



2014-2017

STRATEGIC PLAN: MINISTRY OF PUBLIC
SERVICE, INFORMATION AND BROADCASTING,
SAINT LUCIA

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Strategic Plan: Ministry of Public Service, Information and Broadcasting, Saint Lucia

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The Caribbean Centre for Development

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Ministry focused on our delivery of services. We greatly appreciate their efforts. Finally, I wish to recognize the leadership of Mrs. Rosemund Warrington, Assistant Director, Programme and Planning, Caribbean Centre for Development Administration (CARICAD, for her dedication, collaboration and expertise that guided this Plan to completion. We look forward to achieving the goals identified in our Strategic Plan and are confident that the opportunities and challenges will be translated into effective services and programmes. We are also confident that the changes will soon be recognized across the Public Service of Saint Lucia.

Grateful thanks once again to everyone who participated in the effort and who freely gave time and effort to provide the information upon which the Strategic Plan is based.

Philip Dalsou

Permanent Secretary

STATEMENT BY THE HONOURABLE MINISTER

It gives me great pleasure to present the Strategic Plan of the Ministry of the Public Service, Information and Broadcasting for the period 2014-2017. The policies, priorities and programmes of our Government for the Ministry of the Public Service, Information and Broadcasting are clearly articulated in this Strategic Plan and are consistent with our broader strategic national goals. In particular, we aim to develop a highly dynamic and responsive Public Service that contributes to making Saint Lucia competitive and which fundamentally improves the lives of our people. Our objective is to undertake a major transformation of the Public Service to enhance the efficiency, effectiveness, accessibility and cost-effectiveness of the services delivered to our citizens.



Our country, like so many others in the wider Caribbean and many other Small Island Developing States worldwide, is currently facing major challenges. The Public Service must play a critical catalytic role to help our nation overcome these challenges and move along a trajectory of higher growth and sustainable development. It cannot be business as usual and major changes in the operations and functions of the Public Service must be made to facilitate an increase in productivity and improved delivery of public services in a more cost-effective and efficient manner. As the lead government agency for the Public Service, our Ministry is required to champion, drive, facilitate, and coordinate the public service programmes and initiatives of our Government.

This 2014-2017 Strategic Plan provides the overarching policy and programmatic framework to guide the Ministry in realizing its goals and objectives. In our pursuit to deliver world class

public services to our citizens, we will adopt relevant best practices and develop the institutional and human resource capacities in the Public Service. We do not under-estimate the magnitude of the challenges to modernize and transform the Public Service. We are confident, however, that the Staff of the Ministry of the Public Service, Information and Broadcasting is fully committed to contributing to the task of helping to deliver improved public services to our citizens.

The goal of our Government is to build a stronger, resilient and more secure nation; a nation that inspires confidence and optimism among its citizens for the future. The implementation of this Strategic Plan by the Ministry of the Public Service, Information and Broadcasting will significantly contribute towards the realization of that goal.

Sen. Hon. Dr. James Fletcher

Minister for Public Service, Sustainable Development, Energy, Science and Technology

FOREWORD BY PERMANENT SECRETARY

The Ministry of the Public Service, Information and Broadcasting plays a critical and pivotal role in the functioning of the Public Service. It is a central agency which impacts on the performance of all other agencies within the central government. Given its mandate, the Ministry of the Public Service, Information and Broadcasting is expected to lead the transformation and modernization of the public services. This Strategic Plan provides a roadmap to guide the Ministry in achieving its goals and objectives. In this regard, the Ministry's mandate, vision, mission, values, goals and objectives have been critically examined so as to align them with the expectations of our stakeholders. The policies and priorities of the Ministry have also been critically reviewed with a view to achieving higher levels of productivity, improved service delivery and value for money.



The Ministry will provide the strategic direction and leadership for the management and development of our human resources, the efficient and effective implementation of ICT and e-Government initiatives and improved dissemination of information on Government's policies, programmes and projects.

We now need to vigorously pursue the urgent implementation of the Strategic Plan. This will require leadership at the senior management levels, teamwork, commitment, dedication, and inspiring and motivating our staff to encourage ownership of the service delivery processes. There will no doubt be challenges along the way but I am confident that by working together we will be able to overcome the obstacles and roadblocks in our path.

I would like to express my appreciation to the Caribbean Centre for Administration Development (CARICAD) and in particular, Mrs Rosemund Warrington for her guidance and support in expertly facilitating the strategic planning process and preparing the Strategic Planning

document. I would also like to thank the Working Group for their contribution in developing the Strategic Plan. The members of the Working Group were extremely dedicated and committed to ensuring that the Strategic Plan was completed.

I am looking forward to the implementation of the Strategic Plan to enable us to build a better public service that supports our national development and improves the lives of our citizens.

Philip Dalsou
Permanent Secretary
Ministry of Public Service, Information and Broadcasting

1.0 EXECUTIVE SUMMARY

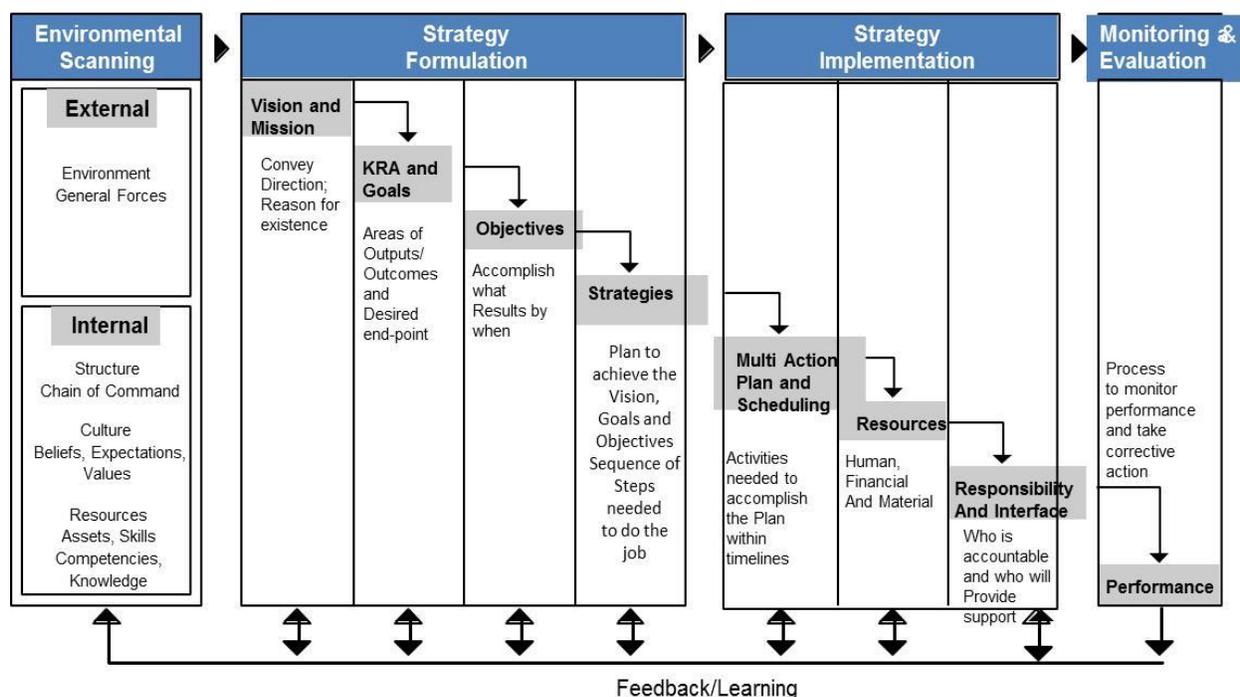
In 2003, the Ministry with responsibility for the Public Service implemented a formal strategic planning process culminating in a plan to address the future needs of the Public Service. This systematic process facilitated discussion and agreement between staff and key stakeholders on the appropriate direction for the Ministry. Consistent with the spirit of continuous improvement, the process was updated and improved in 2009, and again in 2014. The Ministry of Public Service now includes portfolio responsibilities for information and broadcasting.

The Ministry which has held responsibility for the Public Service has had a long history of implementing improvements in response to the increasing needs and demands of stakeholders. These changes have allowed the Ministry to respond to many challenges, including new portfolios and ever-increasing workloads. Our performance however, continues to be tested through the ratings received on customer satisfaction surveys and feedback from outside the Ministry.

We expanded our strategic planning process in 2010 and 2014 to include elements of a performance assessment through a number of mechanisms such as Survey Monkey online assessment, context mapping and one-on-one interviews with senior public officials to ensure we align our objectives, processes, and resources with our new Vision. This we saw as a logical extension of our continuous improvement process and provided a new sense of direction for our planning process. See Figure 2.

While the modalities used to measure success may change over time, we will strive to achieve the highest rating performance for key result areas. We believe that a commitment to a high level of performance is how we should benchmark ourselves. This is consistent with our Values, and provides a means to assess progress toward realization of our Vision. Our strategic objectives encourage us to think strategically about how we can achieve and/or maintain excellence in each of our key result areas. They provide a target we can aspire to over the three years of this Strategic Plan.

Figure 1: Strategic Management Process



As a critical part of our formal planning process, the staff with support from stakeholders completed a re-examination and validation of our Mission, Vision, and Values in November 2013. We also completed a comprehensive overview of our external environment, as well as an analysis of our strengths, weaknesses, opportunities, and threats. These analyses resulted in a list of strategic advantages and challenges that helped validate our six Key Result Areas and provide a framework for establishment of our new Strategic Objectives.

Our six Key Results Areas provide the basis for our 2014 - 2017 Strategic Plan. An Action Plan, including timelines and accountabilities, was developed for the key strategies associated with each of these focus areas listed below:

1. Service Delivery
2. Human Resource Management & Development
3. Organisation Development and Management
4. Public Sector Modernisation
5. Information and Broadcasting
6. Industrial Relation

Strategic Plan at a glance

Key Result Area #1: Service Delivery

Goals	Objectives
Goal 1.1: Create a High Performance Organisation.	<p>1.1.1 Build a high performance, customer-focused culture to facilitate delivery of services.</p> <p>1.1.2 Inculcate a positive work environment through internal and external relationships and work processes that make staff feel valued and motivated.</p> <p>1.1.3 Enable managers and supervisors to positively and proactively support and manage poor performance and conduct employee complaints</p>
Goal 1.2: Create and use pathways for communication that are reliable, transparent and effective.	<p>1.2.1 Create and use internal communications that foster employee engagement and trust.</p>

Key Result Area #2: Human Resource Management and Development

Goals	Objectives
Goal 2.1: Undertake Legislative Reform that removes structural impediments to effective workforce performance.	<p>2.1.1 Improve public service management, through the enactment of legislation and creation and implementation of industrial instruments, policies and directives.</p>
Goal 2.2: Consolidate the MoPS's position as a trusted Advisor, building credibility and creating influence in the management of human resources.	<p>2.2.1 Demonstrate the credibility of HR staff by providing timely and helpful responses to employee issues and queries from Ministries and department.</p> <p>2.2.2 Build capacity within the MoPS to facilitate the smooth passage of information consistent with government legislation, regulations policies.</p>
Goal 2.3 Improve the management of human resources with new methods and approaches.	<p>2.3.1: Operationalize an information system to provide support to human resources management.</p> <p>2.3.2 Implement a fair performance appraisal system for the Public Service that accurately reflects competencies and training needs.</p>

KRA2 cont'd on next page

Strategic Plan at a glance

(cont'd)

Key Result Area #2: Human Resource Management and Development (Cont'd)

Goals	Objectives
GOAL 2.4: Adopt a competency-based approach to human resource training and development in the Public Service.	<p>2.4.1 Develop public service staff capability through targeted, high quality development programmes and initiatives, to improve the skills, knowledge, capabilities and competencies required for enhanced job performance.</p> <p>2.4.2 Create cross-training opportunities to build competency and facilitate personal growth; cross train in all critical areas.</p> <p>2.4.3 Design and implement a High Potentials Leadership Programme to foster leadership qualities, by April 2015.</p>

Strategic Plan at a glance

(cont'd)

Key Result Area #3: Organisation Development and Management

Goals	Objectives
Goal 3.1 Effectively manage organisational systems, structures and workings of public administration.	3.1.1 Support ministries in aligning their structure in keeping with current mandate on an ongoing basis.
	3.1.2 Support the streamlining of classification structures, rationalize pay and allowances, and modernize related workforce management arrangements.
	3.1.3 Work with ministries and departments to conduct organisation diagnostic studies from time to time and recommend appropriate organisation development solutions and initiatives.
Goal 3.2: Facilitate the efficient and cost effective management of government housing and office accommodation programme.	3.2.1 Leverage resources to obtain optimal market rates and best-fit office designs on a continuous basis.
	3.2.2 Conduct ongoing assessments to ensure proper maintenance of leased premises (housing accommodation).
	3.2.3 Optimize Government office accommodation to improve service delivery and achieve cost savings.
	3.2.4 Manage facilities at the Graham Louisy Administrative Building (GLAB) to ensure a conducive working environment.
Goal 3.3 Maintain an occupationally safe and healthy environment.	3.3.1 Collaborate with the agencies to encourage compliance with the relevant legislation (occupational Health and Safety Act).

