Miguelle Christopher, Deputy Permanent Secretary/Chief Training Officer (5th from left) who spearheaded the development of this programme.

SOURCE: Miguelle Christopher, Deputy Permanent Secretary/Chief Training Officer and a Caribbean Leadership Project (CLP) Cohort 6 Alumna. The full article can be accessed here.
CARICAD's Assistant Director, Rosemund Warrington and Programme Specialist Franklyn Michael participated in a recent workshop coordinated by the Caribbean Disaster Emergency Management Agency (CDEMA).

The workshop, entitled, "Development of Competency Frameworks for Disaster Risk Management (DRM) in the Caribbean" took place on June 19 and 20 in Barbados.

There were three specific objectives for the workshop:
1. Develop a process and regional roadmap to guide the development of a regional competency framework for DRM in CDEMA participating states
2. Exchange information on the lessons learned from international experiences in developing DRM competency frameworks
3. Identify opportunities for further collaboration with New Zealand in the Caribbean process

The primary facilitators were consultants Dr. Jane Rovin and Dr. Steven Jensen.

Participants included staff of the CDEMA Coordinating Unit, Members of CDEMA Technical Advisory and Education Committees including representatives from CARICOM, the University of Technology in Jamaica, the University of Guyana, The Caribbean Organisation for Standards and Quality (CROSQ) and the Caribbean Tourism Organisation.

They used efforts to develop competency frameworks in New Zealand, The United States, Asia and the Pacific region as a backdrop to efforts to develop a competency framework for CDEMA participating states.

The participants also discussed:
1. Challenges to developing and using a competency framework
2. Possible next steps
3. A timeline for implementation and opportunities for inter-agency collaboration

The workshop was participatory and interactive. It culminated in a conceptual framework for Competencies for DRM and a Roadmap for developing the competencies. There was a Consensus that participation by CARICAD added value to the exercise because of the expertise and skills of the CARICAD representatives in terms of Human Resources Management, Organisational Development, and Disaster and Public Sector Leadership and Management.

Implementing the CARICAD/CDEMA Memorandum of Understanding
CARICAD and the Caribbean Disaster Emergency Management Agency (CDEMA) have developed an Implementation Plan for the Memorandum of Understanding (MOU) that both agencies signed.

The priority areas relate to capacity development of National Disaster Management Organisations. The focus is on building skills that will improve planning, leadership and management skills among disaster management officials.

The vulnerability of the Caribbean to natural hazards is a major challenge for development planning and public policy. These are areas in which the public sector in all CARICAD member states have lead responsibility.

SHARE POINT PLATFORM FOR CARICAD MEMBER STATES
The CARICAD Operational Focal Point (OFP) project team at the Ministry of Public Administration and Communications (MPAC) in Trinidad and Tobago has announced that the official CARICAD OFP Community site will be available in the next quarter.

The site has been created on MPAC’s SharePoint Portal to facilitate the easy reviewing, sharing and editing of CARICAD related documents, information and ideas in real time, whilst ensuring the necessary collaboration of CARICAD members/OFP’s across the Caribbean.
Montserrat’s capital Plymouth — buried under volcanic material. (photo by F. Michael, CARICAD)

Leadership during a crisis

The Strategic Partnership among CARICAD, Caribbean Disaster Emergency Management Agency (CDEMA) and the Caribbean Leadership Project (CLP) came to the fore on Tuesday, July 11, 2017. The occasion was a webinar arranged and hosted by the CLP during which CARICAD’s Programme Specialist Franklyn Michael made the lead presentation.

The focus of the presentation was leading during a crisis. Mr. Michael used the first four years of the volcanic crisis in Montserrat as the backdrop for the presentation. He used a framework that he had developed in 1995 shortly after the onset of volcanic activities as the foundation for his remarks. The framework is based on John Adair’s model for Action Centered leadership. Almost 100 persons across the region had registered for the webinar and at least 50 participated.

