The conceptual and structural underpinning of the Westminster/Whitehall model of the public sector is that public officers are professional, impartial and politically neutral. Changes in political administrations should not therefore impact on the commitment and performance of those officers.

The reality of the modern Caribbean experience is that there is a political milieu which can challenge that desired culture of neutrality and impartiality. This includes individuals serving as Advisers to Ministers alongside Permanent Secretaries; large numbers of Unestablished or Non-Established employees who do not come under the authority of a Public Service Commission and a tendency towards patronage in employment opportunities.

The Charter is designed to promote high levels of professional commitment as a more relevant form of service than party-politically-based loyalty. Public officers are expected to give the best advice they can at all times.

They are also expected to implement the policies of the government of the day whether they as individuals agree with the policies or not. It is accepted that public officers who are requested to compromise their integrity have the right to refuse to do so.

(Continues on Page 2)
Mr. David Archer has been appointed Deputy Governor of the British Virgin Islands (BVI).

Sworn in on March 1st this year, Mr. Archer succeeds Mrs. Rosalie Adams. He holds Bachelor of Science degrees in Business Administration and Human Resource Management, a Masters Degree in Human Resource Management and a Masters in Business Administration. He also completed studies in Organisational Development.

The new Deputy Governor was for many years the BVI’s de facto representative on CARICAD’s Board of Directors.

In acknowledging congratulations extended by Mr. Devon Rowe, the Executive Director of CARICAD, Mr. Archer stated, “CARICAD continues to be a part of my DNA and you have my commitment to continue serving to advance the work of the institution.”

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General Principles International Code of Conduct for Public Officials

The General Principles International Code of Conduct for Public Officials reinforces the manner in which public officers are expected to work:

**A public office, as defined by national law, is a position of trust, implying a duty to act in the public interest. Therefore, the ultimate loyalty of public officials shall be to the public interests of their country as expressed through the democratic institutions of government.**

**Public officials shall ensure that they perform their duties and functions efficiently, effectively and with integrity, in accordance with laws or administrative policies. They shall at all times seek to ensure that public resources for which they are responsible are administered in the most effective and efficient manner.**

**Public officials shall be attentive, fair and impartial in the performance of their functions and, in particular, in their relations with the public. They shall at no time afford any undue preferential treatment to any group or individual or improperly discriminate against any group or individual, or otherwise abuse the power and authority vested in them.**

**SOURCE:** CARICAD’S Implementation Guide for the Charter for Caribbean Public Services Page 49
CARICAD and (CDEMA) continue to deepen their strategic partnership. A major activity in that regard was the participation of CARICAD’s Executive Director Devon Rowe and Programme Specialist Franklyn Michael in the 10th Comprehensive Disaster Management (CDM) Conference.

The conference took place in Nassau, The Bahamas, from December 4-9 under the theme, “CDM: The Road to Resilience Check Point 2017 – Building Resilience Through Partnerships”.

The programme included:
- Ministerial high-level sessions
- Professional development sessions
- Plenary sessions
- Public/Private Partnership for Resilience Forum
- A Youth for CDM Forum
- Exhibitions and an awards gala

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The opening ceremony included a feature address by the Prime Minister of the Commonwealth of The Bahamas Dr. The Honourable Hubert Minnis.

On the final day of the conference, CARICAD’s Executive Director, Devon Rowe, moderated a session on, “Investing in Disaster Resilience in a Changing Climate”.

Keynote speaker Dr. Justin Ram, Director, Economics at the Caribbean Development Bank, highlighted the challenges facing the Caribbean and offered a blueprint for building resilient economies.

Dr. Ram suggested that the pathway to resilience included developing practices to budget for disasters before they occur, building savings to offset rebuilding costs, using insurances such as the Caribbean Catastrophic Risk Insurance Fund (CCRIF), and creating improved fiscal responsibility arrangements to set the base for a stronger medium-term budgetary framework. He also noted the need for increased productivity and competitiveness, greater focus on human development and strengthened environmental preparedness.