Key Result Area #4: Public Sector Modernisation

Goals	Objectives
Goal 4.1: Improve management of information and knowledge.	4.1.1 Increase the use of information and knowledge for informed decision-making.
	4.1.2 Increase the use and interoperability of ICTs in the public service to enable and deliver change.
Goal 4.2: Lead change towards a modernized public service capable of enabling and facilitating the achievement of national goals and aspirations.	4.2.1 Support Ministries and Departments in driving public service modernization on a continuous basis.
	4.2.2 Inspire, drive and coordinate innovation in service delivery across the public service to make services more responsive.

Strategic Plan at a glance

(cont'd)

Key Result Area #5: Information and Broadcasting

Goals	Objectives
GOAL 5.1 Provide information dissemination support for government plans, programmes and activities.	<p>5.1.1 Keep the public consistently informed on GOSL's national projects; regional programmes with a domestic impact (CSME, OECS, ALBA, Petro Caribe etc).</p> <p>5.1.2 Provide a steady flow of accurate and timely information to Saint Lucians at home and abroad via a multiplicity of media platforms – TV, Radio, Print and the Internet (Web portal/Social media).</p>
Goal 5.2: Build capacities within Ministries to effectively cover and report on GOSL activities.	<p>5.2.1 Feature the work/activities of specifically identified GOSL agencies through daily TV reports/monthly features.</p> <p>5.2.2 Build capacities within Ministries to effectively cover and report on GOSL activities.</p> <p>5.2.3 Promote the use of GIS services by various audiences on an ongoing basis.</p>

Key Result Area #6: Industrial Relations

Goals	Objectives
Goal 6.1 Maintain an atmosphere of harmonious industrial relations.	<p>6.1.1 Reduce the number of reported grievances in the Public Service by 20% by March 2016.</p> <p>6.1.2 Design and implement programmes to increase the visibility and impact of the negotiations unit in the Public Service.</p>
Goal 6.2: Facilitate more effective negotiations in the Public Service.	<p>6.2.1 Improve the negotiations process by strengthening internal procedures and practices</p>

2.0 CONTEXT

Saint Lucia as a small developing nation is endeavouring to rise to the triple challenges of globalization, trade liberalization, and vulnerability to natural hazards. Like many other Caribbean countries, Saint Lucia has a tourism-based economy. Challenges posed by Hurricane Tomas (2010) and the cost of rebuilding as a result of the devastating effects of natural disasters over the years have added to an already high national debt. The 2013 Christmas Eve rainstorm that affected Saint Lucia arrived, as simply put by the Honourable Prime Minister, “in the midst of difficult economic times for us”.

In terms of economic performance, in the 2010/2011 budget year, the country’s fiscal deficit was approximately 5% of GDP. In 2011/2012 the situation worsened to almost 7% of GDP. In 2012/2013, the situation deteriorated even further - 9.5% of GDP. The fiscal framework for 2014 calls for significant adjustment, given both the available financing and the high debt level. However, it is expected however that with prudent financial management, the actual outcome will be 6.7% of GDP in 2014/2015¹.

Transforming the public service to improve ‘doing business’ cannot be seen in isolation, as it exists in an environment of economic development. In the World Bank Group Doing Business, the country ranked 59 in 2013 and 64 in 2014, a drop in rank of -5 (see Appendix 1).

In keeping with the focus of improving the effectiveness of the delivery of services to the public, the Public Sector

...We will continue to review the operation of Government to reduce wastage where possible and attempt to deliver services to the public in a more efficient manner. This is the objective of our Public Sector Modernisation Programme. **(Hon. Kenny D. Anthony, Prime Minister of St. Lucia – 2013 Budget Statement)**

¹ 2014 New Year Address by the Honourable Prime Minister, Dr. Kenny D. Anthony

Modernisation Unit was set up within the Ministry of the Public Service to coordinate the modernisation agenda².

The objectives of the Unit are to:

- i. Assist with the development and implementation of the policy and the legal and regulatory environment to foster good governance and accountability;
- ii. Provide support to ensure that appropriate systems and processes are in place to optimize the use of the human resource capacity in transforming the operations and improving the levels of the Public Sector service delivery; and
- iii. Design, develop and deploy innovative solutions to improve productivity, enhance efficiency and streamline Public Sector service delivery.

A number of initiatives are already underway, including but not limited to the launching of Government Web Portal, the creation of an Integrated Citizen Contact Centre, an Electronic Document and Management System and the digitization of personnel records.

The objective of the results based planning process presented in Section 3.0, Figure 2 therefore serves as a common reference point to reflect upon the directions, progress and gaps in strengthening the public sector management systems. This will be achieved within an overarching framework of the key driving factors which have given priority to public sector modernization and transformation in Saint Lucia's context, such as:

1. Trends in the national, regional, global, economic and sociopolitical environments.
 - a. Ageing of the population
 - b. 'Baby Boomers' (persons within the age range of 45-60) redefining the idea of what retirement is
 - c. The 'Generation Nexters' (persons below the age of 30) often deemed to be ICT savvy and job nomads

² 2013 Budget Statement

- d. Harnessing of technology to change the HR function such that metrics are devised to determine how 'value added' is the workforce as human capital in the workplace
 - e. Advancement of human knowledge at an unprecedented pace, creating immeasurable opportunities for personal and professional growth, and at the same time, putting pressure on the worker to adapt.
2. An emerging competitive environment with regard to talent within the OECS and wider CARICOM.
 3. The need to fulfill legal and administrative arrangements underpinning the operations of the CSME.
 4. Implementation of bi-lateral and multi-lateral Trade agreements.
 5. Co-operation with other member states of the OECS in line with the OECS economic union.

3.0 INTRODUCTION

This Strategic Plan which is produced for the Ministry of Public Service, Information and Broadcasting (MoPS) has been done in partnership with the Caribbean Centre for Development Administration (CARICAD). It stemmed from the need to facilitate improvements in “doing business” and the transformation of the Public Service in an era of global economic downturns. All of these factors have been identified in various media including the St. Lucia Budget Statement 2013, the MoPS Annual Report 2013, the SLP Manifesto 2011 among others.

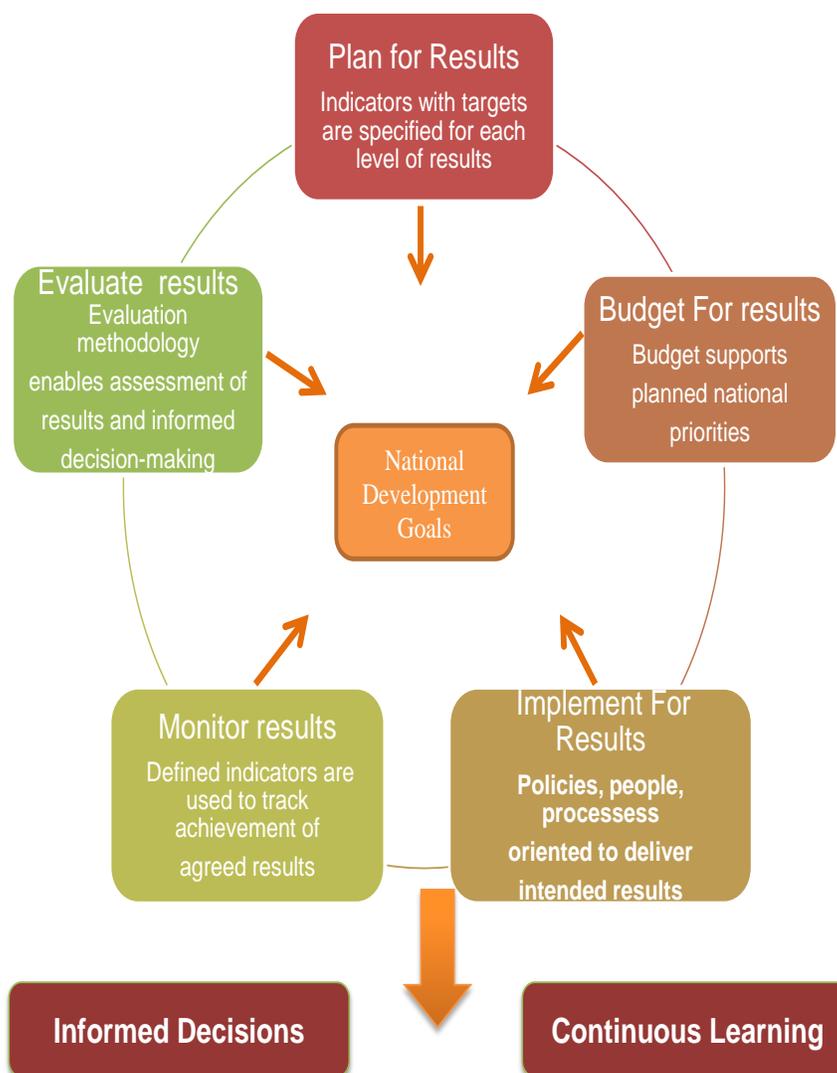
The Public Service of Saint Lucia (PSoSL) faces similar challenges to those of its Caribbean neighbours. In his 2014 New Year’s Address, the Honourable Prime Minister Kenny D. Anthony made the observation that:

“By now, it has become clear to all of us that the global financial situation has dealt a decisive and prolonged blow to the financial landscape of most countries. We have not been spared. The situation has been more acute for small vulnerable countries like ours. Our neighboring countries have been forced to make certain adjustments to their fiscal profiles in an effort to adequately deal with their situation.”

Indeed, the public service environment is characterised by dynamic change and uncertainty, which require shifts in its service delivery, in order to execute government plans and policies. In light of the demands being placed on it, the PSoSL must adopt a strong cohesive planning process that will enable the improvement of the Ministry’s functions by nurturing a culture of productivity, results-based performance (tied to development agendas), and citizen-centered service delivery in the Public Service.

Modernisation of the public service has become a crucial focus of the MoPS. Achievement of public service modernisation and transformation therefore requires a holistic approach that involves a focus on human resource issues as well as the processes by which work is done, inclusive of the enabling technology and a strong results-based culture through planning. The following chart represents a framework that the Ministry will need to align itself with in the context of modernizing the PSoSL.

Figure 2: Framework for Results-Based Public Sector Management



Source: Model developed by the Asia Pacific Community of Practice on Managing for Development – adapted by CARICAD

This Strategic Plan will therefore be used as is a dynamic document driven by a commitment to productivity and results-based management. Additionally, the document represents strategy alignment, change adaptation, performance-centeredness and service-orientation.

This Strategic Plan sets out the expectations for the performance of the Ministry of Public Service, Information and Broadcasting 2014-2017 and establishes a framework for implementation and for a clear and impartial basis (Action Plan) of the Ministry's success in achieving its strategic objectives.

The strategic planning exercise that the Ministry undertook was widely accepted as a change strategy, to move the organisation from where it currently is to an assumed position of progress and advancement. The MoPS, given the important role that it has to play, viewed this exercise as a major component of the Public Sector Modernisation (PSM) initiative.

Key Result Areas

1. Service Delivery
2. Human Resource Management & Development
3. Organisation Development and Management
4. Public Sector Modernisation
5. Information and Broadcasting
6. Industrial Relations

The Strategic Plan includes Strategic Goals and Objectives for each of our six Key Result Areas, in addition to our Mission, Vision and Values. A commitment to excellence helped shape the development of the Strategic Plan, which aligns our objectives with the six key result areas of the MoPS.