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Definitions Worth Knowing

Charter for the Public Service: A Public Service Charter identifies components of a professional and effective public service. It establishes a general framework of guiding principles, policies and management mechanisms reflecting a common commitment of the public services of the Caribbean. It is intended to serve as a catalyst for the reform, modernisation and transformation of national public sector entities within the context of each country’s realities and priorities.

Civil Service: The Civil Service refers to the body of officials who carry out functions of government under the direction and supervision of the Head of Government. Excluded in this definition are employees of state-owned enterprises, the army, the judiciary and the police who, together with civil servants, collectively constitute the public sector.

Code of Conduct: A code of conduct contains the principles and values underlying good public administration for the public sector and provides consistent standards of conduct for all employees. Codes of conduct provide a framework for ethical culture within the sector.

e-Government: The use of information and communication technologies (ICTs) to improve the activities of public sector organisations.

Ethics: Ethics is a system of moral principles. Ethics is concerned with what is good for individuals and society and is also described as moral philosophy.

On May 8th, 2017, I was sent as an intern to CARICAD from the Samuel Jackman Prescod Polytechnic (SJPP) to complete my diploma in Office Administration. On my first day at CARICAD I was greeted by office assistant Mr. Greaves and Mr. Michael, Programme Specialist, who explained their roles within the organisation as well as shared further knowledge about the operations of CARICAD.

After our orientation we were then directed to our assigned stations, from where we would work for the next six weeks. We started to read through the magazine we were given about CARICAD as we waited on Mrs. Warrington, the Assistant Executive Director. On her arrival, she gave a brief summary of her duties, then proceeded to discuss our roles and responsibilities such as data entry, records management and filing, as well as their expectations of us as interns.

As the weeks passed by, we put all of our skills and knowledge to the test by completing our duties as well as learning how to use the equipment in the office. We also learnt how to interact more with clients as they came. During our time there, we understood more about the roles and operations of the various departments within CARICAD. We were asked to stay for another two weeks, which we gladly accepted and continued to work on our tasks and any additional work given.

On the sixth week of our internship we were given a farewell celebration, in appreciation of our efforts and commitment during our period there.

We then thanked everyone for having us for those six weeks and for suggesting that we be allowed to stay for an additional two weeks.

I began my internship at CARICAD on May 8th, 2017, where I obtained an office assistant position for eight weeks. On my first day I was greeted by office assistant, Mr. Greaves, who introduced himself and gave me a tour of the organisation as well as a brief description of CARICAD.

I was also greeted by Programme Specialist Mr. Michael, who interviewed my fellow classmate and I, then gave us a more detailed description of the organisation. Shortly after, we were briefly interviewed by Mrs. Warrington, the Assistant Executive Director, who later presented us with our job descriptions.

Throughout the course of the day my classmate and I were provided with the necessary equipment and knowledge of the different systems within the organisation to be used in carrying out our tasks.

As the final two weeks of our internship approached, we were surprised with a party and gifts, at which we were thanked and commended for our commitment, our professional attitude and our productive performance which we kept consistent throughout our internship at the organisation.

During my overall stay at CARICAD I assimilated both theoretical knowledge and technical skills from my work colleagues, who were always there to provide assistance if I was facing any difficulties with carrying out my daily tasks.

The work environment was warm, positive and productive; I totally enjoyed my internship at CARICAD.
The CARICAD Horizon is a regular publication of the Caribbean Centre of Development Administration (CARICAD). The Horizon has superseded the “Chronicle”.

The Editor-in-Chief is CARICAD’s Executive Director, Devon Rowe.

The Production Team comprises:
Franklyn Michael, Rosemund Warrington,
Elaine Oxamendi Vicet,
Alaine Murray, Clive Murray and Vern Leslie.

Articles on:
- Competency-based HR
- E-Governance
- Business Process Re-engineering (BPR)
- Report on CARICAD’s Board of Directors’ Meeting (September 14th and 15th)

Also look out for our special HR in Action Series on our website.