Among the other panelists were Mr. Raul Salazar, Chief of the United Nations Office for Disaster Risk Reduction (UNISDR) Secretariat for the Americas and Mr. Isaac Anthony, Executive Director, CCRIF-SPC.

One of the other highlights of the conference was a developmental session entitled, "Managing in a Crisis Environment" which was facilitated by Mr. Michael.

The conference was attended by more than 80 persons.

CARICAD’s Franklyn Michael as he facilitated the developmental session entitled, “Managing in a Crisis Environment”.

Franklyn Michael with retired General Earl Arthurs of CDEMA.
The CARICAD team of Assistant Director Rosemund Warrington and Programme Specialist Franklyn Michael are continuing to facilitate a process strategic plan review and redevelopment at the Barbados Vocational Training Board (BVTB).

They have facilitated sessions which have resulted in:

- A review of the BVTB’s Strategic Framework
- A review of Key Result Areas and goals
- A review and redevelopment of objectives for a new plan
- Development of an annotated outline for the BVTB’s new Strategic Plan

Warrington and Michael are using a CARICAD methodology for strategic planning that is now very well established. However, they also used a novel methodology for reviewing the existing strategic plan. The methodology relies on a series of focus questions and a matrix to determine if and in what way goals need to be changed for the new plan.

The Barbados Vocational Training Board is a statutory corporation under the aegis of the Ministry of Labour, Social Security and Human Resources Development. It is a non-profit institution which receives an annual subvention through its parent ministry.

The Barbados Vocational Training Board is mandated to provide Technical, Vocational Education and Training to unemployed persons. Board members comprise the various committees which help to make decisions on policy issues related to the organisation.

These committees are the Apprenticeship and Training, Finance and General Purposes and the Establishments Committees.

The Director of Training has overall responsibility for the management and leadership of the organisation. The Director and two Assistant Directors currently manage the day-to-day activities of the Board and supervise a number of administrative and technical staff.

One Assistant Director of Training is responsible for the Human Resources and Administrative functions of the Board.

The other Assistant Director manages the Operations and Training Activities of the Board. The staff complement of the Board is currently 120 persons.

Staff members deliver training and complete administrative functions, and are also involved in creating appropriate systems to facilitate the management of the Board.

The Institute of Chartered Accountants of Barbados (ICAB) in association with Chartered Professional Accountants of Canada (CPA) hosted a Public Sector Conference recently at the Hilton Hotel in Barbados.

The theme of the conference was, “Public Financial Management (PFM) Reforms in Barbados – Challenges and Opportunities”. The aim was to provide accountants in the public sector with Continuing Professional Development, CPD, relevant to their work.

For the past several years the ICAB provided professional development for the public sector through an annual IPSAS workshop. This year the ICAB decided to take a wider view and focus on Public Financial Management. Devon Rowe, Executive Director of CARICAD, offered the context for a discussion as a member of a panel discussing the topic “PFM Reforms – The Future”.

Continuing Professional Development for Accountants

Henderson Thompson
Director of Training
at the Barbados Vocational Training Board.
The Governments of Saint Lucia and St. Vincent and the Grenadines have partnered with the Caribbean Centre for Development Administration (CARICAD) and the Caribbean Leadership Project (CLP) to launch a Leadership Development Programme (LDP) for senior leaders in the public service.

The second and third face-to-face modules for Cohort 11 in the LDP were recently convened in the two territories. The design of the LDP came out of the CLP, which is funded by the Government of Canada and executed by the Canada School of Public Service.

Against this background, during the week-long modules, the LDP participants focused on developing a greater understanding of self, beginning with what awareness, competencies and strategies are required to develop, strengthen, recognise, appreciate and learn in order to provide effective leadership that serves a wider purpose. The LDP also includes executive coaching as a critical component of its design and delivery.

CARICAD has taken the initiative to spearhead this LDP, in light of the decision by CLP’s Project Steering Committee to house the CLP when it has transitioned into a permanent programme within that regional organisation.