For all of the Key Result Areas, our Strategic Objectives challenge us to achieve excellence. These objectives are supported by a set of key initiatives critical to the success of our plan. The complete list of Strategic Goals, Objectives and Key Strategies is included in the body of the Strategic Plan. Detailed Action Plans are the means by which we ensure implementation of each key strategy.

Our Strategic Plan provides the MoPS with a road map for meeting the challenges and opportunities in providing the highest quality services to employees of the Public Service of Saint Lucia, and its key stakeholders. It guides our efforts to continuously improve service for our constituents.

4.0 MANDATE AND PORTFOLIO

The Ministry of the Public Service is the Central coordinating Agency of the Saint Lucia Public Service, and under the direction of the Permanent Secretary, provides a wide range of human resource management and development, ICT, facilities management and support services for the Public Service of the Government of Saint Lucia; and oversight of the modernisation of the Service in keeping with its changing environment and requirements.

The primary stakeholders of the MoPS are other Ministries and Departments of the Public Service, who work closely with the Ministry to ensure that efficiency is maintained in the Public Service. In addition to the primary, there are other stakeholders including the general public and development partners. In the exercise and performance of its functions the MoPS also collaborates with the Public Service Commission to ensure that opportunities in the Public Service for promotion are based on merit, ability and integrity, and with public sector representative bodies to keep under review the pay and allowances payable to public officers.

4.1 Legislative and other Mandates

The mandates of the MoPS are derived from the following legislative framework:

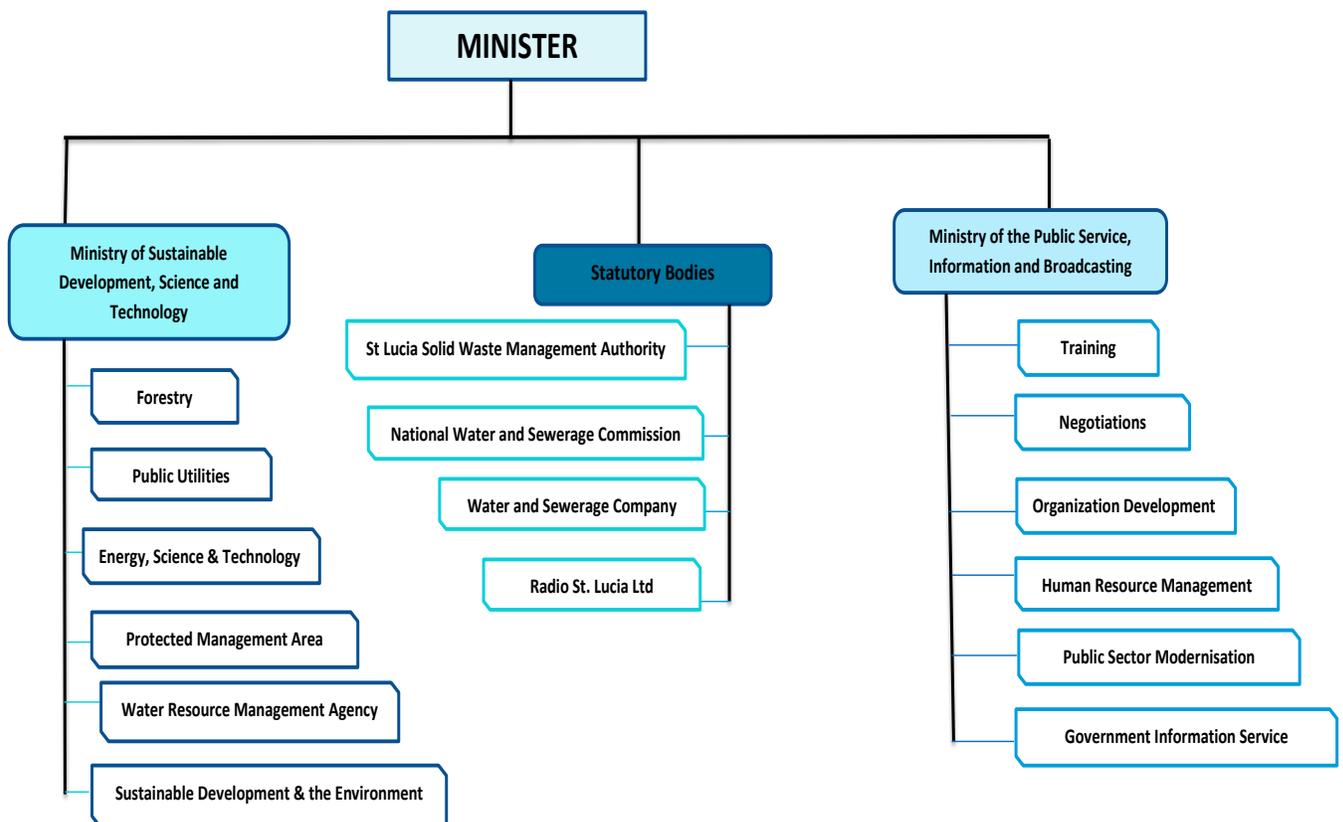
- Staff Orders
- Government's political mandate and priorities

A draft Public Service Management Bill is currently being developed in line with effective modern management principles and practice. This Bill stipulates the responsibilities of the Secretary to Cabinet, Permanent Secretaries, Heads of Departments and other public officers who are responsible for the management of the public service and it includes, inter alia, the rights of public officers, the conditions of service and a code of conduct and ethics to promote greater efficiency and effective management of the public service. It is expected that the Bill will be submitted to Cabinet for review during 2014.

4.2 Organisation

The MoPS falls under the portfolio responsibilities of the Minister for Public Service, Sustainable Development, Energy, Science and Technology. This Ministry is a multi-focus ministry as illustrated below:

Figure 3: Minister’s Portfolio



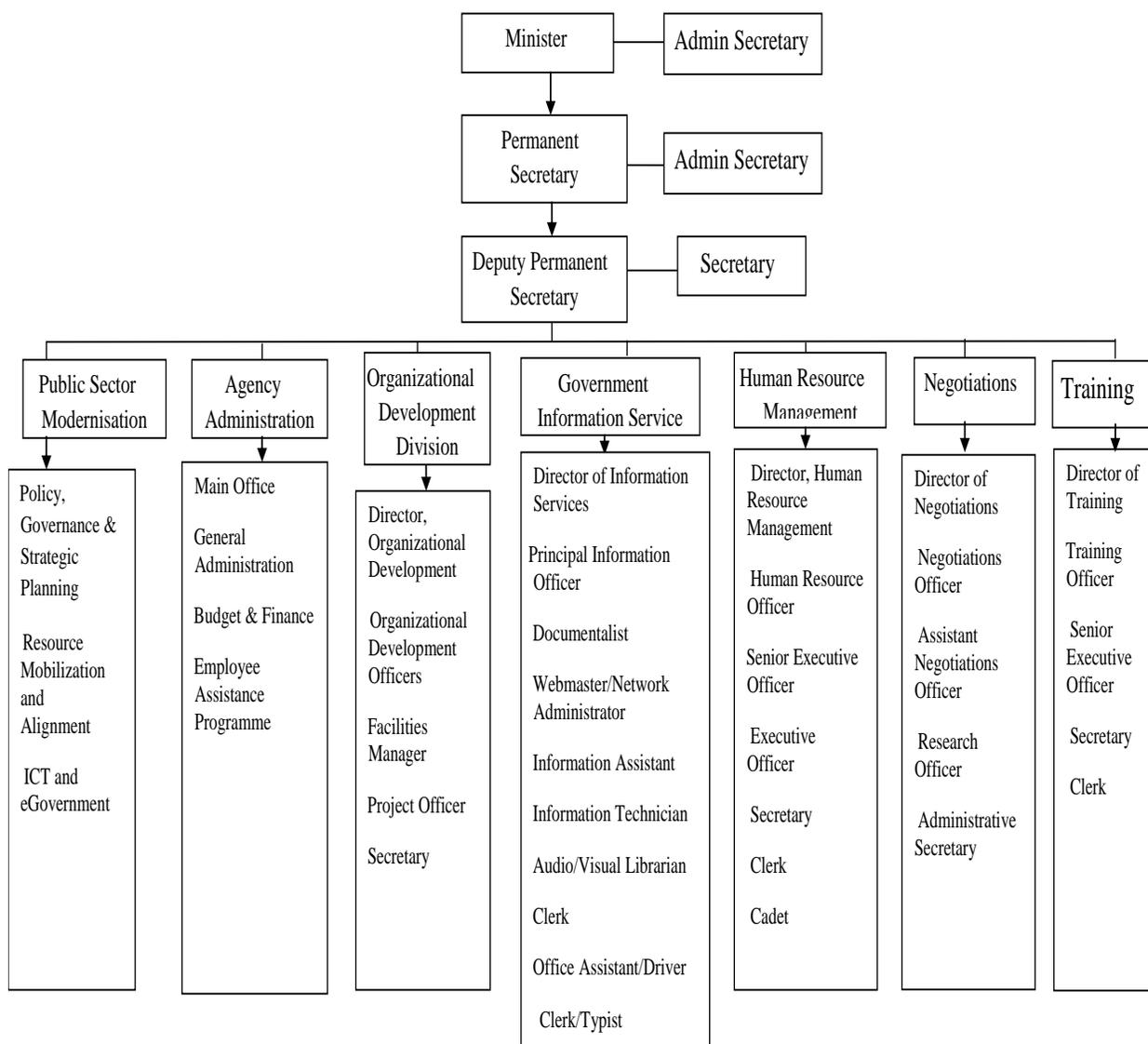
The organisational structure of the Ministry is headed by the Permanent Secretary who reports to the Minister. Under the Permanent Secretary are seven (7) major divisions, namely:

- Organisation Development
- Human Resource Management
- Public Sector Modernization
- Negotiations
- Human Resource Development
- Government Information Service
- Agency Administration

Note: The MoPS has undergone an internal re-organisation exercise within the last two years which reconfigured the programme structure and nomenclatures, and has added the functions of public sector modernization and information and broadcasting.

The **organisational structure** of the Office of the MoPS is shown in the diagram below.

Figure 4: Organisational Chart, Ministry of Public Service, Information and Broadcasting



Source: Ministry of Public Service, Information and Broadcasting

4.3 Demographics of the Ministry

The MoPS currently comprises one hundred and forty (140) employees. Of this number, sixty-eight percent (68%) are female and thirty-two percent (32%) male. This is consistent with the Public Service's (population of 8,991) gender composition, which is fifty-nine percent (59%) female and forty-one percent (41%) male. The average age of the overall workforce at the MoPS is 39. Twenty percent (20%) of employees are in the 21-30 age range; forty-one percent (41%) within the 31-40 age range; thirty percent (30%) in the 41-50 age range; eight percent (8%) in the 51-60% age range; and one percent (1%) over 60. The MoPS has a relatively youthful workforce and this could impact upon the Ministry in terms of productivity, and exuberance in achieving its goals and objectives. The impact of this prime age workforce at MoPS, however, suggests that there is room for to developing confidence, skills and knowledge.

Staffing and budget pressures continue to influence management decisions strongly. The ongoing economic recession and the necessary austerity in government, continue to force constriction of the workforce and delay infrastructure improvement decisions. Effective management of change is therefore is a critical path to success. In our strategic planning exercises, we have addressed as many of these issues as possible, given our environmental constraints, with the knowledge that this is a long-term plan that will be updated as we progress.

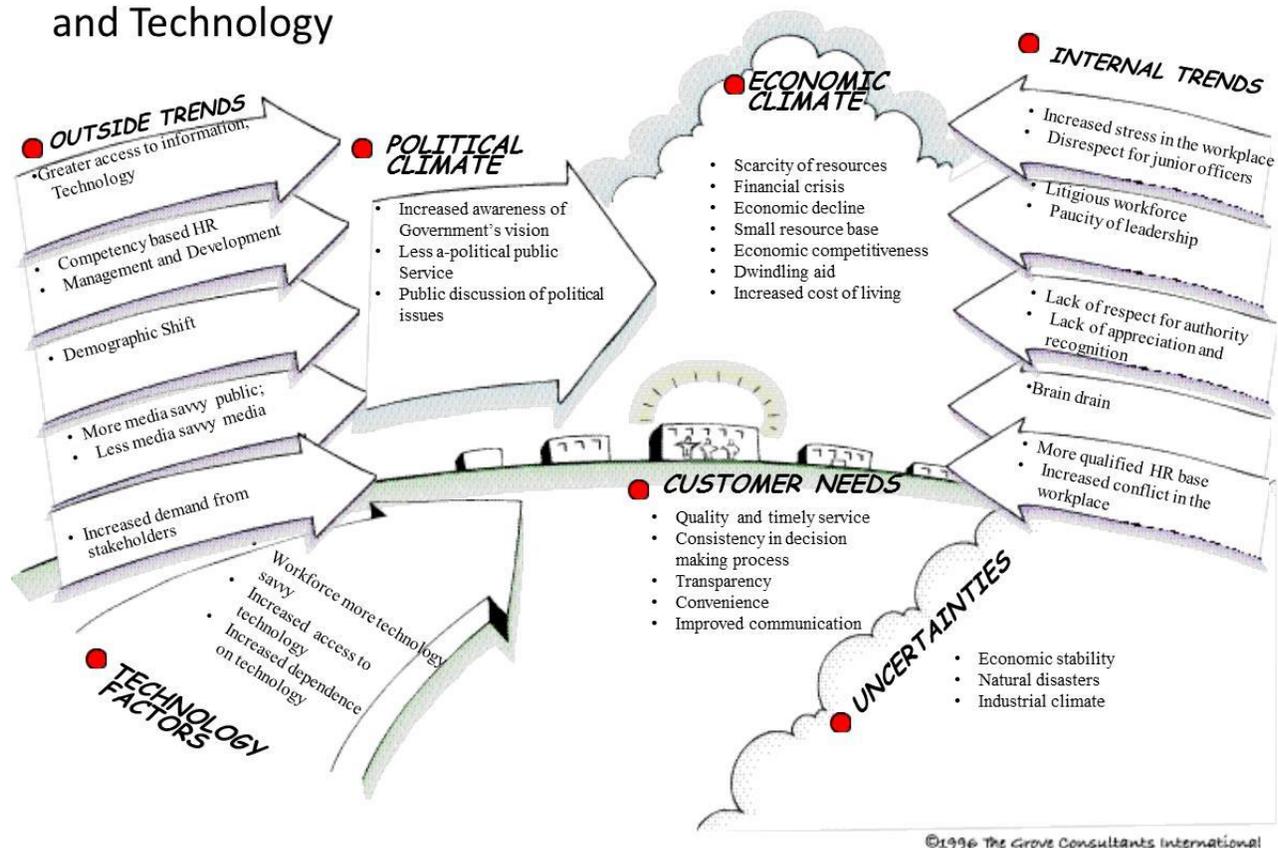
5.0 ENVIRONMENTAL FACTORS

5.1 Context Map

The following Context Map is intended to provide an understanding and respect for the complexities of the collective environment of the Ministry of Public Service, Information and Broadcasting, Saint Lucia.

Figure 5 – Context Map

CONTEXT MAP – Ministry of Public Service, Information and Technology



5.2 PESTLE Analysis

The following Table represents a summary of the environment contextual factors embodied in the acronym PESTLE i.e. political, economic, social, technological, legal and environmental.

Table 1: PESTLE Analysis

Political	Economic
<ul style="list-style-type: none"> • Increased political interference • Realignment of ministry portfolios • Reduced funding from donors • Lobbying for jobs, special favours • Inconsistent policy decisions • A less A-political public service • Government changes 	<ul style="list-style-type: none"> • High debt burden • Reduced funding (budget cuts) • Dwindling aid • Scarcity of resources • Increased wage bill • Inflation • VAT • Financial crisis
Social	Technological
<ul style="list-style-type: none"> • Demographics eg gender composition, age • Behavioural issues • Conflicts in the workplace • Ethical issues (conflict, absenteeism/ bribes) • Health (medical issues, stress in the workplace) • Occupational safety and Health • Stakeholder opinions and attitudes • Law changes (introduction of vat) • More qualified workforce • Workforce diversity 	<ul style="list-style-type: none"> • Rapid pace of changes • High level of dependency • Absence of appropriate legislation • Use of technology for non-productive activity, • Influence of social media • Reduction in communication costs • Ease of communication • Information overload
Legal	Environmental
<ul style="list-style-type: none"> • Need to craft law as promoting good governance • Archaic Laws eg police and fire service Act, staff orders • Need to strengthen Human Resource policies • Implication of ratified conventions eg. ILO • Regulatory bodies and their processes 	<ul style="list-style-type: none"> • Shifting emphasis to provision of financial support (donors) • Natural disasters • Existing management style is not in keeping with today's changes • More demanding/ knowledgeable customers • Poor work ethics • Staff attitudes (increase in conflict) • Customer values • Inadequate reward and recognition • Environmental regulations • Less cohesive work environment (not collaborate enough among Ministries)

5.3 Stakeholder Analysis Summary

The Stakeholder Analysis presented below is about the web of relationships with some interest or "stake" in the Ministry. The benefit of such an exercise was to raise awareness of significant relationships, differentiate between loose and tight linkages, catalyze a dialog about key customers and key constituents, and provide a vision that helps ensure no stakeholder is omitted.

The clustering and clarification of the stakeholders are presented in the table below:

Table 2 - Stakeholder Analysis

Stakeholders	Specific Expectations	Common Expectations
<p>Governance</p> <ul style="list-style-type: none"> • Public Service Board of Appeal • Public Service Commission • Teaching Service Commission • Judicial and Legal Service Commission • Statutory Boards • Parliament • Governor General's Office • Cabinet of Ministers • Staff Associations and Unions • Central Tenders Board 	<ul style="list-style-type: none"> • Accurate and timely decision-making • Regular briefings • Sound and timely advice • Efficient needs analysis 	<ul style="list-style-type: none"> • Accurate and timely information • Regular and systematic consultation • Effective plans and SOPs regularly reviewed and updated • Adequate resources and capacity – human, financial, infrastructure and supplies • Timely and appropriate response • Accountability and transparency in all transactions
<p>Employees and other <u>Direct</u> Beneficiaries</p> <ul style="list-style-type: none"> • Staff of MOPS • Public Officers • Government Negotiating Team • Job Applicants • Pensioners • Citizens, residents and visitors • Diaspora 	<ul style="list-style-type: none"> • Accurate and timely reporting • Availability of senior management for consultations • Regular briefings • Sound and timely advice • Efficient needs analysis 	<ul style="list-style-type: none"> • Fair and consistent application of rules regulations and conventions

Stakeholders	Specific Expectations	Common Expectations
<p>Service Providers</p> <ul style="list-style-type: none"> • Landlords • Contractors • Telecommunication Companies eg Lime, Karib Cable, Digicel, Columbus • Computer Centre Ltd (CCL) • Training Providers • Radio St. Lucia (RSL) 	<ul style="list-style-type: none"> • Efficient and effective operations • Equity in and timely delivery of resources and services 	
<p>Development Partners</p> <ul style="list-style-type: none"> • Commonwealth Secretariat • EU • Japanese Mission • Chamber of Commerce • Employers Federation • NGO's • Media Association • Sir Arthur Lewis Community College • Regional Organisations • Unions (NWU & CSA) • CARICAD • OECS Secretariat • World Bank • CTU/ITU • CARICOMECTEL/NTRC • Taiwanese Mission 	<ul style="list-style-type: none"> • Actions aligned with international commitments • High standards of efficiency, efficacy, impact, coverage, coordination, accountability and sustainability • Reporting in accordance with specified formats/procedures • Clear identification and indication of needs 	

6.0 STRATEGIC DIRECTION

The strategic planning process that the MoPS followed to develop this Plan required the establishment of a strategic direction for the MoPS. The strategic direction identifies the kind of organisation that the MoPS aspires to become and the foundation on which action will be based.

6.1 Vision Statement

In crafting our vision statement, we considered our values, our mission, our statutory purpose, and our authorities and responsibilities. The explicitness of the vision statement is intended to communicate directly with our customers. The implicitness is intended as reminder of where we are going as an organisation.

Figure 6: Vision Statement

An exemplary and results-oriented Ministry dedicated to leading change in the management and delivery of excellent public services

6.2 Mission Statement

The Ministry's updated Mission Statement is:

Figure 7: Mission Statement

To lead change and manage human resources and ICT, to deliver exceptional public services to our customers

6.3 Guiding Principles

Given the sensitive and challenging nature of the role and function of the MOPS, our work is guided by the following principles:

Figure 8: Guiding Principles

Accessibility – We are visible, approachable, our processes are transparent and we are open about our results.

Action-oriented – We take action on every submission in a fair, rigorous and timely manner respecting the rights of all parties.

Confidentiality – We respect and protect the confidentiality of information disclosed to the extent possible under the regulations.

6.4 Organisational Values that drive our Goals

Our value statements reflect our best thinking of how we want to act and interact with customers, consumers, stakeholders and each other.

Figure 9: Organisational Values



7.0 STRATEGIC FOCUS

The MoPS's roadmap for the next three years takes into account major trends in today's environment that present challenges and opportunities for fulfilling the organisation's mission and long-term vision. These trends can be grouped under some main themes: the process of doing business, driven by technology; culture of corporate governance in public sector; institutional challenges stemming from workload, resource pressures; and cultural change in attitudes, norms and perceptions, among others.

The Strategic Planning methodology required the MoPS to identify areas in which it must be successful if it is to fulfill its Mission and ultimately its Vision. The MoPS has chosen to focus its resources and efforts on the following six Key Result Areas over the next three years. These areas were selected after a thorough consideration of the environmental scan and the corporate profile:

1. Service Delivery
2. Human Resource Management & Development
3. Organisation Development and Management
4. Public Sector Modernisation
5. Information and Broadcasting
6. Industrial Relations

These Key Result Areas (KRAs) form a basis for the grouping of Goals and Objectives for the MoPS.

7.1 KRA Targeted SWOT Analysis

In an effort to prepare itself to produce results in each of the KRAs mentioned above, the MoPS conducted KRA-targeted SWOT Analyses to identify the internal strengths and weaknesses as well as opportunities and threats/challenges in the external environment which impact upon the work of the Ministry in a particular KRA.