In St. Vincent, Executive Director of CARICAD Mr. Devon Rowe, participated in some key stakeholder engagements. These included meetings with the Cabinet Secretary – Ms. Kattian Barnwell, Acting Chief Personnel Officer – Mrs. Arlene Regisford-Sam and Director of Training – Mr. Myccle Burke, among other senior leaders in the public service of St. Vincent and the Grenadines. During these meetings, there were discussions about the sustainability plans for leadership development programming, the role of CARICAD as the future host of the programme and the on-going leadership and capacity building needs of the country. Regional organisations participating in this cohort are the CARICOM Competition Commission and the Caribbean Court of Justice.

For further information about the Caribbean Leadership Project and the Leadership Development Programme, visit www.caribbeanleadership.org.
Teams and Teamwork in the Public Service

The hierarchical structure of the public service and the separation of Ministries by portfolio suggest that the highest levels of performance and effectiveness are achieved through teamwork. A hierarchical structure promotes accountability which is critical for the public sector but it is not an organisational architecture that promotes teamwork. In that context it means that teamwork should be seen as a part of the culture of the organisation if the benefits of teamwork identified below are to be realised.

Effectiveness
Teams are usually established with a specific set of objectives. Achievement of objectives is the basis of meeting overarching goals. Effectiveness is based on achieving goals. Providing services requires the production of outputs.

Efficiency
The pooling of skills tends to generate a synergistic effect that enables teams to be more efficient than a disparate group of individuals relying on each other’s singular effort.

Service
Organisations that rely on teamwork often have a culture that emphasises a commitment to excellent service as part of their ethos.

Morale
The emotional bonding that is a natural part of teamwork often results in a feeling that they are contributing to the success of the organisation. That sense of accomplishment is one of the most powerful sources of motivation for workers. The level of professional trust is often high in teams.

Accountability
Teams are often able to generate high levels of accountability among members since most people do not want to convey an impression that they are letting down the team.

Capacity Development
Teams usually comprise individuals who have different levels of skills, experiences and qualifications. It is often the case that high performance teams widely ascribed to such teams.

Creativity
Many of the best ideas in organisations result from brainstorming and collaboration among teams. The related concepts of High Performance Teams and High Performance Organisations represent a strategic approach that can be used to enhance teamwork in the public sector.

High Performance Teams
The concept of the High-Performance Team is widely held. However, there is considerable variation of opinion about the characteristics of such teams but there are some core features widely ascribed to such teams:

- Shared vision
- Visionary leadership
- Synergistic composition
- Results focus

Commitment to quality and results:
High-performance teams have a shared commitment to quality and results. They focus on achieving the highest standards and the best outcomes and are aligned behind achieving this goal.

Source: CARICAD’S Implementation Guide for the Charter for Caribbean Public Services Pages 46 and 47
It is widely accepted that change is the one constant in organisational life today. Virtually all organisations are affected whether it is by the forces of nature, globalisation, shifts in the economy, or an ever-changing workforce.

In the context of public sector organisations, the management of change has indeed been a constant. Yet, the speed at which governments must respond to the diverse crises is not always swift, partly owing to insufficient resilience to overcome these adverse effects on their own. Public sector organisations in the Caribbean have faced much pressure to change in recent years largely due to vulnerability to natural disasters and environmental change, fiscal austerity measures, limited institutional capacity, and the desire to deliver world class efficiencies through public sector transformation efforts. Transformation initiatives within the public sector, however, have a checkered history of success.

Many countries in the Caribbean have been classified as having high vulnerability (i.e. environmental risks, economic shocks, social risks and limited institutional capacity) and medium resilience (i.e policy-induced measures, good governance, macroeconomic stability, social development market flexibility), the worst case category being Haiti with high vulnerability and low resilience (Briguglio 2014).

There is now a recognition and acceptance that in order to survive, public sector organisations in the Caribbean can no longer simply respond to changes in their environment, but they must proactively shape their environment to maximise their own effectiveness.

The context for this change is based on a number of philosophies guiding the transformation of public sector organisations, including post bureaucracy models.