Figure 10: SWOT Analysis – Service Delivery

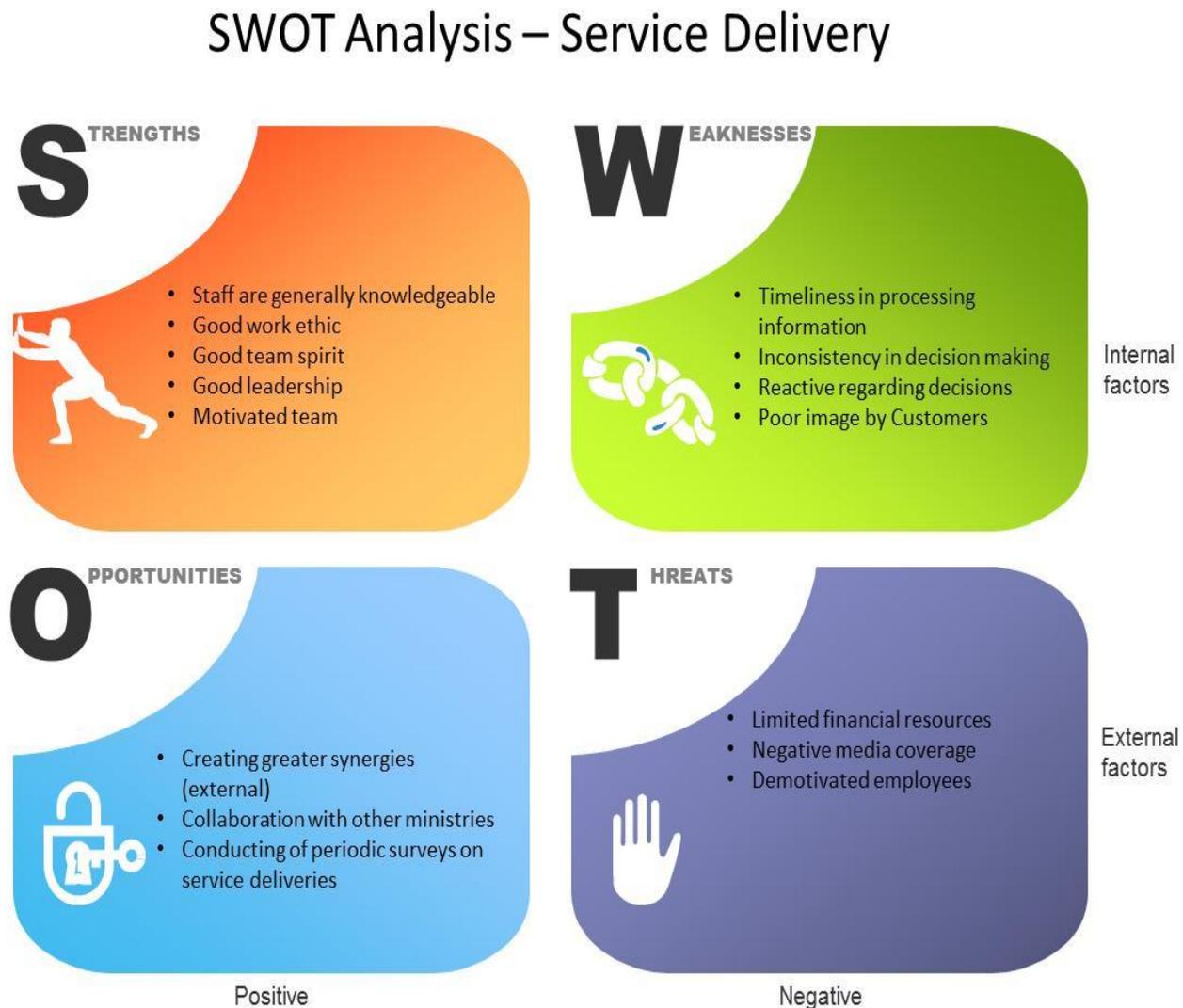


Figure 11: SWOT Analysis – Human Resource Management and Development

SWOT Analysis – Human Resource Management and Development

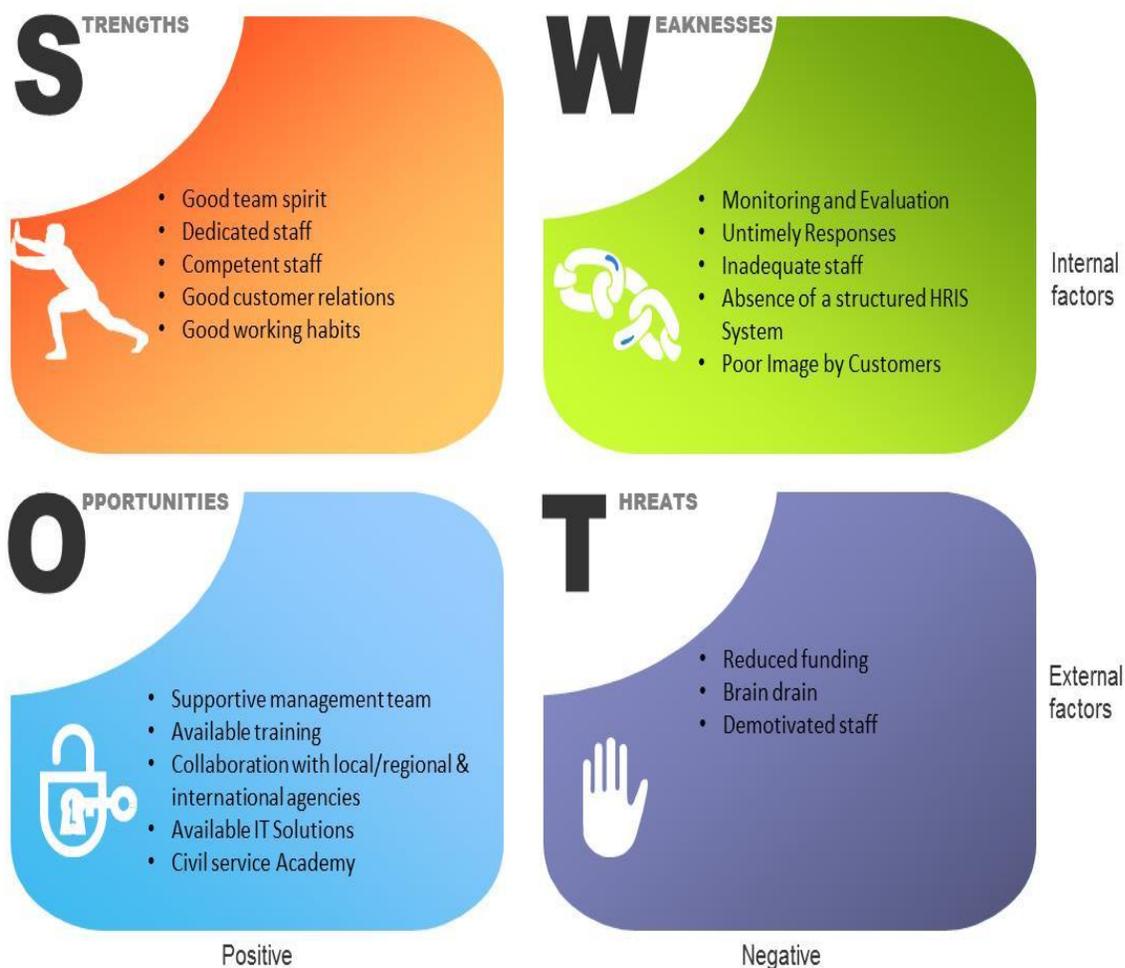


Figure 12: SWOT Analysis – Organisation Development and Management

SWOT Analysis – Organisation Development and Management

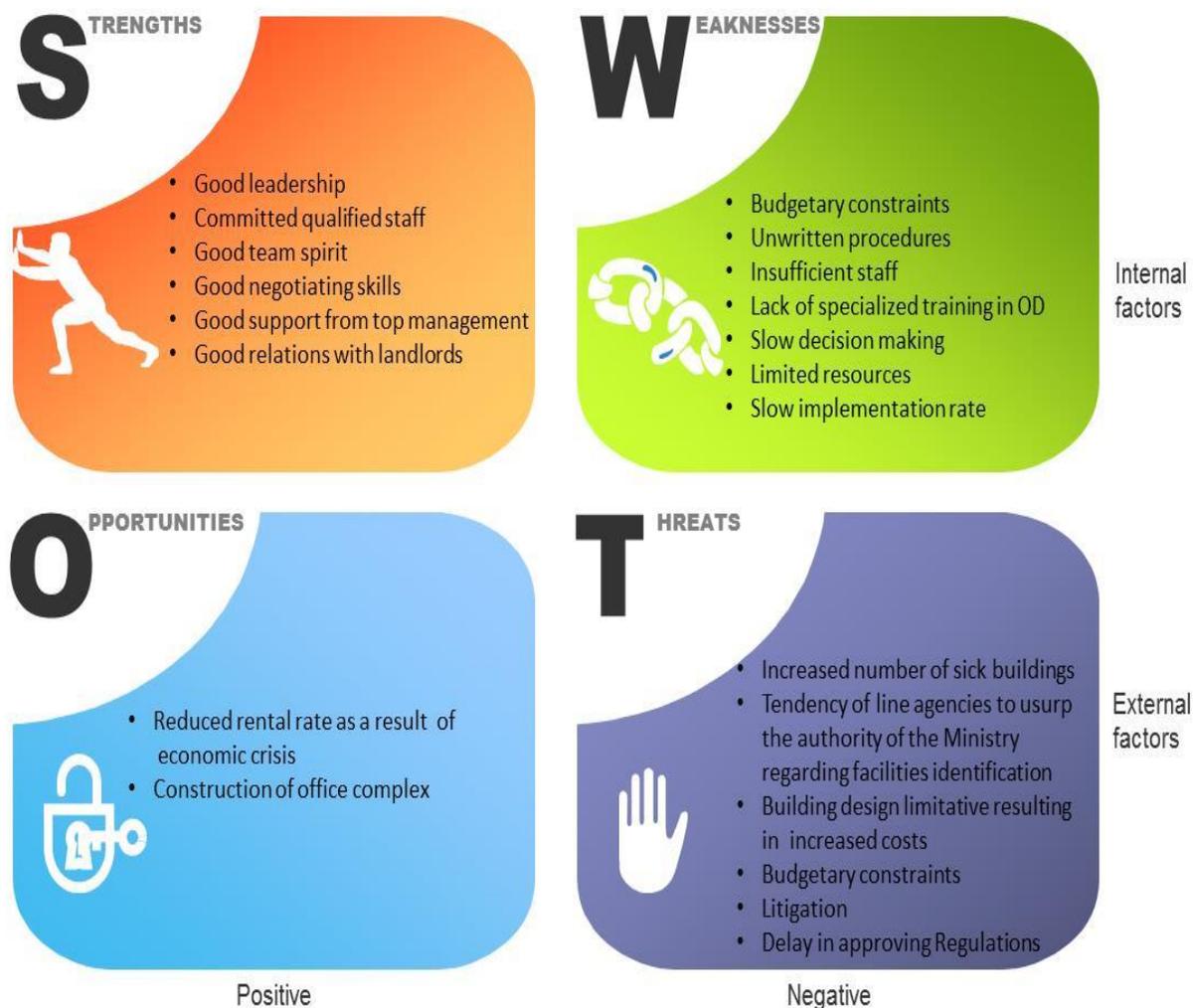


Figure 13: SWOT Analysis – Public Sector Modernisation

SWOT Analysis – Public Sector Modernisation

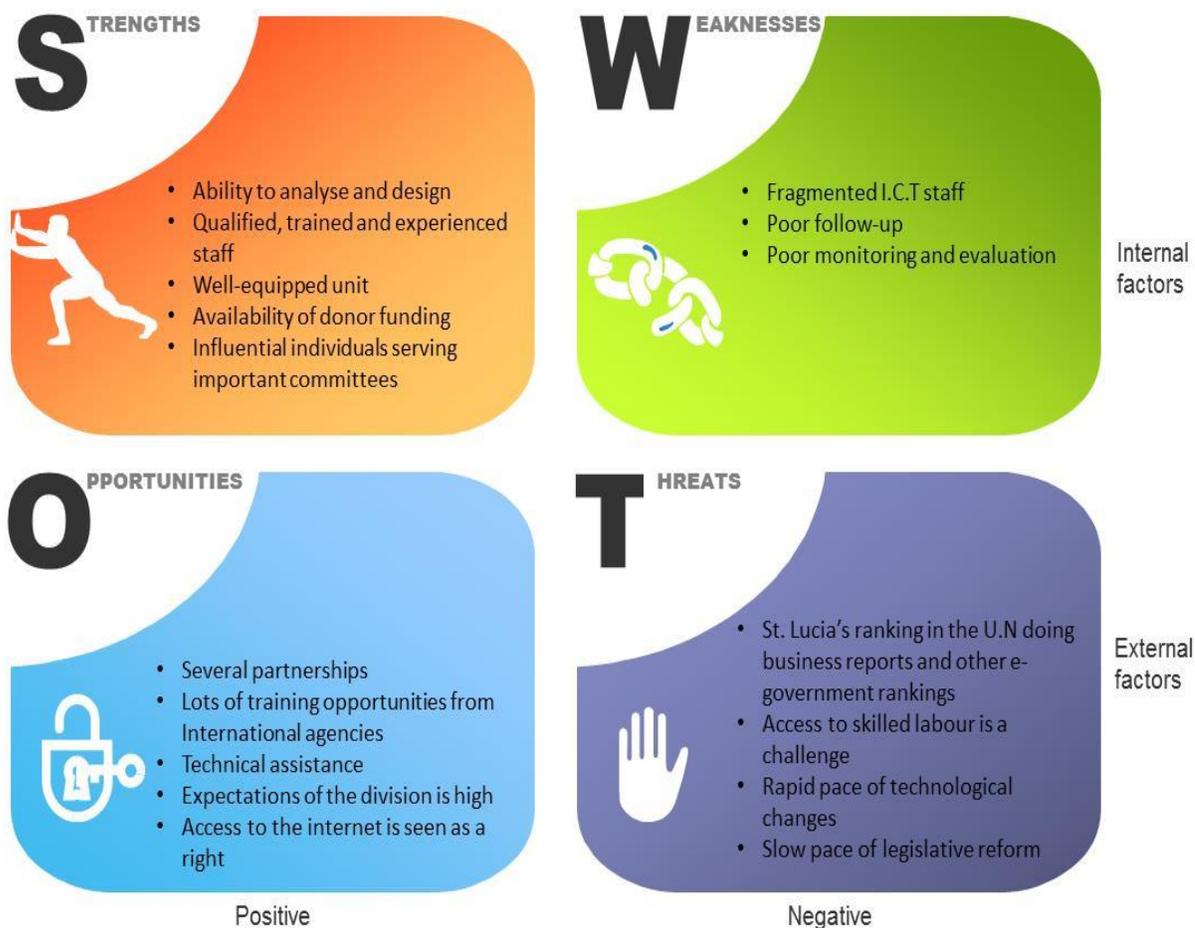


Figure 14: SWOT Analysis – Information and Broadcasting

SWOT Analysis – Information and Broadcasting

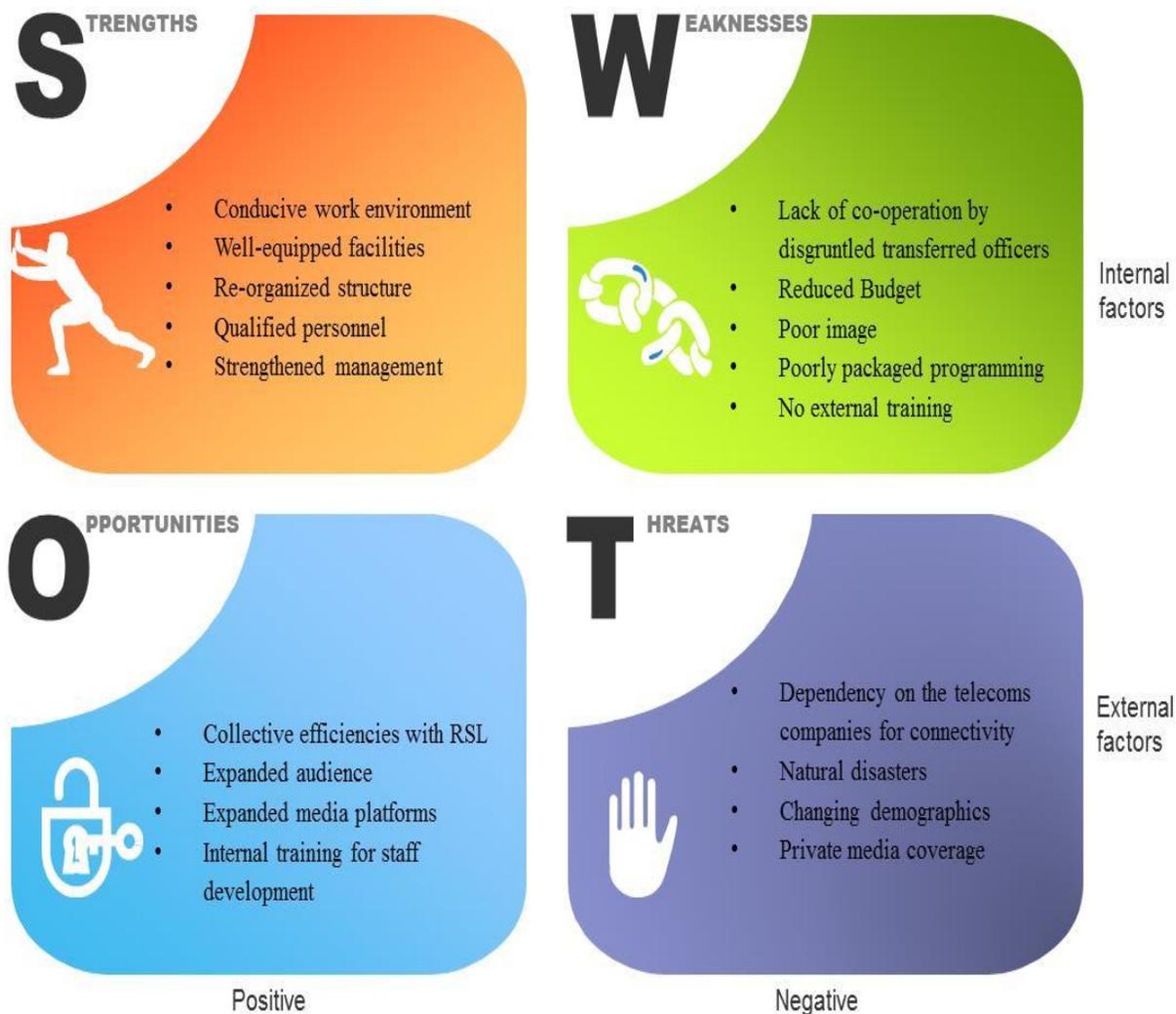
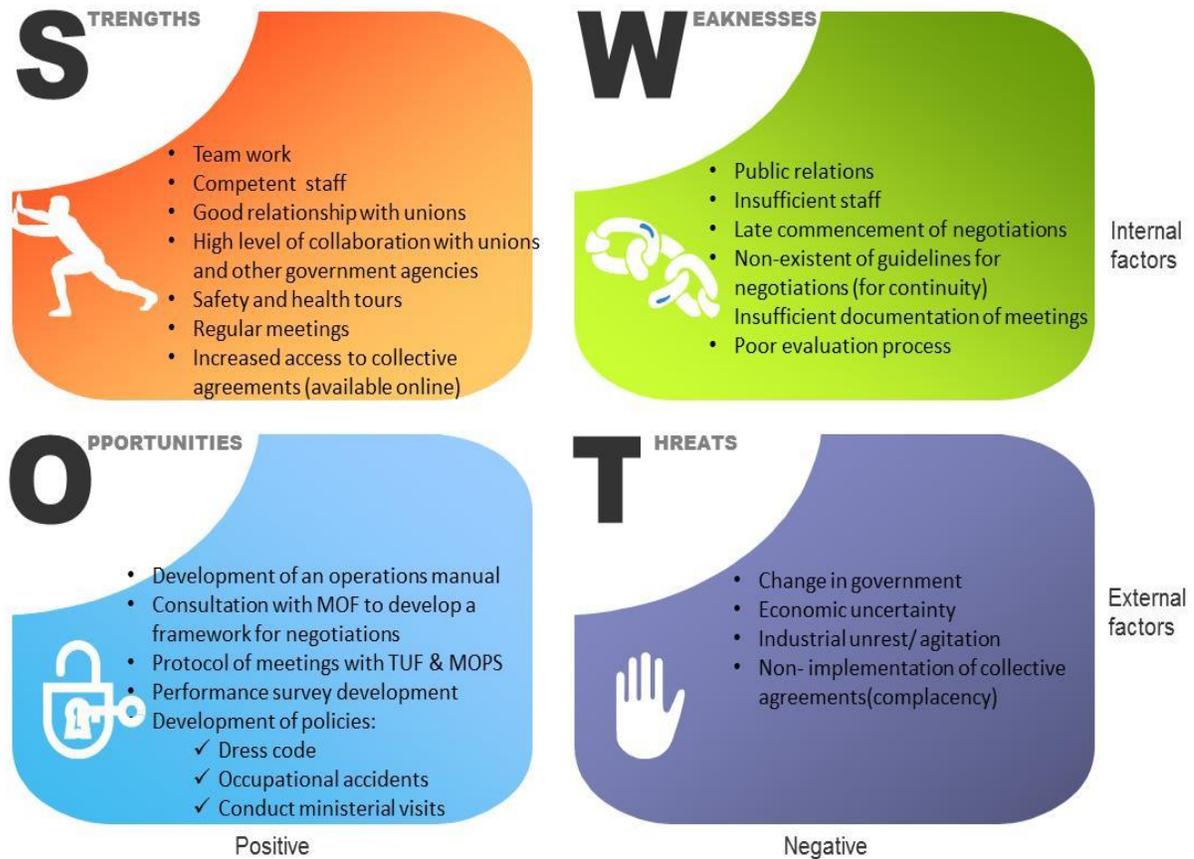


Figure 15: SWOT Analysis – Industrial Relations

SWOT Analysis – Industrial Relations



7.2 Strategic Goals and Objectives

The strategic Goals and Objectives define our approach to realize our Vision, and as such, constitute the focus of our Strategic Plan for 2014-2017. These statements address both internal and external challenges and advantages and were used to identify, in the Action Plan, key strategies for each Key Result Area. The Goals and Objectives are also aligned with our Vision and across the six Key Result Areas.

Additionally, nine (9) Core Competencies have been agreed upon by staff as being the most critical for the achievement of Goals by the MoPS. Core competencies are the underpinnings of an organisation's skills and the cornerstone of successful strategic execution. These nine competencies represent the fundamental knowledge, abilities, and expertise that are required in reaching the desired goals of the MoPS. See Figure 16 below:

Figure 16: Core Competency Framework for the MoPS



The factors described in the KRA-targeted SWOT analyses resulted in the development of Goals and Objectives for each KRA. They are listed here sequentially but the sequence does not imply a priority ranking. Accomplishing all the goals is regarded as a priority for the MoPS since they are mutually dependent and mutually supportive.

KRA 1: SERVICE DELIVERY

GOALS

OBJECTIVES

Goal 1.1: Create a High Performance Organisation.

1.1.1 Build a high performance, customer-focused culture to facilitate delivery of services.

Core Competencies:

- Customer Service
- Leadership
- Interpersonal Skills/ Teamwork
- Communication
- Managing Results

1.1.2 Inculcate a positive work environment through internal and external relationships and work processes that make staff feel valued and motivated.

1.1.3 Enable managers and supervisors to positively and proactively support and manage poor performance and conduct employee complaints.

Goal 1.2: Create and use pathways for communication that are reliable, transparent and effective.

1.2.1 Create and use internal communications that foster employee engagement and trust.

Core Competencies:

- Customer Service
- Leadership
- Interpersonal skills/teamwork
- Communication
- Managing Results

KRA 2: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

GOALS

OBJECTIVES

Goal 2.1: Undertake Legislative Reform that removes structural impediments to effective workforce performance.

Core Competencies:

- *Job Knowledge/ Specialized Expertise*
- *Analytical/Problem Solving*
- *Technology Literacy*
- *Communication*

2.1.1 Improve public service management, through the enactment of legislation and creation and implementation of industrial instruments, policies and directives.

Goal 2.2: Consolidate the MoPS's position as a trusted Advisor, building credibility and creating influence in the management of human resources.

Core Competencies:

- *Leadership*
- *Job Knowledge/ Specialized Expertise*
- *Customer Service*
- *Interpersonal / Teamwork*

2.2.1 Demonstrate the credibility of HR staff by providing timely and helpful responses to employee issues and queries from Ministries and departments

2.2.2 Build capacity within the MoPS to facilitate the smooth passage of information consistent with government legislation, regulations policies.

Goal 2.3 Improve the management of human resources with new methods and approaches.

Core Competencies:

- *Job Knowledge/ Specialized Expertise*
- *Analytical/Problem Solving*
- *Technology Literacy*
- *Communication*
- *Customer Service*
- *Leadership*
- *Interpersonal/ Teamwork*

2.3.1: Operationalize an information system to provide support to human resources management.

2.3.2 Implement a fair performance appraisal system for the Public Service that accurately reflects competencies and training needs.

KRA 2 cont'd: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

GOALS

GOAL 2.4: Adopt a competency-based approach to human resource training and development in the Public Service.

Core Competencies:

- *Job Knowledge/
Specialized Expertise*
- *Analytical/Problem Solving*
- *Technology Literacy*
- *Communication*

OBJECTIVES

2.4.1 Develop public service staff capability through targeted, high quality development programmes and initiatives, to improve the skills, knowledge, capabilities and competencies required for enhanced job performance.

2.4.2 Create cross-training opportunities to build competency and facilitate personal growth; cross train in all critical areas.

2.4.3 Design and implement a High Potentials Leadership Programme to foster leadership qualities, by April 2015.

KRA 3: ORGANISATION DEVELOPMENT AND MANAGEMENT

GOALS

OBJECTIVES

Goal 3.1 Effectively manage organisational systems, structures and workings of public administration.

Core Competencies:

- *Job Knowledge/ Specialized Expertise*
- *Analytical/Problem Solving*
- *Communication*
- *Customer Service*
- *Interpersonal/ Teamwork*

3.1.1 Support ministries in aligning their structure in keeping with current mandate on an ongoing basis.

3.1.2 Support the streamlining of classification structures, rationalize pay and modernize related workforce management arrangements.

3.1.3 Work with ministries and departments to conduct organisation diagnostic studies from time to time and recommend appropriate organisation development solutions and initiatives.

Goal 3.2: Facilitate the efficient and cost effective management of government housing and office accommodation programme.

Core Competencies:

- *Job Knowledge/ Specialized Expertise*
- *Analytical/Problem Solving*
- *Communication*
- *Customer Service*
- *Interpersonal/ Teamwork*

3.2.1 Leverage resources to obtain optimal market rates and best-fit office designs on a continuous basis.

3.2.2 Conduct ongoing assessments to ensure proper maintenance of leased premises (housing accommodation).

3.2.3 Optimize Government office accommodation to improve service delivery and achieve cost savings.

3.2.4 Manage facilities at the Graham Louisy Administrative Building (GLAB) to ensure a conducive working environment.

Goal 3.3 Maintain an occupationally safe and healthy environment.

Core Competencies:

- *Job Knowledge/ Specialized Expertise*
- *Communication*
- *Interpersonal/ Teamwork*

3.3.1 Collaborate with the agencies to encourage compliance with the relevant legislation (occupational Health and Safety Act).

KRA 4: PUBLIC SECTOR MODERNISATION

GOAL

OBJECTIVES

Goal 4.1: Improve management of information and knowledge.

Core Competencies:

- *Job Knowledge/ Specialized Expertise*
- *Technology Literacy Analytical/Problem Solving*
- *Communication*
- *Managing Results*

4.1.1 Increase the use of information and knowledge for informed decision-making.

4.1.2 Increase the use and interoperability of ICTs in the public service to enable and deliver change.

Goal 4.2: Lead change towards a modernized public service capable of enabling and facilitating the achievement of national goals and aspirations.

Core Competencies:

- *Leadership*
- *Job Knowledge/ Specialized Expertise*
- *Technology Literacy Analytical/Problem Solving*
- *Communication*
- *Managing Results*
- *Interpersonal/Teamwork*

4.2.1 Support Ministries and Departments in facilitating public service modernization on a continuous basis.

4.2.2 Inspire, drive and coordinate innovation in service delivery across the public service to make services more responsive.

KRA 5: INFORMATION AND BROADCASTING

GOALS

OBJECTIVES

GOAL 5.1 Provide information dissemination support for Government's plans, programmes and activities.

Core Competencies:

- Leadership
- Communication
- Accountability
- Job Knowledge/
Specialized Expertise
- Technology Literacy
- Analytical/Problem Solving
- Managing Results
- Interpersonal/Teamwork

5.1.1 Keep the public consistently informed on GOSL's national projects; regional programmes with a domestic impact (CSME, OECS, ALBA, Petro Caribe etc).

5.1.2 Provide a steady flow of accurate and timely information to Saint Lucians at home and abroad via a multiplicity of media platforms – TV, Radio, Print and the Internet (Web portal/Social media).

Goal 5.2: Build capacities within Ministries to effectively cover and report on GOSL activities.

Core Competencies:

- Leadership
- Communication
- Accountability
- Job Knowledge/
Specialized Expertise
- Technology Literacy
- Analytical/Problem Solving
- Managing Results
- Interpersonal/Teamwork

5.2.1 Feature the work/activities of specifically identified GOSL agencies through daily TV reports/monthly features.

5.2.2 Build capacities within Ministries to effectively cover and report on GOSL activities.

5.2.3 Promote the use of GIS services by various audiences on an ongoing basis.

KRA 6: INDUSTRIAL RELATIONS

GOALS

OBJECTIVES

Goal 6.1 Maintain an atmosphere of harmonious industrial relations.

Core Competencies:

- Leadership
- Communication
- Accountability
- Job Knowledge/ Specialized Expertise
- Managing Results
- Interpersonal/Teamwork

6.1.1 Reduce the number of reported grievances in the Public Service by 20% by March 2016.

6.1.2 Design and implement programmes to increase the visibility and impact of the Negotiations Unit in the Public Service.

Goal 6.2: Facilitate more effective negotiations in the Public Service.

Core Competencies:

- Leadership
- Communication
- Accountability
- Job Knowledge/ Specialized Expertise
- Managing Results
- Interpersonal/Teamwork

6.2.1 Improve the negotiations process by strengthening internal procedures and practices.

8.0 RISKS

Critical to the success of the MoPS is our ability to recognise and respond to changes occurring in our environment which impact directly and indirectly on the provision of our services and products. In that regard the MoPS operates in an environment in which it does not always have the legislative or administrative authority to ensure that requisite actions are taken by persons responsible for those actions. Additionally, since the Ministry relies heavily on its budgetary allocations for its work programme, any reduction in allocation would represent a significant risk with regard to implementation. Further, the Ministry has little or no control over the costs of many of the material inputs for the provision of its services. The efforts of the MoPS could be restrained by challenges characterised by system, human and institutional weaknesses. These include among others:

- Breakdown in the team approach to work across units;
- Inadequate collaboration and communication among stakeholders, management and staff of various units;
- Ineffectiveness of the performance management and development system;
- Lack of buy-in by public officers for a revised/new performance management system;
- Inappropriate management of allocated resources;
- Non-implementation of Government improvement recommendations;
- Differing perspectives and interpretations of priorities at various levels;
- Reactive approach to changes in the demand for skills and competencies;
- Inadequate facilities to support an enhanced training agenda;
- The turnaround time on filling vacancies in the public service remains protracted;
- Some public officers who serve the public do not buy into the concept of High Performance Organisation;
- Appropriate and modern policies, legislation and regulations to guide management, modernization and transformation efforts not occurring at a rate commensurate with the Ministry's needs.

9.0 STRATEGIC IMPERATIVES

The MoPS will still require substantial focus on day-to-day operations in this Strategic Plan to ensure issues are addressed efficiently. This might include consideration of issues such as how to deal with exigent circumstances including surges or backlogs in requests from Ministries, how to balance efficiency, flexibility and thoroughness in handling requests, how to prioritize resource allocation, how to ensure the role of the MoPS is clear both within the MoPS and in the public service more broadly; and how to utilize staff more effectively.

It will be important for the MoPS to clarify its role and to clearly communicate it both within the MoPS to ensure that processes, policies and procedures accurately reflect and support the roles and responsibilities of the Ministry; and outside the MoPS to the public service more generally to ensure that public officers are aware of the Ministry's role in public sector modernization and transformation and, be confident in the Ministry's ability to address human resource issues.

The following key characteristics were identified:

Challenge of ensuring appropriate human resources – There are challenges sourcing and retaining individuals with the right mix of skills.

Impact: As much of the MoPS's work is request driven, it can be difficult to predict the timing and volume of workloads. The MoPS endeavours to address requests in the order in which they have been received. However, exigent circumstances may require prioritization. To make the best use of limited staff, the MoPS must determine the correct balance of generalists and specialists. The MoPS may need to consider better utilization of its talent to meet demand. The MoPS must consider strategies to attract and retain staff, including ensuring clear and stable organisational direction on an ongoing basis.

Climate of Expenditure Restraint – Recent government-tabled budgets have called for significant public service budget cuts, programme reviews and a freeze on recruitment. Budget releases over the next few years will likely be consistent in tone.

Impact: The MoPS must be able to demonstrate its value and conscious of its unique function in such an environment.

Use of digital messaging and social media technology – The use of digital forms of communication and social media (such as e-mails, instant messaging, and Facebook) by St. Lucians, public officers and the government itself is expected to become a prevalent means of communicating and interacting.

Impact: Use of such technologies can blur the division between the professional and private lives of public officers. The MoPS, through its Transformation strategy, will be also faced with the challenge of determining the most appropriate way to leverage these technologies to communicate and interact with St. Lucians and public servants.

New technology to support the MoPS – New technologies are emerging that could better help in the management of corporate knowledge (i.e., information management) as well as its administration, accessibility, and performance statistics.

Impact: The Mo PS must carefully consider the appropriate technologies for investment in order to ensure that they support its future strategic needs and objectives, including tools to develop and retain corporate knowledge.

Need for developing meaningful performance measures – The nature of the MoPS's work is complex and does not lend itself easily to performance measurement by traditional metrics. Performance measurement is further complicated as the Ministry's responsibility is shared with other stakeholders, such as the Public Service Commission.

Impact: The Annual Reports, require that the MoPS present performance data. It is critical that the Ministry continues to develop meaningful performance information, along with effectively relating key successes and other qualitative information, to demonstrate the relevance of the Ministry to public officers.

Updating Legislation – The Public Service Bill provides for broad powers, but also specific limitations, as the legislation requires revision, endorsement by Cabinet, enactment and enforcement.

Impact: The MoPS is committed to ensuring that relevant legislation that are outdated are identified for review.

Scrutiny from stakeholders – Government Ministries, departments and other external stakeholders are scrutinizing the MoPS with increasing interest.

Impact: The MoPS will be required to strategically communicate and engage with internal and external stakeholders on an ongoing and proactive basis and to respond to emerging issues clearly and in respectful and timely manner.

Shift to centralization and decentralization of services – As part of the Transformation strategy and the promotion of shared services, ICT in the public service has been “pooled”. Conversely, Government information services have been decentralized and a number of prominent Ministries now have the privilege of a resident information officer. While it is too early to judge, the workload of those officers would require some in-depth analysis to ascertain that they are not underutilized. The benefits of centralization versus decentralization are left to be determined.

Impact: These trends have the potential for a complicated and lengthy transition period that may change departmental business processes and practices.

10. CROSS CUTTING STRATEGIES

The following cross-cutting measures aim to facilitate the behaviour change necessary for the successful implementation of the Strategic Plan. These apply across all KRAs and would feature throughout the implementation of this Plan.

Table 3: Cross Cutting Strategies

No.	Strategic Area of Focus	Purpose
1	Commitment to High Performance Organisation concept	Focus on enabling a high performance culture through teamwork, trust and collaboration, which unleashes the capability of high performance people, focused on high performance results.
2	Change Management	Design a change management strategy that will allow for the transitioning of the PSoSL to occur.
2	Training and Development	Develop a human resource development plan that will allow for the attainment of the competencies needed to create superior performance.
3	Competency Focus	Develop a Competency-Based framework that will allow the desired identified behaviours to be demonstrated thereby leading to the achievement of organisational goals and targets.
4	Performance Management	Design metrics for identified competencies to ensure that results based performance occur. In addition, propose an amendment to the performance appraisal instrument that will allow for the proposed competency framework to add value.
5	Quality of Work Life	Design a framework which will outline the objectives and deliverables of both an Employee Assistance Programme as well as identify Employee Health and Wellness initiatives and outcomes.

11.0 MULTI-ACTION PLAN

Action planning for implementation requires delineation of and assignment of responsibility, and commitment to time-frames and schedules in an institutional environment in which there is enlightened leadership, teamwork and professional discipline and accountability. It is also prudent to identify resources required for implementation especially where significant changes to equipment, human resource or budgetary allocations are envisaged.

Some of the important issues that the Multi-Action Plan will address include:

- Key Initiatives emanating from the Objectives
- Performance Indicators
- Who will have lead responsibility
- Which Units/agencies will provide support and interface
- The time frame for implementation

It should be noted that the key initiatives and performance indicators in the MAP are not simply metrics tied to targets but are reflective of feedback (baseline results provided to the Ministry) received from key stakeholders of the MoPS regarding their perception of the Ministry in its delivery of services. The duly-completed Multi-Action Plan will be submitted as an Appendix.

Table 4: Multi-Action Plan

Objectives	Key Initiatives	Performance Indicators	Resources (Human, Financial and Material)	Responsibility (Lead, Support)	Interface	Timeframes: Start date – End date or ongoing	
						Start	End

12.0 MONITORING AND EVALUATION (M & E) GUIDING POINTS

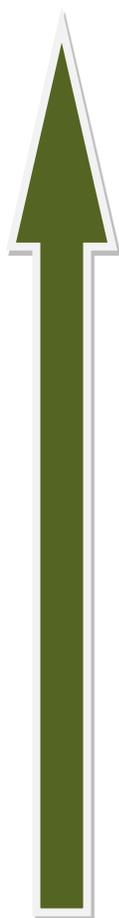
The MoPS has embraced a commitment to Monitoring and Evaluation (M & E) as a critical part of Results-based Management . Monitoring and Evaluation help to determine the extent to which goals are being achieved and stakeholder expectations are being met. Monitoring is continuous and on-going. It compares what was planned with what is actually being achieved.

Evaluation is undertaken at specific times. A systematic Evaluation process will help the MoPS to assess the extent to which the Ministry has achieved desired results at specific times, especially at the end of the three-year planning horizon for the Plan. The Multi-Action matrix displayed above is an important component of an effective M & E system.

The commitment to a Results-based approach to work, inter alia means that the MoPS will constantly scrutinize the services and outputs that it delivers to stakeholders and be in a position to take corrective action to improve performance where required or maintain any momentum that has been achieved. The MoPS will use this Plan as its base document for constant assessment in the M & E framework graphically illustrated below.

The major components of a proposed M & E framework that the MoPS could follow are graphically illustrated below:

Table 5: Monitoring and Evaluation Framework



STRATEGIC CHAIN OF PROGRESSION	INFORMAL ASSESSMENTS	REPORTING
Vision	<ul style="list-style-type: none"> • Senior staff briefings 	<ul style="list-style-type: none"> • Weekly to Minister
Mission	<ul style="list-style-type: none"> • Staff meetings 	<ul style="list-style-type: none"> • External evaluations
Goals	<ul style="list-style-type: none"> • Unit Meetings • Review of projects supported by Development partners 	<ul style="list-style-type: none"> • Annual report • To inter-Ministerial Committee(s) as required
Objectives	<ul style="list-style-type: none"> • Management briefings 	<ul style="list-style-type: none"> • Incident reports as events occur
Key Initiatives	<ul style="list-style-type: none"> • Incident briefings • Information posted on website • Newsletters • News releases 	

13.0 CREATING A HIGH PERFORMANCE ORGANISATION CULTURE

Strategy is the process of determining the optimal approaches to achieving the organisation's long-term impact. It is about making a strategic choice about where to focus based on where the organisation is best positioned to have an impact. Organisations that have a shared understanding of their intended impact and a blueprint for how that change occurs are actually better positioned to assess their strategies and make choices about what they do or do not do.

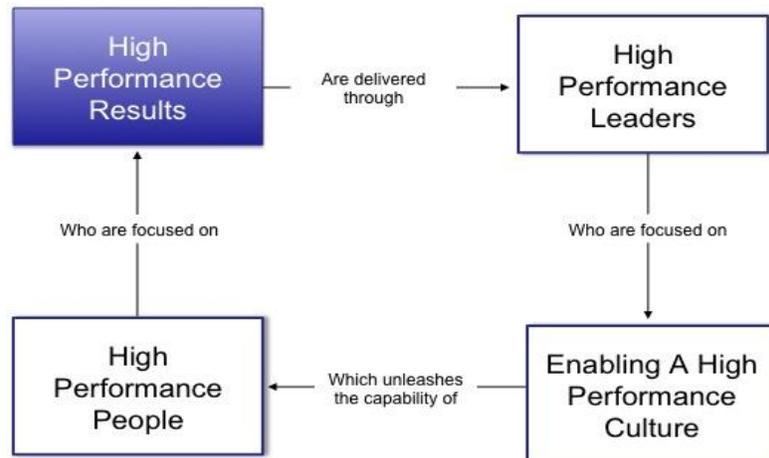
In that vein, the concept of High Performance Organisation (HPO) was introduced to the MoPS. The results of an HPO assessment³ among participants of the Strategic Planning consultations put the MoPS at level 3 on a scale of 1 to 4, 4 being the highest. This assessment however needs to be extended to all staff of the Ministry. A sample assessment has been provided at Appendix 3.

What is desirable however, is an environment where success is not just a hopeful possibility, but a sustained reality because everything that surrounds staff is geared toward achieving world-class performance.

In an environment like this, staff understand how to reach the goals embedded in this Strategic Plan because they helped to shape them, and are therefore motivated to achieve them. Knowing that success doesn't always come easily and that it is often mixed with challenges, staff are confident that high performance results can only be realized through high performance leaders at every level, who are focused on enabling a high performance culture through teamwork, trust and collaboration, which unleashes the capability of high performance people, focused on high performance results. The Chart below illustrates these dynamics.

³ 1-Not Very Well; 2-Somewhat; 3-Quite a Bit; and 4-Very Well/Outstanding

Figure 17: High Performance Organisation Culture⁴



A Team Charter along with Operational Procedures have been proposed for further discussion and adoption by the MoPS (see Appendix 3).

⁴ <http://www.makeadentleadership.com/organisation-culture.html>

APPENDIX I – Doing Business Ranking

Doing Business Rank⁵

ECONOMY OVERVIEW

REGION Latin America & Caribbean

INCOME
CATEGORY Upper middle income

POPULATION 180,870

GNI PER CAPITA
(US\$) 6,530

CITY COVERED Castries

DOING BUSINESS 2014 RANK	DOING BUSINESS 2013 RANK***	CHANGE IN RANK
64	59	↓ -5

⁵ <http://www.doingbusiness.org/data/exploreeconomies/st~-lucia>

APPENDIX 2 - Core Competency Framework

Core Competency	Descriptor
Leadership	The extent to which employees motivate, empower, advocate, inspire. Collaborate with and encourage others. Develop a culture where employees feel ownership in what they do and continually improve the business. Build consensus when appropriate. <ul style="list-style-type: none"> - Focus team members on common goals
Analytical/Problem Solving	The extent to which employees are able to visualize, articulate and solve problems and concepts and make decisions that are sensible and based on available information: <ul style="list-style-type: none"> - Demonstration of ability to apply logical thinking - Gather and analyse information - Design and test solutions to problems - Formulate plans
Job Knowledge/ Specialised Expertise	The degree to which employees have the job-specific knowledge necessary to provide the appropriate quality and quantity of work in a timely and efficient manner. Each employee possess: <ul style="list-style-type: none"> - Possess knowledge of established policies and procedures - Possess sufficient knowledge, skills and abilities to perform all parts of the job effectively and efficiently - Displays innovation
Managing for Results	The extent to which employees target and achieve results, overcome obstacles, accept responsibility, establish standards and responsibilities, create a result-oriented environment and follow through on actions, engage in research and manage and develop staff.
Accountability	The degree to which employees' work behaviours demonstrate responsible personal and professional conduct, which contributes to the overall goals and objectives of the agency: <ul style="list-style-type: none"> - Knows and adheres to policies that affect workplace behaviours and performance - Seeks solutions - Seeks feedback
Customer Service	The extent to which employees work effectively with internal and external customers to satisfy their service expectations: <ul style="list-style-type: none"> - Focus on finding solutions - Knowledge of services and customer needs
Communication	The extent to which employees communicate well both verbally and in writing, and can effectively convey and share information and ideas with others: <ul style="list-style-type: none"> - Listening and organising - Clarity of communication - Providing accurate information
Inter-personal Skills	The degree to which employees interact effectively with others to establish and maintain smooth working relations: <ul style="list-style-type: none"> - Effective professional relationships - Considers and responds tactfully to the needs of others - Takes personal responsibility for his/her own words and actions

APPENDIX 3 – Team Charter

**Ministry of Public Service, Information and Broadcasting
GOVERNMENT OF SAINT LUCIA**

High Performance Organisation Team Charter

As a High Performance Team we will take responsibility to:

1. Become more of a Team Player

- Support each other in happy times as well as in times of challenge
- Share experiences regularly – achievements and failures
- Make a special effort to understand our colleagues' motivation, intention and viewpoint
- Learn from each other

2. Act with a single voice

- Be a great ambassador for MSP and promote the messages of the team
- Voice any concerns to team colleagues prior to delivering a message
- Give up 'I' for 'we' and 'them' for 'us'

3. Be bold and courageous

- State our views openly within the team environment without fear of reprisal
- Actively play our part in helping to solve team and individual challenges by being creative and innovative
- Raise the bar of expectations – ask ourselves what we can do to ensure success of MoPS as a High Performance Organisation

4. Challenge appropriately

- Challenge colleagues' viewpoint and behaviour respectfully and with the best of intentions
- Challenge decisions within the team if they contradict the wider goals
- Challenge ideas and decisions if we feel strongly that there is an alternative or a better way

5. Build our brand of a High Performance Organisation

- Actively obtain feedback from others (internally and externally)
- Work hard to foster and promote key relationships (internally and externally)
- Create an atmosphere of fun, success and being part of something special

Signed with individual commitment by

.....

Date:

Operating Procedures	Team Meetings <ul style="list-style-type: none">• How often will we meet? For how long? When & where?• How will we develop meeting agendas?• Who will lead or facilitate our meetings?• How will we keep track of our decisions and agreed-upon actions? Communication <ul style="list-style-type: none">• What is the best way to communicate with each other and keep each other informed? (e.g. voicemail, e-mail)• How quickly do we agree to return phone calls and e-mail?• How and what will we communicate to our key constituents? Decision-making <ul style="list-style-type: none">• What will be our primary decision-making method? (e.g. consensus)• What decisions will we make on our own?• What decisions will require agreement among all team members? Conflict <ul style="list-style-type: none">• How will we resolve disagreements?• How will we handle if we do not follow through with our agreements? Reflection <ul style="list-style-type: none">• How and when will we evaluate our team performance?
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**ASSESS YOUR DEPARTMENT & ORGANIZATION AGAINST
HIGH PERFORMANCE ORGANIZATION (HPO) CRITERIA**

For each item listed below, circle the number (1, 2, 3, or 4) signaling the degree to which you feel your department/organization has or practices that particular component of being a High Performance Organization (HPO).

ITEM	YOUR DEPARTMENT				YOUR ORGANIZATION			
STRATEGIC DIRECTION								
Has a clear vision and mission	1	2	3	4	1	2	3	4
Has a strategic plan	1	2	3	4	1	2	3	4
Has developed core values (or guiding principles)	1	2	3	4	1	2	3	4
Evaluates results (externally and internally)	1	2	3	4	1	2	3	4
Lives their core values (or guiding principles)	1	2	3	4	1	2	3	4
Ties annual goals and plans to the strategic plan	1	2	3	4	1	2	3	4
CUSTOMER								
Understands the customer's needs and wants	1	2	3	4	1	2	3	4
Has completed a market assessment	1	2	3	4	1	2	3	4
Has performed an analysis of the external environment	1	2	3	4	1	2	3	4
Involves customers/suppliers in product/service delivery discussions/decisions	1	2	3	4	1	2	3	4
Communicates well with external stakeholders	1	2	3	4	1	2	3	4
FINANCIAL								
Ties budget to strategy	1	2	3	4	1	2	3	4
INTERNAL PROCESSES								
Measures and maintains efficient processes	1	2	3	4	1	2	3	4
Frequently develops new products or services	1	2	3	4	1	2	3	4
Uses technology effectively	1	2	3	4	1	2	3	4
Partners with other organizations	1	2	3	4	1	2	3	4
Committed to continuous improvement	1	2	3	4	1	2	3	4
ORGANIZATIONAL CAPACITY								
Communicates well with employees	1	2	3	4	1	2	3	4
Creates a positive work environment	1	2	3	4	1	2	3	4
Individuals feel connected to vision and mission	1	2	3	4	1	2	3	4
Provides clear performance expectations to employees	1	2	3	4	1	2	3	4
Provides appropriate performance feedback to employees	1	2	3	4	1	2	3	4
Has a strong rewards and recognition system	1	2	3	4	1	2	3	4
Strong commitment to skill and knowledge development	1	2	3	4	1	2	3	4
Practices succession planning	1	2	3	4	1	2	3	4
Encourages reasonable risk-taking	1	2	3	4	1	2	3	4
Respects and uses the diversity of talent/perspectives to its advantage	1	2	3	4	1	2	3	4
Promotes wellness	1	2	3	4	1	2	3	4

LEGEND: 1 Not Very Well 2 Somewhat 3 Quite a Bit 4 Very Well/Outstanding