**Post Bureaucracy Models**

Public Sector organisations by their very structure and nature reflect Weber’s bureaucratic legal-rational framework with structured hierarchies; formalisation of decision-making; centralisation of authority; rational systems based on rules and regulations and advancement, based, still to a large extent, on seniority and ‘know who’.

There has been, however, a steady movement towards transformation in public sector organisations throughout the Caribbean as they struggle to stay afloat amidst social, economic and technological advancements.

In this new context of the post-industrial public sector organisation with a keen focus on services and resilience, new management techniques are being adopted in an attempt to reform and transform.

There is now the post-bureaucratic public sector, characterised by collaboration, trust, negotiation, teamwork and decentralisation of authority. The new model of public service operations, based on New Public Management (NPM) as a philosophy, advocates a shift in emphasis from rule enforcement and administration to the attainment of results through mission statements, performance management, performance-based rewards, greater client focus, decentralised structures and an output orientation.

Indeed, the challenges of the changing times and effects of devastating events in our Caribbean region have recently given rise to touting of the concept of ‘Organisational Resilience’. Public Sector organisations are seeing the need to become more resilient in the face of adversity and committing themselves to becoming more agile, adaptable, flexible and responsive to the needs of citizens.

This rethinking is driven by the realities that traditional bureaucracy may be inadequate to cope with the myriad global changes and therefore public sector organisations have no choice but to move beyond basic survival, reinvent the wheel to stay relevant, and press on in these threatening environments. Only flexible, agile and adaptable organisations will survive.

*Continues on next page*
21st Century Public Sector

These rolling trends of reinventing the public sector have significant implications not only for transforming the nature of public administration and its relationship with the citizenry, but also for role, structure, systems and the management of human resources. In a climate of budget cuts and an inflated workforce where competency-based job-fit is still a challenge, a 21st Century Public Sector implies a further radical shakeup to the status quo.

The schema above therefore focuses on public sector transformation in general and exemplifies the characteristics of the 21st Century Public Sector, which are necessary in order to achieve high resilience status and desired results.

Building a Resilient 21st Century public sector is therefore all about the right systems, right skills, right leadership, and a culture that is conducive to change. The Public Sector must move beyond crisis management to scenario planning. The Public Sector must become more visionary and outward-focused.

But what does being a Resilient organisation really mean? There are a number of differing perspectives regarding the definition for organisational resilience. On the one hand, organisational resilience is viewed as simply an ability to rebound from unexpected, stressful, adverse situations and to pick up where you left off. This perspective is reflected in the following definition: “Resilience is the ability to ‘bounce back’ from adversity” (Frederickson 2001 cited in Cooper et al, 2015). A second perspective of organisational resilience, on the other hand, looks beyond restoration to include the development of new capabilities and an expanded ability to keep pace with and even create new opportunities, viz, “Resilience is bouncing back from setbacks combined with remaining effective in the face of tough demands and difficult circumstances” - Cooper et al, 2015).

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Vogus and Sutcliffe (2007) also define resilience as “The maintenance of positive adjustment under challenging conditions such that the organisation emerges from those conditions strengthened and more resourceful”.

The latter perspectives coincide with how CARICAD has expressed the imperatives for managing in a crisis i.e. Prepare, Perform, Transform. We agree that anticipation and preparation are valuable for organisational performance. We believe, however, that resilience implies more than just adaptation; it requires a concerted effort to improve overall HR competence and systemic capabilities through transformation efforts.

The following definition is therefore apt: “Organisational Resilience involves the ability to adapt creatively and constructively to change so as to endure and recover from challenges in a manner that leaves the organisation more flexible and better able to adapt to future challenges.” (Denhardt & Denhardt, 2009).

Resilient organisations are able to maintain positive adjustments under challenging and “bouncy” conditions such as natural disasters or national fiscal hardships, among others.

The Resilient 21st Century Public Sector will be:

- **Technologically Innovative and Data Driven**: freely accessible and shareable data, greater focus on IT as an enabler of service, and increased transparency, public participation and innovation;

- **Systemically Transformative**: institutional transformation relative to structures, leadership, partnerships, procedures and practices, mindset change, management of human and financial resources etc.;

- **Talent Management Focused**: attracting, selecting, nurturing, developing and retaining high potential;

- **Outcomes Focused**: focus on results and on achieving impact; and

- **Citizen-centric**: delivery of services based on the needs of the people served and engaging citizens in policy and service design.

In addition, being resilient is about actively taking a risk, learning from it and understanding the benefits. Conversely, “brittle” organisations are easily overwhelmed by shocks and strains, and do not subscribe to the belief that they can become more effective through learning from their mistakes. It is therefore the capacity for the public sector not only to “bounce back”, “survive” or “cope successfully” in response to adversity, uncertainty, change or risk, but to do so “robustly” and recover more “quickly”. It is this capacity for adaptation and use of sound systems and change management that facilitates resilience.

The need for building the capacity for public officers to be resilient in turbulent times and in work environments that are continually adapting and responding to harsh conditions cannot be underestimated. For in times such as these, only flexible, agile and adaptable organisations will survive.

**N.B. Part II of this article will focus on the role of Strategic HRM in building organisational resilience.**

While every transformation journey is different, there are common elements to every transformation strategy.

How does your current transformation strategy align with the resilience-focused approaches discussed in this article?

We invite comments on the 21st Century Public Sector framework (caricad@caricad.net)

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*Rosemund Warrington is the Assistant Director and Human Resource and Organisation Development Specialist at CARICAD. Mrs. Warrington is a Senior Certified Professional in HR.*
With a mandate to assist Member Governments in improving their administrative capability to accelerate their social and economic development, CARICAD encourages and supports the development and sustainability of strong leadership and government structures within the public sector of its Member States.

The Centre designs and implements programmes and processes that address identified priority needs for public sector development and transformation, working closely with Member Governments and Social Partners.

CARICAD is soliciting skilled, qualified, competent and experienced individuals who can be of relevance in our various public sector transformation interventions. We invite individuals (actively employed or retired), and consultants representing regional/international companies, who are interested in collaborating with CARICAD to register with the Centre.

**How it Works:**
Interested individuals are requested to register online on the database of CARICAD Resource Persons (CReP).

You will be required to complete a series of questions online and to upload supporting documentation including your curriculum vitae and references into the CReP pool. Your profile will be placed in a pool with other registered professionals.

**There are no limits on the number of professionals who can register on the CReP database.**

You will be able to update the information on CReP database after registration by logging back into your account using the ID number assigned at registration. Please ensure that all information in your profile remains up-to-date.

Please note that registration is not an application, but an indication of your interest in being considered to work on specific CARICAD assignments.

Thank you for your interest in CARICAD’s activities and looking forward to a fruitful collaboration in the quest for sustained transformation of CARICOM public sector organisations.
Mr. Elton Georges, former Deputy Governor of the British Virgin Islands (BVI) passed away on April 4th this year. Mr. Georges was one of the most accomplished public officers from the territory. In extending condolences to the government and people of the BVI, Mr. Devon Rowe, the Executive Director of CARICAD said, "Mr. Georges was one of a rare and select group of public officers in the region who combined service, integrity, competence, humility and empathy. He embodied the values and virtues that our Charter for Caribbean Public Services is based on.

"The fact that he was the longest serving Deputy Governor, the first Complaints Commissioner and Chairman of the BVI’s Wellness Advisory Council among other roles is testimony to his tremendous organisational and interpersonal skills. I also understand that he played a major role in the BVI’s evolution to its status as one of the most highly regarded small states in the area of Disaster Management.

"Mr. Georges was a deeply religious man who gave selflessly to the BVI through both church work and community service within voluntary organisations.

"He was reportedly driven to set an example for and to educate younger generations.

“The territory has lost one of its most accomplished and versatile personages. CARICAD is among the Regional Organisations that benefitted from his commitment to duty and his competence. We are among those who will miss him especially as some staff had a professional and personal relationship with him."

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: