



REPORT

OF THE

PUBLIC SERVICE COMMISSION

OF THE

COMMONWEALTH OF THE

BAHAMAS

FOR THE YEARS

2014 – 2016

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FOREWORD

2014-2016 ANNUAL REPORT OF THE PUBLIC SERVICE COMMISSION

"A strong and achieving Public Service is a necessary condition for a competitively successful nation" (The Commonwealth Secretariat)

The role and functions of the Public Service Commission are outlined in the Constitution, the Public Service Act, the Public Service Commission Regulations, 1971, and the other laws governing the rights, obligations and the conduct of public servants. During 2014-2016 the Commission diligently pursued its obligations under the Constitution and the Laws of The Bahamas, being steadfast in its responsibilities to safeguard its integrity, while ensuring fairness in all of its decisions.

The Commission contributes to the achievement of Government's objectives of building and supporting a highly capable workforce working together to enhance the principles of integrity, accountability and transparency. Guided by the above-mentioned Laws and the relevant Policies set by the Government, the Commission continued its mandate toward the further development of a performance-based, engaged and efficient workforce geared towards ensuring a professional and productive system, trained and qualified to provide quality service to Government and the people of The Bahamas.

In addition to its routine affairs, the Commission devoted considerable time emphasizing training and retraining at all levels on a continuous basis, aware that it is essential for optimum performance in the Public Service. This objective serves to strengthen the efficiency, effectiveness and fairness of the existing system.

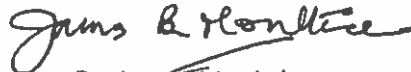
This Report makes reference to the increased activity of the Commission. Principal among these are several meetings with Permanent Secretaries and Heads of Departments aimed at ensuring complete understanding of the procedures which will result in the delivery of quality service to the public, and increased efficiency in the Public Service generally. These meetings were found to be valuable opportunities for discussion and understanding of the policies and procedures which apply to all personnel and which eventually come before the Commission. It is also noteworthy that, for the first time, the Commission held a formal meeting in Freeport, Grand Bahama, and conducted interviews with public officers resident in the Northern Bahamas.

Over the period of this review, the Commission also held meetings with unions and staff associations which represent Public Officers under Agreements with the Government. These meetings served to ensure understanding of the various policies and procedures which must be applied, and which underpin the Agreements between Unions and Government.

As Chairman, I am grateful for the wise counsel and excellent contributions made by members of the Commission; Mrs. Ruth Millar, Mr. Idris Reid and Mrs. Barbara Barnes. These Commissioners have all served for many years in senior capacities with distinction in the Public Service, and our collective experience has allowed us to engage our duties in a manner vital to performance in the public service. It has been a great honour to serve along with my colleagues.

I also express gratitude to the Secretary to the Cabinet, Permanent Secretaries of the various Ministries, and particularly to the Permanent Secretary of the Ministry of the Public Service for the exemplary manner in which they supported the Commission in its duties.

The Commission is fortunate to have the services of Mrs. Prenell King-Rolle, as Secretary, whose professionalism has been invaluable to us in the conduct of our affairs. Commendation is also due to the staff assigned to the Commission who selflessly and diligently provide professional service and guidance to the Members. I am happy to praise their outstanding work.

A handwritten signature in black ink, reading "James B. Moultrie". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Rev. Dr. James Moultrie

Chairman

1 November, 2013 to present

REPORT OF THE PUBLIC SERVICE COMMISSION
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THE REMIT OF THE PUBLIC SERVICE COMMISSION

An interim Civil Service Commission for The Bahama Islands was first created under the Civil Service Commission Act, 1956. It functioned from 1 August, 1956 to 12 February, 1959. This was succeeded later in 1959 by the establishment of a full-time Commission. The Commission was originally established as an advisory body to the Colonial Governor who, together with the Executive Council, held authority for the appointment, promotion and discipline of public officers.

The Commission assumed greater authority and independence with the advent of internal self-government in 1964 when the independence of the Commission was promoted as insulation from the influence of partisan politics upon appointments, discipline and promotions within the public service.

National independence further enhanced the position of the Commission. Chapter VIII of The Bahamas Independence Order, 1973 makes provision for the Public Service Commission. In accordance with Chapter VIII, Part I, Section 107 of The Constitution, the Commission consists of a Chairman and not less than two nor more than four Members appointed by the Governor-General, acting on the recommendation of the Prime Minister after consultation with the Leader of the Opposition, by instrument under the Public Seal.

Other legislations affecting the Commission include:

- The Public Service (Delegation of Powers) Order, 1974
- The Public Service (Offices of Responsibility) Notice (1970)
as amended by The Public Service Offices of Responsibility (Amendment) Notice 1976
- The Public Service Commission Regulations 1971
- The Public Service Act as amended

FUNCTIONS OF THE PUBLIC SERVICE COMMISSION

The functions of the Commission are prescribed in Article 108 of the Constitution.

The primary duty of the Commission is to advise the Governor-General on appointments, promotions and discipline in the ranks of the public service. The Commission also provides advice to the Governor-General on other matters falling within the Commission's statutory responsibility including recruitment and training of public officers. The Commission's authority is found in Sections 109(1) through 113 of the Constitution which are as follows:

1. The power to make appointments to public offices and to remove and to exercise disciplinary control over persons holding or acting in such offices is in terms of Article 108 vested in the Governor-General acting in accordance with the advice of the Public Service Commission.
2. Power to make appointments to the office of Permanent Secretary, Head of Department or officer of similar status is in terms of Article 109 (1)(a) of the Constitution vested in the Governor-General acting on the recommendation of the Public Service Commission after the Commission has consulted the Prime Minister.
3. Articles 111 and 112 of the Constitution vest the power to make diplomatic and other overseas appointments in the Governor-General acting on the advice of the Prime Minister. Where an individual concerned is an officer for whom the Public Service Commission has responsibility the Prime Minister is required to first consult the Commission.
4. Power to appoint and remove the Secretary to the Cabinet is vested in the Governor-General acting in accordance with the advice of the Prime Minister after consultation with the Commission in terms of Article 113 of the Constitution.
5. Provision is made in Article 115 of the Constitution, subject to certain limitations, for an appeal to a Public Service Board of Appeal at the instance of any public officer in respect of whom a decision of the Governor-General acting on the advice of the Public Service Commission that he/she should be removed from office or that any penalty should be imposed upon him/her by way of disciplinary control.
6. The power to grant, withhold, reduce in amount or suspend any award under any pension law is vested in the Governor-General acting on the recommendation of the Commission in terms of Article 123 of the Constitution. Provision is made in Article 124 of the Constitution for an appeal to the Public Service Board of Appeal by an officer against a recommendation or decision by the Public Service Commission, the effect of which would be to withhold, reduce, or suspend a pension award.
7. The Commission is further charged with the exercise of, supervision over and approval of all schemes for admission to any public office by examination, and over all other methods of recruitment including the appointment and procedure of Boards for the selection of candidates for appointment to the Public Service.

8. The Commission is also charged with the exercise of, supervision over and approval of the award of scholarships and of in-service training awards to the public service officers.

MISSION OF THE PUBLIC SERVICE COMMISSION

The Commission's role is to ensure the impartiality and integrity of appointments and promotions in the Public Service and to ensure that recommendations for appointment and promotion are based on qualification and merit and are free from patronage or pressure.

- ❖ Essentially, the role of the Commission is a quasi-judicial one. Rightly so, it is not responsible for laying down recruitment policies, and terms of service, policies and qualifications, the disciplinary code, etc. These are matters for the policy-making heads of the government to formulate. These and other matters of policy are political in the sense that the government must arrive at its decisions within the context of its political policies, and where appropriate, after consultation or negotiation with the recognized unions and professional groups who represent public officers. Once the policies for appointments, promotions and discipline have been agreed, it becomes the responsibility of the Commission to administer and interpret them impartially.
- ❖ The reason for not involving the Commission in the policy decisions on these matters is obvious. The Commission must retain its impartiality to prevent it from being drawn into political controversy. At all costs, the Commission should not be placed in the position in which it can be criticized in the legislature or on the political platforms over policy issues. However, there is wisdom in consulting the Commission over public service matters prior to implementing to avoid hiccups.
- ❖ The Commission has no direct contact with Ministers as such.
- ❖ The Commission acts as the official watchdog of the Public Service to ensure equity, justice and fair play. The Ministry of the Public Service is the policy making body and the Commission is the adjudicator.

MODE OF OPERATION OF THE PUBLIC SERVICE COMMISSION

The work of the Public Service Commission is guided by the Public Service Commission Regulations, 1971 as provided for under Section 125 of the Constitution.

The Commission holds formal meetings weekly at which time a fixed agenda is considered. The agenda includes recommendations received from all Ministries and Departments submitted by the Ministry of the Public Service for the Commission's consideration. All items appearing on the agenda are reviewed by the staff and the Secretary before presentation to Members. These submissions provide details on relevant Public Service human resource policies inclusive of information on required qualifications and/or experience to fill a post, available funding, and/or precedents or authority to waive any requirement. The recommendations submitted by Ministries and/or Departments deal with recruitment, appointment, confirmation, extension of probationary periods, transfers, promotions, training (In-Service Training Awards), disciplinary action, as well as on the award of pension benefits.

Matters arising between meetings and requiring an urgent decision prior to the next formal sitting of the Commission are dealt with by the Chairman via rotation of files to at least a quorum of the Commission as provided for in the Constitution.

Up to 1992, all Members of the Commission served on a full-time basis. With the exception of Mr. Wilton Eric Darville, MBE, who served on a full-time basis from 1 February, 1998 to 31 January, 2001, all Members of the Commission served on a part-time basis since 1993. The Chairman's post remained full-time until 31 August, 2007. **See Appendices I and II** for former and present Chairmen and Secretaries of the Public Service Commission.

MEMBERSHIP

All serving Members were initially appointed with effect from 1 November, 2013 for a period of two years. Their appointment was renewed for a three year period effective 1 November, 2015. The Secretary was appointed on 30 December, 2013.

Curricula vitae of the Chairman and Members are at **Appendix III**

During the two year period 1 January, 2014 to 31 December, 2016, the Membership of the Commission was as follows:



Mrs. Ruth Millar
Member



Rev. Dr. James Moultrie
Chairman



Mr. Idris Reid
Member



Mrs. Barbara Barnes
Member



Mrs. Prenell King-Rolle
Secretary

Confidentiality and Impartiality/Privilege from Disclosure

Public Service Commission Regulation Part II 7 safeguards the confidentiality and impartiality of the Commission's work. It states that *"Any report, statement or other communication or record of any meeting, inquiry or proceedings which the Commission may make in exercise of its functions or any Member may make in performance of his duties, or in discharge of any duty to the Governor-General or to any public officer, shall be privileged in that its production may not be compelled in any legal proceedings if the Governor-General certifies that such production is not in the public interest."*

Improper Influence

Public Service Commission Regulation 12 states *"Any person who otherwise than in the course of his duty directly or indirectly by himself or by any other person in any manner whatsoever influences or attempts to influence any decision of the Commission or of the Chairman or of any Member shall be guilty of an offence and upon summary conviction be liable to a fine not exceeding one hundred and fifty dollars (\$150.00) or to imprisonment for a term not exceeding six (6) months or to both such fine and imprisonment..."*

Protection of Members from Legal Proceedings

Public Service Commission Regulation 8 states that *"The Chairman and any Member shall have such and like protection and privilege in case of any action or suit brought against him for any act done or omitted to be done in the execution of his duties under these Regulations as is by law given to the acts done or words spoken by a Judge of the Supreme Court in the exercise of his judicial office."*

Consultation with Persons other than Members/Failure to Comply with Requirement of the Commission/Documents to be made Available

Public Service Commission Regulation 9 states *"The Commission may require any public officer to attend and give evidence before it concerning any matter which it is required to consider in the exercise of its functions, and may, unless the Governor-General certifies that such production is not in the public interest, require the production of any official document relating to any such matter"*.

Public Service Commission Regulation 10 states *"Any public officer who submits any matter for the consideration of the Commission shall ensure that all relevant documents and papers are made available to the Commission."*

Public Service Commission Regulation 11 states *"Any public officer who without reasonable excuse fails to appear before the Commission when required by the Commission to do so or who fails to comply with any other requirement lawfully and properly made by the Commission shall be guilty of a breach of discipline, and the Commission may advise the Establishment Secretary that disciplinary proceedings should be instituted against him and the Establishment Secretary shall act accordingly."*

Penalty for Supplying False Information to the Commission

Public officers who submit matters for the Commission's consideration are required to ensure that the information is accurate and authentic as required by Public Service Commission Regulation 13 which reads as follows:-

"Any person who in connection with any application by any person for employment or promotion in the Public Service, or with any matter upon which it is the duty of the Commission to make a recommendation to the Governor-General or to make any decision, wilfully gives to the Commission or to any Member thereof, or to any person or body of persons properly appointed

to assist the Commission in the exercise of its functions or the discharge of its duties, or to any empowered officer, any information which he knows to be false or does not believe to be true, or which he knows to be false by reason of the omission of any material particular, shall be guilty of an offence and upon summary conviction be liable to a fine not exceeding three hundred dollars (\$300.00) or to imprisonment for a term not exceeding one (1) year or to both such fine and imprisonment."

Punishments available under Public Service Commission Regulation 40 may also be applied to anyone found guilty of contravening the above Regulation. Given instances of conflicted ratings and/or sudden changes inconsistent with prior performance or documents on file without explanations, the Commission requested the Ministry of the Public Service (MPS) to remind officers of submitting false information to the Commission. This was done via Ministry of the Public Service's Circular No. 20 of 2015 dated 23 June, 2015.

Unauthorized Disclosure of Information

According to Public Service Commission Regulation 14(1) and (2)

- (1) *"Neither the Chairman nor any Member nor any other person shall without the written permission of the Governor-General publish or disclose to any person otherwise than in exercise of his functions under these Regulations the contents of any document, communication of information whatsoever which has come to his notice in the course of his duties in respect of any matter referred to the Commission or dealt with by an empowered officer, and any person who knowingly acts in contravention of this regulation shall be guilty of an offence and upon summary conviction be liable to fine not exceeding three hundred dollars (\$300.00) or to imprisonment for a term not exceeding one (1) year or two (2) both such fine and imprisonment."*
- (2) *"If any person having possession of any information which to his knowledge has been disclosed in contravention of the provisions of paragraph (1) of this Regulation, publishes or communicates to any other person any such information otherwise than for the purpose of any criminal prosecution or of disciplinary proceedings in respect of such disclosure, he shall be guilty of an offence and upon summary conviction be liable to a fine not exceeding three hundred dollars (\$300.00) or to imprisonment for a term not exceeding one year or to both such fine and imprisonment".*

OFFICE ACCOMMODATION/LOCATION

During 1994, the Department of Public Service (now Ministry of the Public Service) relocated from the former Bahamas Electricity Corporation's Building on Bay Street to be housed together with the Commission at the Clarence A. Bain Building. With effect from July, 1995, the Government implemented its decision to combine the administrative, budgetary and registry staff of the Commission with that of the Ministry of the Public Service. The intention of the amalgamation was for both agencies to share the same Registry, principally in an attempt to reduce the time involved in processing matters in the Public Service. Both agencies are housed at the Poinciana Hill Complex on Meeting and Delancy Streets, Nassau, New Providence.

Public Service Commission's Budgetary Allocation

The need for separate budgetary and staffing provisions has been the subject of discussions with the Government. It is anticipated that the situation will be rectified in the coming year. The Commission is confident that if it held control of its budget and staffing, the difficulties encountered could easily be overcome and the perception of the Commission's independence as envisaged in the Constitution will be more fully observed.

Funding for the Commission's operations has been reduced substantially, by eighty percent (80%), over the past five years as shown below:

| <u>Fiscal Year</u> | | <u>Budget Allocation</u> |
|---------------------------|---|---------------------------------|
| 2011/2012 | - | \$114,771.00 |
| 2012/2013 | - | \$132,819.00 |
| 2013/2014 | - | \$ 53,041.00 |
| 2014/2015 | - | \$ 80,000.00 |
| 2015/2016 | - | \$ 80,000.00 |
| 2016/2017 | - | \$ 24,000.00 |

The significant reduction in the budgetary allocation is not reflective of the Commission's need to secure supplies and equipment to meet its operation's needs. Presently the request for these items must be approved at another level in another agency and are often delayed or denied leaving surplus funds in the Line Item at the close of the fiscal year and the Commission's needs unmet.

Staffing in the Public Service

According to the Treasury Department, the employee monthly and weekly count for the Public Service during the years 2014 to 2016 was as follows:-

NUMBER OF EMPLOYEES IN THE PUBLIC SERVICE

Table 1

| <u>YEAR</u> | <u>WEEKLY</u> | <u>MONTHLY</u> | <u>TOTAL</u> |
|--------------------|----------------------|-----------------------|---------------------|
| 2014 | 487 | 17,959 | 18,446 |
| 2015 | 859 | 19,029 | 19,888 |
| 2016 | 805 | 19,505 | 20,310 |

The Commission is not responsible for the appointment of employees paid on temporary weekly or contractual terms engaged in non-established positions in the Government Service.

Staff Complement of the Public Service Commission

The Commission is supported by a small secretariat of Administrative, Executive, Clerical, Registry and Janitorial officers and headed by the Secretary. At this time, the Secretary's substantive public service position is Under Secretary. As Under Secretary, this officer and the other public officers are deployed from the Ministry of the Public Service and other Ministries and Departments within the public service.

The staff complement remained at fourteen (14) throughout the last three (3) years, however, three clerical officers were recruited during the last quarter of 2016. Staffing was a continued challenge as experienced officers retired and/or were transferred during the period. Constant training is vital in maintaining fully competent staff that are familiar with the processing of work at the Commission.

The experience indicates the need to have specially trained staff permanently assigned to the Commission. Specific skills are essential to the Commission's work, including the sensitive nature of the work and the need to efficiently prepare matters for review and eventual submission to the Governor-General.

While excellent relationships exist with the Ministry of the Public Service, the independence of the Commission is weakened by this arrangement and the experience has been that the inadequate number of experienced staff, equipment and supplies to deal with the Commission's affairs, continue to negatively impact the efficiency of the Commission's work. From this and previous annual reports, it will be observed that the ever-increasing volume of work transmitted, further emphasizes the need for the Commission to independently conduct its affairs as provided by the Constitution, Public Service Act and Regulations.

STAFF COMPLEMENT OF THE PUBLIC SERVICE COMMISSION - 2014 AND 2015



Seated from left to right: Wendy Smith, Sigrid Bain, Philippa Robinson, Prenell King-Rolle, Bernadette Brown, and Nicole Johnson-Knowles. **Standing from left to right:** Priscal Rolle, Patrice Woodside, Cecile Stuart, Velda Duncombe, Karen Turner, Olivia Sweeting, Melanie Russell, Terryann Milton. **Absent:** Melonie Adderley, Dawnelle Brown, Teresita O'Brien and Dewshon Fox.

STAFF COMPLEMENT OF THE PUBLIC SERVICE COMMISSION - 2016



Staff of the Public Service Commission, Seated from left to right: Philippa Robinson, Sigrid Bain, Velda Duncombe, Prenell King-Rolle, Karen Turner, Bernadette Brown and Davia Isaacs. **Standing from left to right:** Elizabeth Taylor, Nicole Johnson-Knowles, Melonie Adderley, Terryann Milton, Denise Austin, Andre Sands, Olivia Sweeting, Priscal Rolle, Melanie Russell, Wendy Smith, Patrice Woodside.

AN OVERVIEW OF THE PUBLIC SERVICE COMMISSION'S WORK 2014 -2016

Files submitted during the years 2014 to 2016

Files are forwarded to the Commission to consider various recommendations. A single recommendation may affect more than one officer. During the years 2014 to 2016, a total of eleven thousand, four hundred and forty-four (11,444) files were submitted to the Commission as shown below:

Table 2

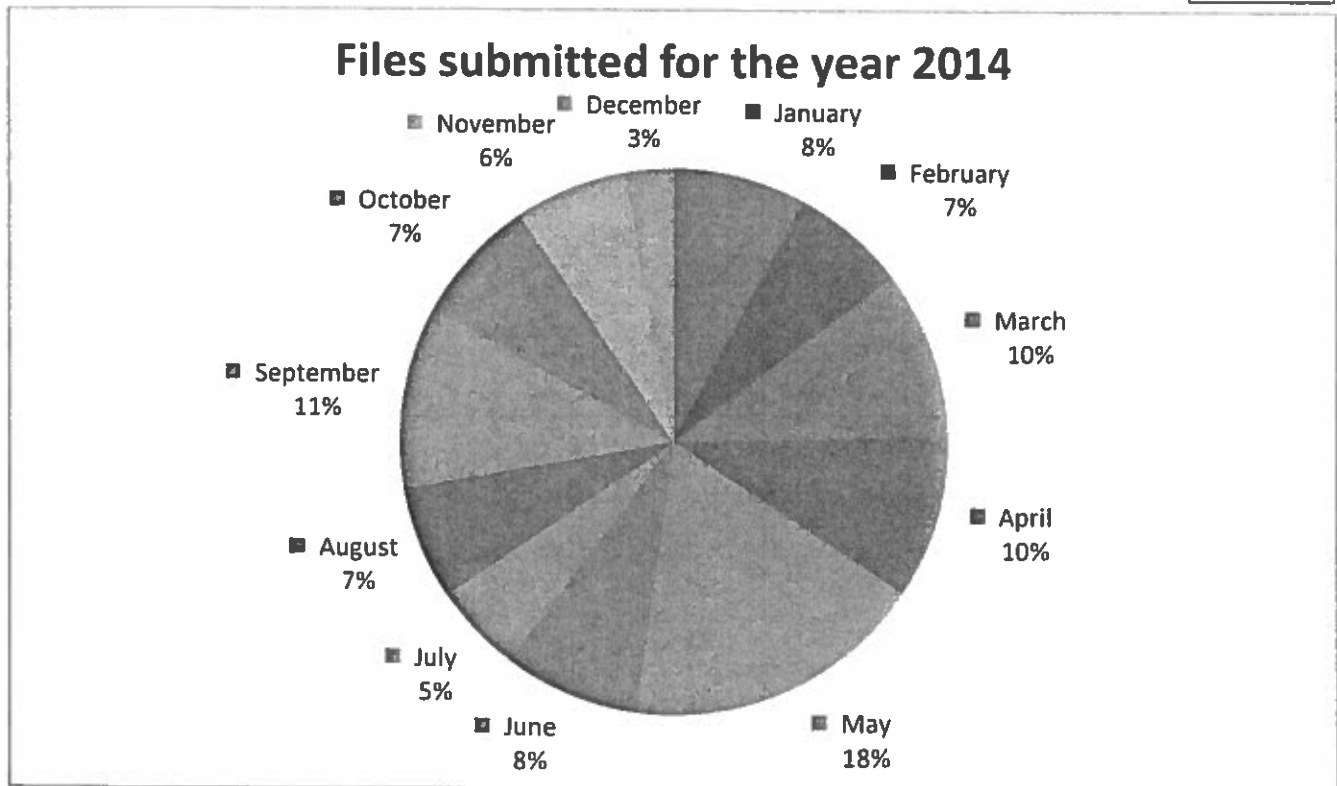
| MONTHLY BREAKDOWN OF FILES SUBMITTED DURING THE YEARS 2014 to 2016 | | | | |
|---|--------------|--------------|--------------|---------------|
| MONTH | 2014 | 2015 | 2016 | TOTAL |
| January | 311 | 370 | 401 | 1,082 |
| February | 271 | 344 | 197 | 812 |
| March | 396 | 416 | 339 | 1,151 |
| April | 384 | 262 | 1,181 | 1,827 |
| May | 712 | 375 | 127 | 1,214 |
| June | 318 | 75 | 87 | 480 |
| July | 209 | 328 | 102 | 639 |
| August | 265 | 196 | 246 | 707 |
| September | 425 | 766 | 289 | 1,480 |
| October | 301 | 355 | 137 | 793 |
| November | 264 | 444 | 191 | 899 |
| December | 113 | 73 | 174 | 360 |
| Grand Total | 3,969 | 4,004 | 3,471 | 11,444 |

Of note, in April of 2014 and 2015 of **Table 2** and **Charts 1** and **2**, the average number of files received weekly was three hundred and twenty-three (323). However, in April 2016, there was an increase in this amount by nearly 400%. During 2016, Ministries/Departments were urged to submit recommendations to the Ministry of the Public Service by a specific date so that they could be forwarded to the Commission and actioned by Treasury Department in order to utilize financial clearance in mid-June. Notwithstanding this request, a large number of files were received in April just prior to, on and after the stipulated deadline.

Similarly, in September of 2015, the number of files increase by 180%. This was because the Ministries of Education, Science and Technology and Health sought to clear massive backlogs of confirmation in appointment and re-employment of teachers and nurses, respectively.

Also, due to the expiration of financial clearance in June of the respective fiscal year, only recommendations that did not require funding (e.g. salary progressions/transfers etc.) were submitted to the Commission. Similarly, during the month of December there was a reduction in the number of recommendations as staff in the Ministry of the Public Service enjoyed vacation leave.

Chart 1



Files submitted for the year 2015

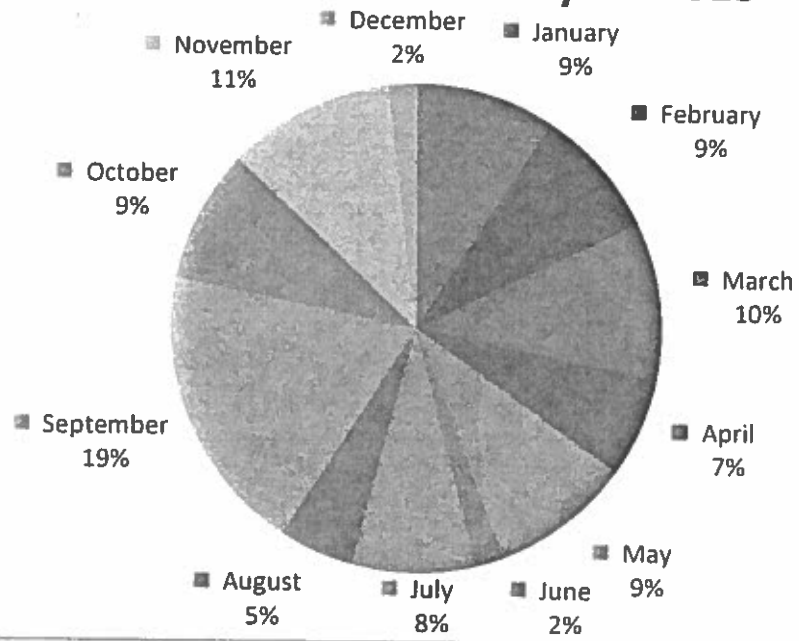
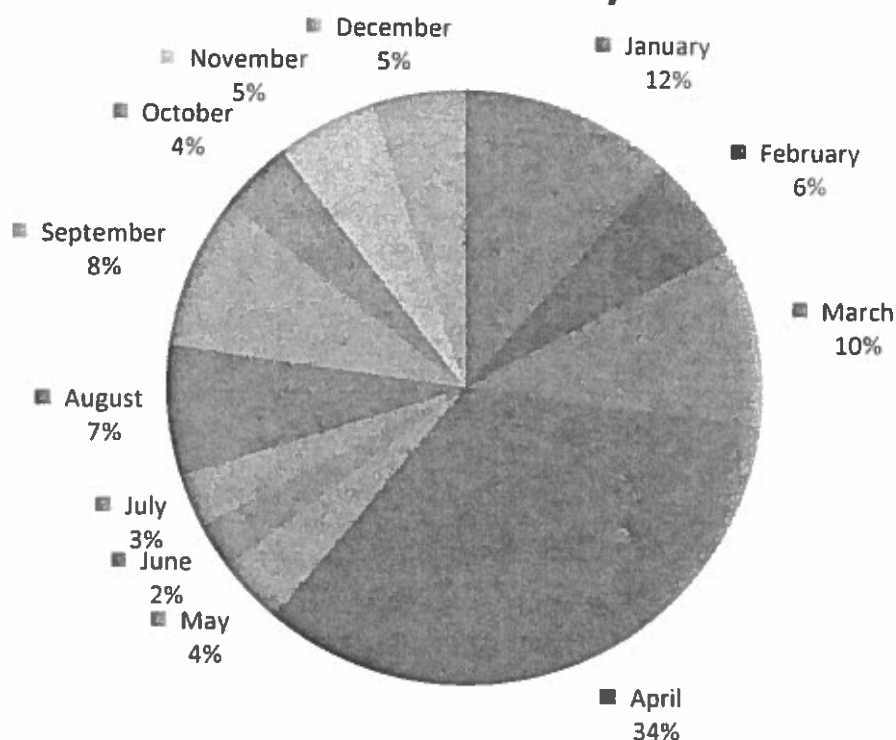


Chart 3

Files submitted for the year 2016



For the three (3) years under review, it can be seen that the bulk of files were submitted during the last quarter of the fiscal year (April-June) for processing by the Commission before the June budget year end. Likewise, September shows the largest number of files received as these are late recommendations for teachers' appointments and re-employment for the new academic year.

Meetings

Although mandated to hold one meeting weekly or fifty-two (52) meetings annually, the Commission exceeded this amount each year during the periods under review. The Commission held meetings during the period 2014 to 2016; as indicated below:

SUMMARY OF MEETINGS HELD DURING THE YEARS 2014-2016

Table 3

| Period | Number of Meetings Held |
|------------------------------|-------------------------|
| 1 January – 31 December 2014 | 76 |
| 1 January – 31 December 2015 | 113 |
| 1 January – 31 December 2016 | 139 |

Note that the meetings were regular and/or special. Special Meetings are held to process urgent matters or exercises affecting a large number of officers. For example various assessments or promotion exercises.

Types of Recommendations Submitted to the Governor-General for Approval

Following the review of recommendations, one or more activities on behalf of one (1) or more officers may be generated. Recommendations submitted for the Commission's consideration and onward transmission to the Governor-General may fall in any of sixty (60) plus categories. However, they have been summarized into sixteen (16) categories for the purpose of this report.

During the period under review, a total of thirteen thousand, six hundred and fifty seven (**13,657**) recommendations were submitted to the Governor-General as shown below:

SUMMARY OF TYPES RECOMMENDATIONS APPROVED BY GOVERNOR-GENERAL

Table 4

| No. | Subject | 2014 | 2015 | 2016 |
|--------------------|---|---|---|--|
| 1. | Appointments: <i>Contract</i> <i>Probation</i> <i>Temporary month to month</i> <i>Part-Time</i> | <i>(13)</i> <i>(76)</i> <i>(114)</i> <i>(0)</i> 203 | <i>(17)</i> <i>(126)</i> <i>(60)</i> <i>(0)</i> 203 | <i>(19)</i> <i>(135)</i> <i>(111)</i> <i>(3)</i> 268 |
| 2. | Accelerated Increments | 44 | 84 | 74 |
| 3. | Acting Appointments | 168 | 179 | 149 |
| 4. | Amendments/Cancellation of Orders | 300 | 424 | 402 |
| 5. | Confirmation /Appointment to the Permanent and Pensionable Establishment | 539 | 381 | 324 |
| 6. | Disciplinary Matters | 39 | 52 | 29 |
| 7. | Gratuity & Pension | 589 | 800 | 418 |
| 8. | In-service Training Awards | 17 | 45 | 15 |
| 9. | Miscellaneous (<i>Discontinuation of services, Waiving of recovery of indebtedness, Reinstatement, Restoration of emoluments, Restoration of increment, Retirement on medical grounds, Retirement in the public interest, Revocation of INSTA, Restoration of emoluments, Cessation of pension</i>) | 55 | 47 | 181 |
| 10. | Promotions | 270 | 529 | 899 |
| 11. | Reassessments | 13 | 12 | 15 |
| 12. | Reclassifications | 42 | 67 | 71 |
| 13. | Recovery of Indebtedness | 39 | 98 | 2 |
| 14. | Re-employment | 299 | 716 | 797 |
| 15. | Salary Progressions | 1,099 | 1,189 | 1,181 |
| 16. | Transfers/Secondment | 58 | 82 | 150 |
| Sub-Total | | 3,774 | 4,908 | 4,975 |
| Grand Total | | 13,657 | | |

Note that **Table 2** and **Chart 2** show that a total of 11,444 files were submitted for consideration, on the other hand, **Table 4** shows that the 13,657 activities were approved by the Commission for onward transmission to the Governor-General. The variance of 2,213 is indicative that more than one activity was processed on behalf of an officer.

PIE CHART SHOWING

Chart 1

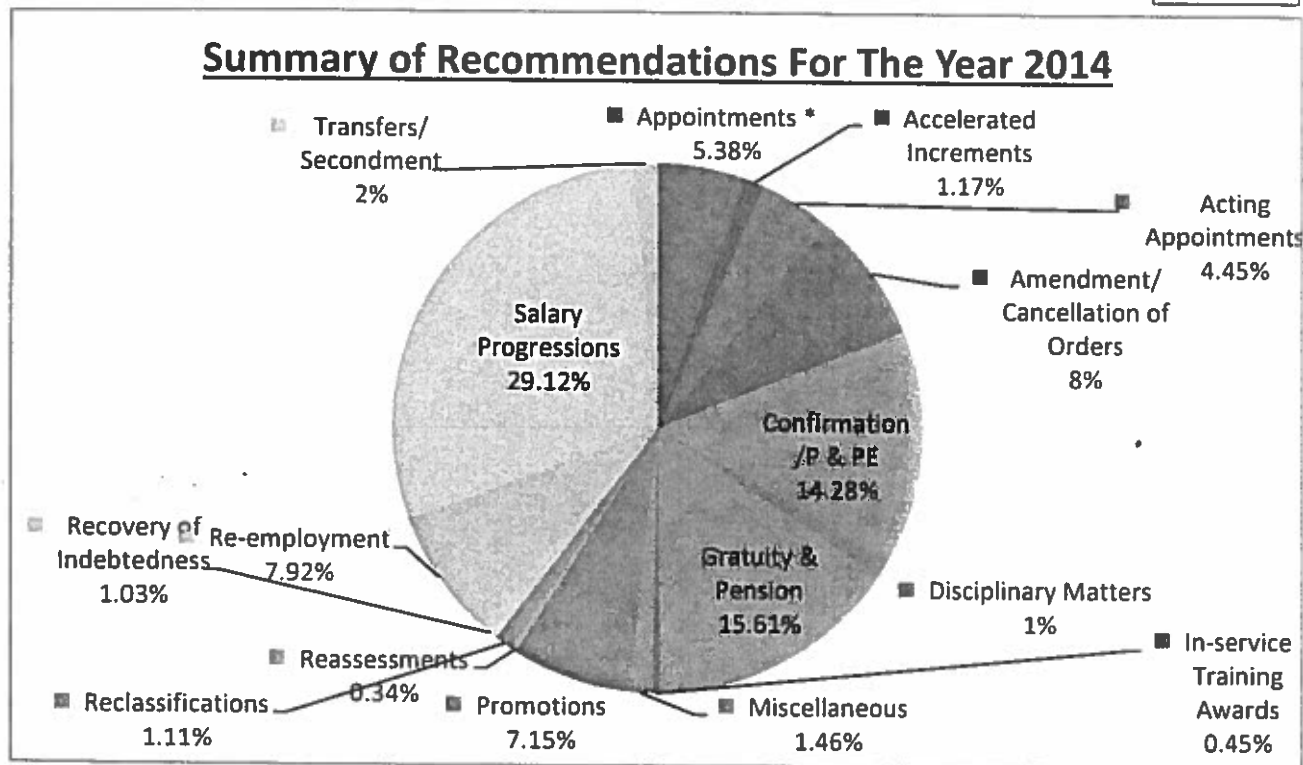
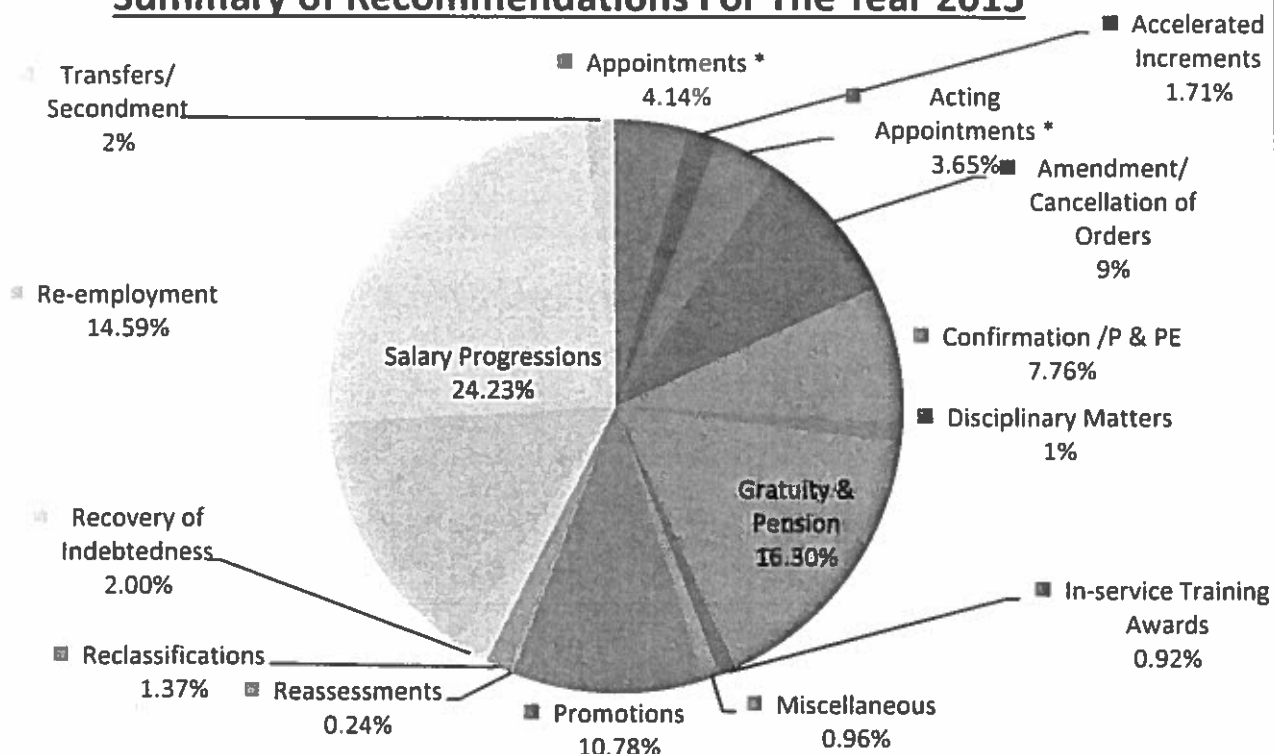
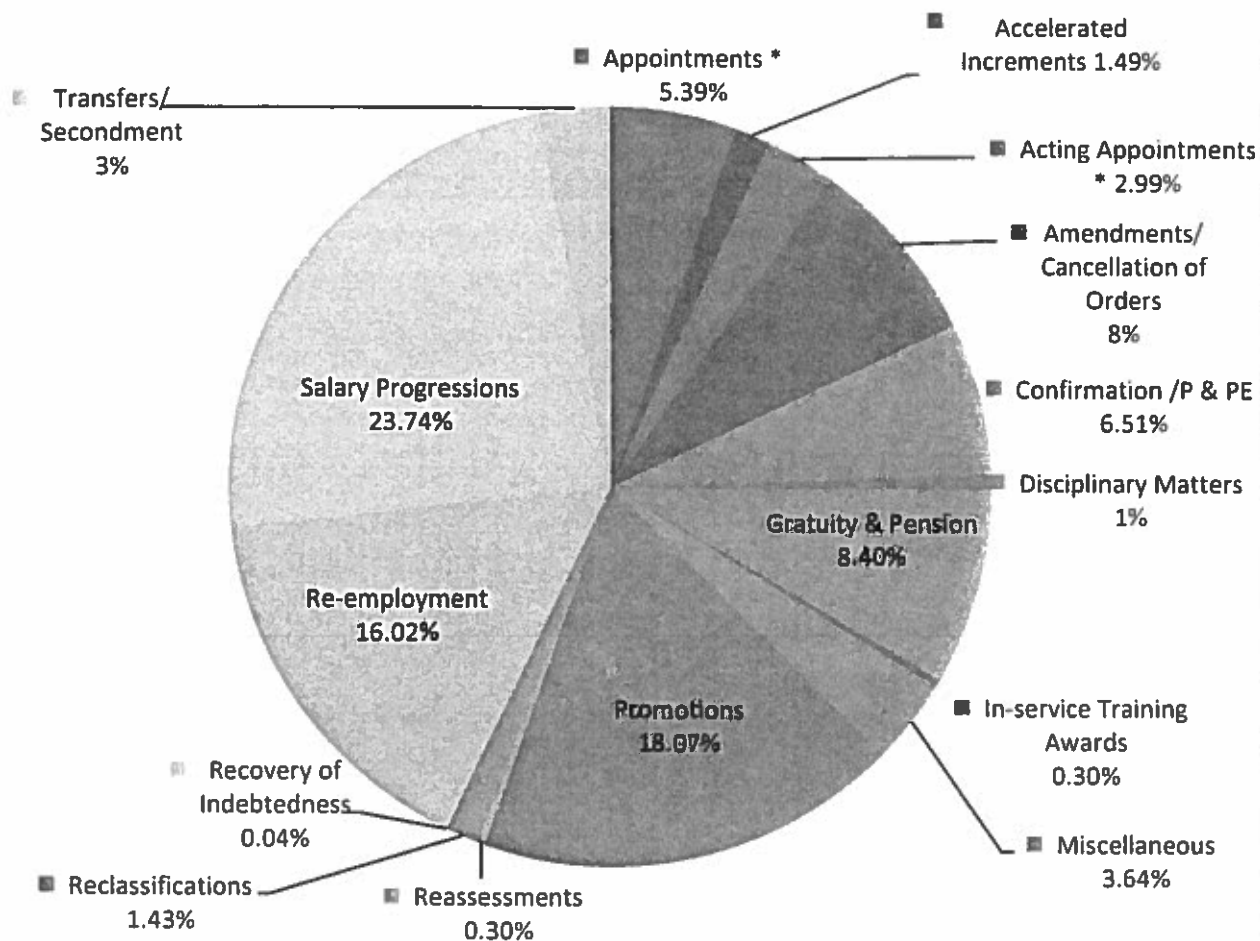


Chart 2

Summary of Recommendations For The Year 2015



Summary of Recommendations For The Year 2016



Orders Approved by the Governor-General

Recommendations forwarded to the Governor-General are approved and returned in the form of "Orders".

1. Orders may frequently refer to actions affecting one or more public officers. Additionally, one Order may recommend several actions on an employee's behalf. For example: appointment, confirmation, promotion and salary progression.
2. Order Numbers are reset to 1 at the beginning of each calendar year. The first Order approved by Governor-General in 2017 is referred to **Order No. 1/2017**.
3. Orders may also have retroactive effect; or authorize action at a future date, that is, "upon the date of assumption of duty".
4. A total of five thousand and twenty-nine (5,029) Orders were approved by the Governor-General for the referenced period as shown below:

SUMMARY OF ORDERS

Table 5

| Period | Number of Orders |
|------------------------------|------------------|
| 1 January – 31 December 2014 | 1,620 |
| 1 January – 31 December 2015 | 1,706 |
| 1 January – 31 December 2016 | 1,703 |
| Total | 5,029 |

The number of Orders is significantly smaller than the number of recommendations submitted. (See **Table 4** page 18 and **Table 5** above).

This is because a recommendation may be submitted for a group of officers in the same Ministry. However, they are assigned the same Order number.

For example:

A recommendation is received in late December 2016 for the appointment on twelve months probation of thirty (30) Bahamian teacher graduates from the University of The Bahamas.

As these individuals are being appointed in the same Ministry, at the same post and salary, they will be assigned one **Order No. 1/2017** in **Table 5**. However, in **Table 4**, the count for appointments on probation will be reflected as thirty (30).

Discussed Matters

It is not necessary for all matters that are received at the Commission to be referred to the Office of the Governor-General for the generation of an Order. Various policy matters are referred for the Commission's views, approval and/or input.

The Commission also continues to advise on policy and procedural issues pertaining to appointments, promotions and discipline of public officers. Additionally, various documents were referred to the Commission for completion of officers' personal files and/or the Commission's information.

Outlined below is a summary of discussed matters for the period indicated in this report:

SUMMARY OF DISCUSSED MATTERS

Table 6

| YEAR | NUMBER OF MATTERS |
|------------------------------|-------------------|
| 1 January – 31 December 2014 | 238 |
| 1 January – 31 December 2015 | 106 |
| 1 January – 31 December 2016 | 170 |
| Total | 514 |

Approval of Defence Force personnel pension and gratuity benefits are not reflected in the Orders approved by the Governor-General neither are they included in the figures above.

The Commission however, approved pension benefits on behalf of nineteen (19), fifty-two (52) and twenty-three (23) officers from the Royal Bahamas Defence Force during the years ending 2014, 2015 and 2016, respectively.

Files Returned for Additional Information

In reviewing recommendations during the period 2014 to 2016, the Commission raised questions where necessary to ensure that the submissions were sound and the related procedures were fairly and thoroughly carried out. Ministries were required to clarify and justify their recommendations in response to the Commission's queries and observations. The Commission brought to the Ministry of the Public Service's attention any deviations from the established policies and procedures, performance problems and where appropriate, recommended measures to address them. Following the comments of the Commission, the Ministry of the Public Service altered, withdrew or justified its recommendations.

During the period of this report, a total of six hundred and ninety seven (697) Rejection/Query Forms were returned with accompanying files for clarification/correction. The breakdown for each year is shown below:

SUMMARY OF REJECTIONS/QUERY FORMS

Table 7

| PERIOD | FILES REJECTED AND RETURNED TO THE MINISTRY OF THE PUBLIC SERVICE | REDUCTION/ PERCENTAGE CHANGE |
|--------------------------------------|--|---|
| 1 January – 31 December 2014 | 365 | |
| 1 January – 31 December 2015 | 202 | 55% |
| 1 January – 31 December 2016 | 130 | 64% |
| Total files rejected/returned | | 697 |

Note that a Rejection/Query Form may refer to one (1) officer, a group of Officers or an entire exercise.

During the period covered by this report, the quality of submissions/recommendations improved as there was a considerable reduction in the number of submissions rejected each year.

The Commission's ultimate goal remains to facilitate a smooth and proper processing of appointments, promotions and disciplinary matters on an impartial, fair and timely basis.

Concerns/Complaints Lodged at the Public Service Commission

The Commission also dealt with many representation matters which included complaints lodged in writing and in meetings. Most of them were employees' concerns regarding promotions and disagreements with performance ratings. After investigations, the Commission referred the complainants to their respective Departments/Ministries or to the Ministry of the Public Service for action. In addition, the Commission

held several meetings and/or was paid courtesy calls by various unions namely, Bahamas Public Service Union (BPSU), Bahamas Union of Teachers (BUT), Customs and Immigration Union (CIU), Bahamas Education and Managerial Union (BEMU), the Prison Staff Association and Police Staff Association.

Security Vetting

In light of heightened security concerns locally and internationally, the Commission agreed with the Ministry of the Public Service that security vetting by the Security Intelligence Branch (SIB) of the Royal Bahamas Police Force would be required for all new staff prior to appointment, posting and/or transfer or secondment to sensitive Ministries and Departments.

Effective August 2009, all teachers and officers required to work with children had to be vetted before being posted at schools and other agencies.

During the years 2014 through 2016, the Commission received two thousand, six hundred and ninety-three (2,693) vetting results of persons wishing to be employed in the Public Service. A summary of results are as shown below:

SECURITY VETTING RECEIVED 2014-2016

Table 8

| Year | Positive | Conditional | Negative | Total Vetting Received |
|--------------------|-----------------|--------------------|-----------------|-------------------------------|
| 2014 | 562 | 27 | 16 | 605 |
| 2015 | 771 | 32 | 19 | 822 |
| 2016 | 1,017 | 100 | 149 | 1,266 |
| Total | 2,350 | 159 | 184 | |
| Grand Total | | | | 2,693 |

APPOINTMENTS

The Commission is charged with the responsibility of making recommendations to the Governor-General for appointments, (not being appointments delegated by the Governor-General under section 99 of the Constitution):-

Public Service Commission Regulation 16 in particular states:

"In order to discharge its duties under the provisions of Regulation 15 the Commission shall exercise supervision over and approve any scheme for admission to any public office by examination or for the award of any scholarship for training for the public service, and over any other method of recruitment including the appointment and procedure of any Board for the selection of candidates.

2014

During 2014, the PSC advised on a total of two hundred and three **(203)** appointments. Seventy-six **(76)** officers were appointed on twelve (12) months' probation, thirteen **(13)** on contract and one hundred and fourteen **(114)** on temporary month to month terms.

The Public Service Commission is not responsible for the appointment of temporary employees or for the appointment on contract of employees engaged in non-established positions outside the Public Service.

Also, five hundred and thirty nine **(539)** officers were confirmed in appointment and appointed to the Permanent and Pensionable Establishment.

2015

The Commission advised on a total of two hundred and three **(203)** appointments. One hundred and twenty-six **(126)** officers were appointed on twelve (12) months' probation, seventeen **(17)** on contract and sixty **(60)** on temporary month to month terms.

2016

A total of two hundred and sixty eight **(268)** persons were appointed. One hundred and thirty five **(135)** officers were appointed on twelve (12) months' probation, nineteen **(19)** on contract, one hundred and eleven **(111)** on temporary month to month terms and three (3) on a part-time basis.

APPOINTMENTS MADE UNDER DELEGATED AUTHORITY

The Public Service Commission may delegate powers of appointment (other than contractual), promotion, transfer or disciplinary matters to Permanent Secretaries. However, at this time only the power to discipline is vested in all Permanent Secretaries. The Permanent Secretary, Ministry of the Public Service is the only Permanent Secretary empowered at this time, to make appointments under Delegated Powers.

The number of appointments in 2014 through 2016 by the Public Service Commission does not reflect the total number of appointments made in the Public Service.

General Order 213 mandates that Ministries report all activities (i.e. appointments and disciplinary action etc.) performed under delegated authority to the Commission.

No appointments made under Delegated Authority were reported for the period January to December 2014. However, during the years 2015 and 2016, the Permanent Secretary in the Ministry of the Public Service reported the appointment of seventy-five **(75)** and one hundred and one **(101)** officers respectively. These appointments were made at the minimum of the respective salary scales.

EXTENSION OF PROBATIONARY APPOINTMENT

On satisfactory completion of one year probation, or temporary terms, an employee is normally considered for confirmation in appointment or appointment to the Permanent and Pensionable Establishment. However, if the employee's performance is unsatisfactory or if he/she commits an act of misconduct, the probationary period may be extended and/or terminated.

Many submissions to the Commission for disciplinary action fail to meet the legal criteria required by relevant provisions of General Order or other regulations. The Commission must waive punishment if the statute of limitations had expired in such cases. As a result, non-performing officers are frequently able to evade the prescribed consequences of their non-performance or misconduct. Permanent Secretaries were encouraged to take timely action and to review Employee Performance Appraisals thoroughly and timeously to identify those officers who need assistance before disciplinary action is taken against them.

It has been observed that officers who have not been properly assisted for performance and conduct issues during their probation, experience some challenges with discipline throughout their tenure in the Public Service.

CONFIRMATION IN APPOINTMENT/ APPOINTMENT TO THE PERMANENT AND PENSIONABLE ESTABLISHMENT

During 2014 to 2016, five hundred and thirty-nine (**539**), three hundred and eighty-one (**381**) and three hundred and twenty-four (**324**) officers were confirmed in appointment and/or appointed to the Permanent and Pensionable Establishment, respectively.

RECRUITMENT

Staffing in the Public Service is done through appointments (local and international) as required to facilitate the effective and efficient delivery of public service to the general public.

Government policy dictates that the recruitment of non-Bahamians to fill posts in the Public Service may only occur when suitably qualified, capable and experienced Bahamians cannot be identified.

During the period 2014 to 2016, the Commission mounted three (3) international teacher recruitment exercises to the Republic of Cuba to secure teachers in the disciplines of Agriculture, Auto Mechanics, Carpentry, Chemistry, Electrical Installation, Electronics, French, Physics, Mathematics, Spanish, Special Education, Science and Welding.

The recruitment team consisted of representatives from the Ministry of the Public Service, Department of Education in the Ministry of Education, Science and Technology, Public Service Commission and The Bahamas Union of Teachers.

A revised Memorandum of Understanding (MOU) between the Ministry of Education of the Republic of Cuba and Ministry of Education, Science and Technology of the Commonwealth of The Bahamas, came into force on 1 September, 2014, for a period of five (5) years. Notwithstanding the effective date of the agreement, the two parties signed the document on 18 December, 2014. The agreement is extendable upon the expressed will of the parties depending on the development of the bilateral activities and the fulfilment of the expressed obligations of the MOU.

2014

A recruitment exercise was conducted in The Bahamas on 1 October, 2014. This was unusual as applicants on Recruitment exercises are usually interviewed in their home country. Seven (7) of the nine (9) applicants were successful.

2015

A recruitment exercise was conducted in Havana, Cuba during the period 5 to 10 April, 2015. Forty-eight (48) teachers were short-listed to be interviewed to fill eighteen (18) vacancies. There were twelve (12) successful candidates.

2016

A recruitment exercise was conducted in Havana, Cuba during 24-30 April, 2016. Fifty-seven (57) persons were interviewed to fill twenty-five (25) vacancies. There were fourteen (14) successful candidates.

ADVERTISEMENT

The Public Service Commission Regulation 24 (f) states:

"If the Commission decides that a post should be advertised, the Commission shall arrange the publication of the advertisement and shall receive the replies to the advertisement".

This ensures the internal advertisement of all vacancies and greater lateral movement of officers providing increased experience and minimizes parochialism within the service.

The Commission may interview the candidates for any post or may appoint a Selection Board or Interview Panel for this purpose and the Selection Board/Panel shall report to the Commission in such manner as the Commission directs.

Vacant positions for serving officers in the various departments and ministries are submitted to the Ministry of the Public Service for confirmation of posts requirements along with a draft advertisement for same. The Ministry of the Public Service after review, forwards the same to the Commission for approval of the terms of the advertisement. Thereafter, MPS publishes same by circular within the public service. Simultaneously, the Commission publishes the same in the local media. It is also the Commission's responsibility to publish vacancies which are to be filled by non-serving officers in the local press.

2014

During 2014, advertisements were received from seven (7) Ministries and Departments for publication of sixty-one (61) posts for which there were one hundred and forty-seven (147) vacancies. Three hundred and eighty-seven (387) persons responded. Consequently, sixty-three (63) officers were appointed to act to test their suitability for substantive promotion. Other posts had to be re-advertised. Note that for many of the posts, there was no response and of the responses received, individuals were not qualified and therefore not short listed for an interview.

STATISTICS**Table 9**

| Ministry and Department | No. of Posts Advertised | No. of Vacancies | No. of Applicants | Successful | Unsuccessful |
|--|--------------------------------|-------------------------|--------------------------|-------------------|---------------------|
| Attorney General's Office and Ministry of Legal Affairs | 10 | 32 | 27 | 1 | 26 |
| Governor-General's Office | 1 | 1 | 0 | 0 | 0 |
| Ministry Education, Science and Technology and the Department of Education | 37 | 63 | 339 | 53 | 286 |
| Ministry of Foreign Affairs & Immigration | 3 | 5 | 2 | 0 | 2 |
| Ministry of National Security | 4 | 35 | 4 | 0 | 4 |
| Ministry of Transport and Aviation | 1 | 5 | 6 | 5 | 1 |
| Ministry of the Environment and Housing | 5 | 6 | 9 | 4 | 5 |
| Total | 61 | 147 | 387 | 63 | 324 |

2015

During 2015, two (2) Ministries requested the publication of nineteen (19) posts for which there were fifty-five (55) vacancies. One hundred and eighty-one (181) persons responded. Fifty-two (52) persons were successful and one hundred and twenty nine (129) persons were unsuccessful.

STATISTICS**Table 10**

| Ministry/ Department | No. of Posts Advertised | No. of Vacancies | No. of Applicants | Successful | Unsuccessful |
|-----------------------------|--------------------------------|-------------------------|--------------------------|-------------------|---------------------|
| Cabinet Office | 1 | 1 | 1 | 0 | 1 |
| Education | 18 | 54 | 180 | 52 | 128 |
| Total | 19 | 55 | 181 | 52 | 129 |

2016

During 2016, four (4) Ministries requested the publication of thirty-five (35) posts for which there were one hundred (100) vacancies. Two hundred and seventy-six (276) persons responded. One hundred and three (103) persons were successful and one hundred and seventy-five (175) persons were unsuccessful.

STATISTICS**Table 11**

| Ministry/ Department | No. of Post Advertised | No. of Vacancies | No. of Applicants | Successful | Unsuccessful |
|---------------------------------|-----------------------------------|-----------------------------|------------------------------|-------------------|---------------------|
| Department of Civil Aviation | 3 | 6 | 9 | 6 | 1 |
| Department of Education | 29 | 90 | 257 | 93 | 166 |
| Environment and Housing | 1 | 1 | 3 | 1 | 2 |
| Public Service Commission | 2 | 3 | 9 | 3 | 6 |
| Total | 35 | 100 | 278 | 103 | 175 |

Interviews

Additionally, interviews for various posts advertised were also conducted. Thirteen (13), nineteen (19) and twenty-five (25) interviews were conducted during the period under review.

PROMOTION

The processing of promotions is a major activity of the Commission. The Commission aims to ensure the selection of the most suitable and meritorious officers through a fair system. Regulation 18(1) outlines the principles and procedures applicable for promotion as follows:

"In considering the claim of any officer in the public service for promotion, merit and ability shall be taken into account as well as seniority, experience and formal qualifications."

The Ministry of the Public Service and other Ministries are also guided by Regulation 18(2) in preparing recommendations for the Commission's consideration as follows:

"Any recommendation made to the Commission for promotion shall state whether the person recommended is the senior officer in the department or grade eligible for promotion and, where this is not the case, detailed reasons shall be given in respect of each person in that department or grade over whom it is proposed that the person recommended should be promoted."

Over the years, the Ministry of the Public Service in conjunction with the Commission continued to establish and upgrade, academic and experience criteria to be used for guidance in promotion exercises. This includes the institution of various Assessment Exercises for at least four (4) career paths in order to obtain the highest quality of Public Officers to meet the demands of the dynamic development goals of The Bahamas.

Many promotion exercises were brought forward from previous years, and were completed during the period 2014 to 2016. They include:

Table 12

| DEPARTMENTS PROMOTION EXERCISES | EFFECTIVE DATES (YEAR) |
|--|-------------------------------|
| Customs Promotion Exercise | 2014 |
| Immigration Promotion Exercise | 2013 |
| Statistics Promotion Exercise | 2012 and 2013 |
| Treasury Promotion Exercise | 2011, 2012, 2013 and 2014 |
| First Assistant Secretary Promotion Exercise | 2011 and 2012 |
| Court Reporters Promotion Exercise | 2015 and 2016 |
| Service Wide Promotion Exercise (All Officers) | 2011 |
| Prison Promotion Exercise | 2013, 2014 and 2015 |
| Public School Administrators Exercise | 2014, 2015 and 2016 |
| Meteorology Department | 2012, 2013 and 2014 |
| Service Wide Promotion Exercise (Clerical Officers only) | 2014 |
| Post Office Promotion Exercise | 2011 |
| Department of Information Technology (DIT) | 2015 |
| Public Works Promotion Exercise | 2011 |

The remaining promotions were distributed among a wide range of professional, technically skilled and non-skilled officers in the health, accounting, social welfare, agricultural, fisheries and technical fields.

The Commission noted that over the years, public officers are too often recommended for promotion as a means of reward for good performance at a lower grade without full account being taken of the ability of the employee to successfully perform at levels of greater responsibility. It is not clear, particularly in some clerical scales, but also in some technical, skilled and non-skilled scales, whether officers are required, or expected, to take on additional duties or to assume greater levels of responsibility following their promotion. The removal of vacant established posts from the annual budget of Ministries and Departments commencing in the mid-1990s, has not had the intended effect of reducing pressures for promotion in the ranks of the Public Service.

This is reflective of the widely held view among public officers where individuals who meet stipulated academic, technical and experience criteria to fill a post in the Public Service are entitled to a promotion irrespective of the need for additional officers at a particular level. However, as the number of qualified individuals engaged in the Public Service increases, so must the competition for advancement through the ranks. In the years ahead, properly managing the expectations of public officers with regard to career advancement will increasingly require resourceful, well-trained public service managers.

Incomplete submissions contributed to major delays in matters being considered by the Commission. Moreover, some promotions were denied as the performance reports were not consistent with information documented on the officers' personal files.

Additionally, it was noted that recommendations are submitted for officers who clearly did not meet one or more of the requirements (academic, performance, experience, etc.) for the post recommended.

Records indicate that for more than a decade, the Commission on the conclusion of various large promotion exercises has advised the Ministry of the Public Service of its willingness to consider promotions on alternative criteria than those prescribed, such as consistent "Above Average" performance

and additional years in post where the officer lacks the requisite academic qualification. The Commission is of the view that the number of vacancies in a post ought to be all-important when deciding on recommendations for promotions or acting appointments. Hence, the Commission recommends that Establishment Posts be clearly defined for all Ministries and Departments and that the establishment be strictly adhered to in all recruitment and promotion exercises so as to both restrict the rapid expansion of the Permanent and Pensionable Establishment with attendant costs, and reduce some of the pressure for rapid promotion through the ranks.

The Commission processed two hundred and seventy (270) promotions in 2014; five hundred and twenty-nine (529) in 2015 and eight hundred and ninety-nine (899) in 2016, respectively.

ACTING APPOINTMENTS

During 2014 to 2016, the Commission continued to bring to the attention of the Ministry of the Public Service, issues of concerns surrounding various recommendations for acting appointments. Some of them include the following:

1. Ministries failure to submit recommendations for substantive promotions for officers who were appointed to test suitability for promotion after the one year acting period expired. Also, subsequent extension was not recommended in a timely manner even though the officers continued to perform the duties of the higher post for years.
2. On the other hand, officers were recommended for substantive promotion after the acting period expired but the relevant performance reports were not completed or submitted as their supervisors had been transferred, retired or expired. Members are hopeful that the introduction of a service-wide, comprehensive human resource management information system and further revision of the Employee Performance Appraisal Record instrument would be realized in the near future.

OUT-OF-TURN ACTING APPOINTMENTS

The policy for this type of acting appointment was established to fill vacancies that occurred after interviews for the Public School Administrators exercise would have been completed. These vacancies were due to unforeseen circumstances e.g. unexpected resignations, prolonged illness, such as absence on maternity leave, early retirement or death. Serving officers are appointed to act until the post is otherwise filled or until they obtained the requisite academic qualifications and/or experience for the post or until the post is advertised. These officers performed the duties of the substantive holder of the post and are encouraged to apply to fill the vacancy when it is published.

During the years 2014, 2015 and 2016, the Commission processed one hundred and sixty-eight (168), one hundred and seventy-nine (179) and one hundred and forty-nine (149) acting appointments, respectively as shown:

ACTING APPOINTMENTS

Table 13

| Types of Acting Appointments | 2014 | 2015 | 2016 |
|---|-------------|-------------|-------------|
| Acting absence of substantive holder | 105 | 96 | 111 |
| Acting until complete relevant assessment | 0 | 2 | 0 |
| Acting until meet years of experience criterion | 0 | 1 | 0 |
| Acting until post is otherwise filled | 0 | 8 | 9 |
| Acting to test suitability for promotion* | 63 | 72 | 29 |
| Total | 168 | 179 | 149 |

** The majority of acting to test suitability for substantive promotion occurred in the Department of Education.*

TRANSFERS AND SECONDMENTS

An amendment to the Pensions Act (Pensions Amendment Act, 1996) made provision for transfer and secondment of staff from Approved Authorities to the Public Service; this had not been permitted previously.

The secondment of public officers between Ministries and Departments to public corporations /or Approved Authorities, including church operated school systems in The Bahamas, also affords public officers opportunities for increased professional and training exposure. The Commission is conscious however, that care will need to be taken to ensure that individuals seeking transfer to the Public Service from Approved Authorities fully understand and accept any consequential impact upon salary levels and pension entitlements prior to finalization of transfers.

Additionally, the Commission is concerned about the large number of administratively posted officers, mostly teachers who have been re-deployed without recommendation being submitted to the Commission for their official transfer/secondment/reclassification. This results in Ministries' payroll incorrectly reflecting the number of staff employed.

Fifty-eight (58), eighty-two (82) and one hundred and fifty (150) officers respectively, were transferred between ministries and/or seconded from the approved authorities during 2014 to 2016. The majority of the officers for whom transfers were processed were medical, health and allied health officers and support staff transferring from the Public Service to the Public Hospitals Authority, retroactive to 2001.

IN-SERVICE TRAINING AWARDS

The Commission recognizes that historically, and continuing today, most public officers have received higher education and technical and professional training internationally. The Commission has previously recommended that where possible, and where the required courses of study are available at satisfactory standards at local tertiary level institutions, In-Service Training Awards ought to be tenable only at such local institutions. Ministries and Departments were first informed of this decision in April, 2001.

Nevertheless, the Commission also reiterates its advice that great care should be exercised by public service managers so as to ensure that interests and needs of the service are well served by all In-Service Training Awards.

The Commission notes that in addition to certificates, diplomas and degree programmes developed at The Bahamas Technical and Vocational Institute and at the University of The Bahamas to meet the needs of the Public Service, a growing number of privately owned and/or church affiliated locally based tertiary level institutions also offer the same. They often target public officers as their primary clientele, tailormaking a number of diploma and degree programmes to meet the specific qualifications required for advancement in the Public Service.

As, there was no oversight body to ensure standards and accountability of these institutions, the Commission for several years approached the Government for the establishment of National Accreditation Equivalency Council of The Bahamas (NAECOB). This body was assented in Parliament on 29 December, 2006, however was populated by the Minister of Education, Science and Technology on 24 August 2016.

In light of the growing number of applicants for In-Service Training Awards and the attendant costs for the Government, it was agreed in January 1999 to formally adopt as policy, the practice generally requiring applicants for in-service awards to have completed their training to the Associates Degree level at their own expense. Officers availed themselves of part-time study programmes where relevant programmes are offered by the University of The Bahamas or by other tertiary level institutions locally. This policy significantly reduced the length of time required for INSTAs and hence, related short-term manpower deficiencies in affected Ministries and Departments.

The Commission endorses the continued policy of the grant of INSTAs to public officers as Government continues a time-honoured tradition of affording serving officers the opportunity to improve and upgrade academic or professional training so as to both meet the desired career advancement of officers, as well as to fill the needs of, and improve, the standard of service available to the public.

ACCELERATED INCREMENTS, SALARY REASSESSMENTS AND RECLASSIFICATIONS

Following the attainment of additional qualifications, officers received accelerated increments, salary reassessments, or they were reclassified.

During 2014, forty-four (44) officers were awarded Accelerated 7(a) increment, eighty-four (84) during 2015 and seventy-four (74) in 2016.

Thirteen (13) officers in 2014, twelve (12) in 2015 and fifteen (15) in 2016 had their salary reassessed by reason of obtaining additional enhanced qualifications.

Similarly, forty-two (42) in 2014, sixty-seven (67) in 2015 and seventy-one (71) in 2016 were reclassified, the majority being teachers, clerical and support staff.

MISCELLANEOUS RECOMMENDATIONS – RE-EMPLOYMENTS/SALARY PROGRESSION

During the period under review, two hundred and ninety-nine (299), seven hundred and sixteen (716) and seven hundred and ninety-seven (797) officers respectively were re-employed. The Commission processed one thousand and ninety-nine (1,099), one thousand, one hundred and eighty-nine (1,189) and one thousand one hundred and eighty-one (1,181) salary progressions, respectively during the same period and processed fifty-five (55), forty-seven (47) and one hundred and eighty-one (181) miscellaneous matters.

AMENDMENT/CANCELLATION OF ORDERS

Amendments occur for a variety of reasons due to omissions or typographical errors in the name of an officer, Ministry, Department or date. These may be corrected by the Chairman's signature. Amendments that affect an officer's salary or for cancellation are not amended by signature but are referred to the Governor-General. During the period under review, there was a need to amend and/or cancel Orders for the most part to correct salaries on Orders as a result of Conversions/Special Increases awarded due to Union Agreements. However, due to the publication of salary scales after the effective date of salary increase, the increase is often applied to Orders retroactively resulting in the need to amend/cancel Orders. The figures in **Table 4** therefore do not include Orders amended by the Chairman's signature.

PUBLIC SERVICE DISCIPLINE

Upholding the integrity of the Public Service is another core responsibility of the Commission. The Commission advises on disciplinary cases based on the principles of equity, fairness and maintenance of consistency throughout the service. The nature and gravity of the misconduct or the type of offence determines the level of punishment. Consideration is also given to common levels of punishment for similar misconduct or criminal offences, mitigating factors, such as rank, length of service and disciplinary records of the officer concerned.

The Commission works with the Ministry of the Public Service and other Ministries to ensure that employees conduct themselves in a manner becoming of Public Officers at all times. The Public Service Commission Regulations 1971 guides the Commission in dealing with the few officers who fall short and commit acts of misconduct.

The Commission continues to be concerned with the apparent diffidence in the Public Service in dealing with disciplinary matters expeditiously and with due care and attention to the relevant provisions of General Orders, Union Agreements and Regulations.

Discipline in the Public Service continues to create special challenges to the Commission. It is also concerned with the number of public officers on interdiction for periods in excess of one year, especially as interdicted officers continue to draw income from the public purse, notwithstanding their debarment from the workplace.

Regulations 46 and 37(1) mandate that officers who are charged with criminal offences should be interdicted. In accordance with Regulation 37(2) interdicted officers are placed on half ($\frac{1}{2}$) salaries for many years and could continue to do so until their retirement, if their matters have not been concluded before that date. This is a major cost to the government considering that the officer did not offer services for emoluments received.

It is observed that some of the offences for which officers were interdicted had nothing to do with the officers' employment.

Disciplinary Matters Statistics

During the years under review, the Public Service Commission recommended that thirty-eight (38), fifty-two (52) and twenty-nine (29) officers be disciplined under Public Service Commission Regulations 28 and 40 as indicated below:-

Table 14

| Types of Punishments approved by the Governor General | Year Under Review | | |
|--|--------------------------|-------------|-------------|
| | 2014 | 2015 | 2016 |
| Dismissal | 8 | 14 | 7 |
| Reduction in Rank | 2 | 1 | 0 |
| Reduction in Salary by one increment | 1 | 4 | 0 |
| Reduction in Salary by two increments | 1 | 1 | 1 |
| Withholding of Increment | 4 | 1 | 7 |
| Reprimand | 1 | 3 | 0 |
| Forfeiture of any part of any emoluments withheld during any period of interdiction under the provisions of Regulations (37) | 1 | 0 | 0 |
| Extension of Probationary Appointment | 20 | 26 | 14 |
| Upholding of the Permanent Secretary's decision to dismiss | 0 | 1 | 0 |
| Retirement in the Public Interest | 0 | 1 | 0 |
| Total | 38 | 52 | 29 |

Besides punishments contained in Public Service Commission Regulations 28 and 40, the Commission expressed its willingness to consider disbarring an officer from promotions for a specified period or deferring a promotion to another exercise.

The Public Service Board of Appeal

Article 114 of The Constitution provides for the Public Service Board of Appeal (PSBOA). This is an Independent Board mandated to safeguard the rights of individual officers. Any public officer who does not agree with the disciplinary actions taken by the Commission to punish, or remove from office, or impose a penalty which effects pension benefits may appeal the decision to the PSBOA.

All public servants (with the exception of weekly paid officers) can appeal to the PSBOA. If the Board finds that a decision to discipline, dismiss, or prematurely retire an officer is unfair, it can overturn that decision and/or substitute its own.

However, weekly paid officers disciplined by Permanent Secretaries have the avenue of appeal against a decision taken under delegated powers and that is to the Public Service Commission.

Appeals

Despite the Commission's best efforts to advise the Governor-General on the discipline of public officers, it has seen its decisions overturned on several occasions. This was due mainly because proper procedures were not followed.

During 2014 to 2016 twelve (12), fifteen (15), and twenty-eight (28) officers respectively appealed the Commission's decision as shown:

SUMMARY OF APPEALS LODGED AT PUBLIC SERVICE BOARD OF APPEAL

Table 15

| DECISIONS APPEALED | 2014 | 2015 | 2016 |
|---|-------------|-------------|-------------|
| Dismissal | 1 | 4 | 3 |
| Withholding of emoluments during interdiction | 0 | 1 | 0 |
| Total | 1 | 5 | 3 |

Rulings

2014

There was one (1) appeal against dismissal from the Public Service to the PSBOA in 2014. In this case the PSBOA affirmed the Commission's decision.

2015

However during 2015, five (5) officers lodged appeals to the PSBOA. Four (4) officers appealed their dismissal and one (1) appealed the forfeiture of his emoluments withheld during the period of interdiction. The Board over-turned four (4) of the Commission's decisions and ordered reinstatement. It upheld one (1) of the Commission's decisions to dismiss the fourth officer but ordered the restoration of the officer's emoluments withheld during the period of interdiction.

2016

In 2016, there were three (3) appeals lodged at the Board against dismissal. The Board overturned two (2) of the Commission's decisions and ordered reinstatement of the two (2) officers concerned. The third officer withdrew his appeal.

The Commission re-emphasized the need for timely processing of disciplinary matters, proper vetting of the charges by the Department of Legal Affairs and strict adherence to procedure for disciplinary action in order to avoid them being overturned by the PSBOA.

AWARD OF BENEFITS AND RECOVERY INDEBTEDNESS TO THE GOVERNMENT

The Commission noted, however, that it has been the practice in the Public Service to deduct monies owed to the Government from the gratuity benefits after the Governor-General ordered the award of benefits.

The Commission sought the advice of the Office of The Attorney General with respect to the award of the retirement benefits to Public Officers who are indebted to The Bahamas Government. The Department of Legal Affairs advised that the Commission has the power to recommend to the Governor-General that monies owed to the Government be deducted from the public officer's pension/gratuity benefits.

Following this advice, the Ministry of the Public Service now requires Ministries and Departments to advise of any outstanding debts officers may have accumulated before making the award of final benefits to them. Upon receiving the information, the amounts outstanding were deducted from the gratuities and the remaining balances paid to the officers.

The Commission considers any set-offs or reductions from the gratuity/pension payable to a Public Officer prior to submitting the recommendation to the Governor-General and that the figure which appears in the Order should be the net (after reductions and or set-offs.)

Gratuity/Pension benefits were awarded to five hundred and eighty-nine (589), eight hundred (800) and four hundred and eighty-nine (489) retirees/resignees, and/or the Legal Personal Representatives of the deceased officers, during the years 2014 to 2016, respectively.

TRAINING

The Commission is responsible for oversight of the various assessments and examinations required for upward mobility in the Public Service. It is also responsible for the administration of the government's policy concerning in-service training for public officers at technical and/or tertiary level institutions (locally and internationally). In light of the significant cost attached to some technical training required for groups of public officers, the Commission recommends that the Public Service Centre for Human Resource Development (PSCHRD) investigates, in collaboration with the appropriate Ministries and Departments, opportunities where such required technical training might be more economically arranged locally. Where necessary and appropriate, the engagement of international trainers and facilitators could be sought. This is especially critical for the training of Senior Administrative Staff.

The Commission has also drawn to the attention of the Ministry of the Public Service the pressing need for PSCHRD to develop training programmes to assist the significant number of public officers who do not hold the secondary level academic qualifications required for advancement in their various career paths.

Upgrading Courses

The Bahamas Baptist Community College Career and Work Force Leadership Institute hosted the Ministry of the Public Service Training programme during January, 2015. The programme for this period consisted of two (2) classes for the Bahamas General Certificate of Secondary Education (BGCSE) and three (3) classes for the Bahamas Junior Certificate (BJC) in English Language.

Two hundred and twenty-seven (227) officers registered for external examination. One hundred and thirty-eight (138) were successful, eighty (80) failed and nine (9) were absent for the examination. See **Annex V** for upgrading results for 2015.

Assessment Exercises

There were no Assessment Exercises held during the years 2014 and 2015. During 2016, three (3) of four (4) cohorts of officers participated in the Assessment Exercise for Graduates/Non-Graduates Clerical, Executive, Secretarial and Registry Staff. The fourth (4) cohort is projected for February 2017. Thereafter, a determination of successful officers will be made.

Training Courses

The Ministry of the Public Service in conjunction with the Public Service Centre for Human Resource Development (PSCHRD) issued various Circulars inviting candidates for nomination and participation in several assessments exercises and training courses projected to take place in 2015 and 2016.

EMPLOYEE PERFORMANCE APPRAISAL RECORD

Maintenance of a Confidential Report System

Public Service Commission Regulation 19 charges the Commission with the duty of maintaining a system of confidential reports on public officers and for ensuring their safe custody. Note that Performance Appraisals should reach the Commission no later than 31 March annually.

The Annual Confidential Report (ACR) was revised in 2004 and renamed the Employee Performance Appraisal Record, EPAR or PSC Form 9. From time to time, staff from the Commission spoke to various groupings to explain the use and abuses of this document and encourage timely completion.

Distribution/Receipt of Employee Performance Appraisal Records

Notwithstanding that the instruments requested were not sufficient to complete evaluations for each officer, in the respective Ministries/Departments, the amount that was actually completed and submitted to the Commission was far below the staff complement. Note also that the Appraisals submitted were not only for the preceding year but for several years in arrears.

Each year, Ministries request the required number of EPARs for completion on behalf of their staff. During the period 2014-2016, a total of forty-four thousand, nine hundred and fifty-five (44,955) EPAR'S were requested and supplied to various Ministries as shown:

Table 16

| YEAR OF DISTRIBUTION OF EPARS | AMOUNT OF EPARS DISTRIBUTED | AMOUNT OF EPARS RECEIVED | PERCENTAGE RETURN |
|--|--|---|------------------------------|
| 2014 | 16,631 | 6,292 | 38% |
| 2015 | 12,869 | 8,041 | 63% |
| 2016 | 15,455 | 6,922 | 45% |
| Total | 44,955 | 21,255 | |

Performance and Staff Development

The Commission has repeatedly stressed the importance of improving the Performance Management System and promoting good Performance Management practices that will embrace the development of civil servants through on-the-job training and exposure for officers at all levels.

The Commission is of the view that enhanced training of supervisors and human resources managers, would significantly improve the quality of assessments in the service.

To this end, on an on-going basis, the Commission it has provided its guidelines for completion of the PSC Form 9 which were published via Ministry of Public Service's Circulars as follows:-

SUMMARY OF GUIDELINES ISSUED FOR THE COMPLETION OF EPARs

Table 17

| MPS CIRCULAR NO. | DATE |
|-------------------------|-------------------|
| 3 | 21 February, 2014 |
| 20 | 23 June, 2015 |
| 5 | 25 February, 2016 |
| 21 | 7 June, 2016 |

The Commission also held several half (½) and one-day training sessions with the staff of Ministry of the Public Service, Human Resource Officers and other Ministries outlining the proper guidelines for completion of the appraisal instrument.

SUMMARY OF EPAR TRAINING CONDUCTED BY PSC

Table 18

| TRAINING DATE | TARGET GROUP | NO. OF PARTICIPANTS |
|----------------------|--|----------------------------|
| 8 December, 2015 | Human Resource Supervisory Staff – Ministry of the Public Service | 20 |
| 12 February, 2016 | Human Resource Officers & Supervisors Service-Wide | 42 |
| 19 February 2016 | Human Resource Officers & Supervisors Service-Wide | 30 |
| 16 March, 2016 | North Western District - Public School Administrators | 70 |
| 30 August 2016 | Professionalism Development Workshop - Doris Johnson Administrative and Teacher Staff | 80 |
| 23-24 November, 2016 | Human Resource Officers & Supervisors Service-Wide - Managing an Effective Performance Appraisal Process | 38 |

SPEAKING ENGAGEMENTS/VISIT/MEETINGS

Speaking Engagements

The Chairman of the Public Service Commission or a representative was invited to speak at various organizations to explain the role and functions of the Public Service Commission and explained the importance of the Performance Appraisal Instrument. These are outlined in the table below:

SUMMARY OF SPEAKING ENGAGEMENTS

Table 19

| DATE | GROUPS | SPEAKING ENGAGEMENTS | | NO. OF PARTICIPANTS |
|------------------|---|---|---|---------------------|
| | | The Role and Functions of the Public Service Commission | The Importance of the Employee Performance Appraisal Instrument | |
| 6 April, 2016 | 2014 Assessment Exercise for Clerical, Secretarial and Registry Staff Cohort 1 | ✓ | ✓ | 56 |
| 14 April, 2016 | 2014 Assessment Exercise for Clerical, Secretarial and Registry Staff Cohort 2 | ✓ | ✓ | 49 |
| 20 April, 2016 | 2014 Assessment Exercise for Clerical, Secretarial and Registry Staff Cohort 3 | ✓ | ✓ | 51 |
| 9 May 2016 | Orientation for to the Public Service | ✓ | - | 64 |
| 27 May 2016 | Opening Ceremony, Bahamas Union of Teacher's 69 th Annual General Meeting | ✓ | - | 600 |
| 26 August, 2016 | Orientation for New Teachers | ✓ | - | 121 |
| 28 October, 2016 | New Family Island Administrators | ✓ | | 5 |
| 14 December 2016 | Induction Training for Customs Recruit | ✓ | ✓ | 114 |

Visit -17 February, 2014

The Commission, headed by Chairman the Rev. Dr. James Moultrie visited Grand Bahama on 17 February 2014 as a guest of the Minister for Grand Bahama, Dr. Michael Darville, and met with Heads of Departments of all Government Ministries. Accompanying the Chairman included Members Mrs. Ruth Millar, Mr. Idris Reid, Mrs. Barbara Barnes and Secretary Mrs. Prenell King-Rolle. The meeting was held in the Conference Room of the Harold DeGregory Complex Mall Drive Freeport, Grand Bahama. The purpose of the visit was to introduce its role and address pressing human resource matters relative to the Ministry for Grand Bahama. It was noted that this was the first time in history that the Commission visited a Family Island to explain its role and address concerns of human resource matters.



Chairman Rev. Dr. James Moultrie, addressing the gathering in the conference room at the Ministry for Grand Bahama. Pictured along with the Rev. Moultrie were Minister, Dr. Michael Darville, Permanent Secretary Mr. Melvin Seymour, Members, Mrs. Ruth Millar, Mr. Idris Reid, Mrs. Barbara Barnes and Secretary of the Public Service Commission Mrs. Prenell King-Rolle.

Meetings

The Commission also held meetings with various stakeholders of the Public Service to stress its willingness to assist in improving the Public Service.

The present Commission therefore thought it important to hold its first meeting with the Permanent Secretaries and sought the Secretary to the Cabinet assistance in facilitating same.

24 January, 2014

On Friday 24 January, 2014, the Commission and Secretary to the Cabinet met with twenty-one (21) acting or substantive Permanent Secretaries, Financial Secretary, Treasurer, and Deputy Financial Secretary. The Secretary to the Cabinet chaired the meeting and apologies were received from one (1) officer posted overseas.

The purpose of the meeting was to meet all Permanent Secretaries and express the Commission's commitment to processing all recommendations in the quickest possible time. The Chairman advised attendees of how seriously it took its work and stressed the importance of the use of technology to speed up the processing of work in the public service. He further emphasized the need for work to be "Commission ready" with all relevant information so that the Commission could make its decisions quickly.

The Chairman also stressed that several things were critical in forging its partnership with Permanent Secretaries for the betterment of the public service. They included but were not limited to timely submissions, fully completed Employee Performance Appraisal Records (EPARs) and Commission-ready recommendations. The Chairman issued copies of the 2014 Revised Guidelines to assist with the completion of the EPARs. Other areas of concern were inordinate delays in responding to the Commission's queries, staff movements (i.e. transfers, secondments, re-deployment) without reference to the Commission, INSTAs, delays in processing INSTAs, interdictions, confirmations, disciplinary actions, new appointments and overpayment of salaries. The Commission also sought the assistance and

commitment of Permanent Secretaries to train future leaders and for succession planning in the public service.

4 February, 2014

On Tuesday 4 February, 2014, the Commission met with the Permanent Secretary and senior staff of the Ministry of the Public Service to discuss, updates on various Cabinet Papers, recommendations for acting appointments with Cabinet's approval, reintroduction of the PSC Forms 1, 2 and 3, Public Service Commission Regulations 10 and 13, Guidelines for completing PSC Form 9, proof of posts, establishment of performance standards and incomplete submissions.

11 March, 2014

The Commission met with the Permanent Secretary, Ministry of Education, Science and Technology, the Director of Education, and Human Resource officers in the Department of Education to discuss matters including:

1. The timely submission of Employee Performance Appraisal Records in support of their recommendations;
2. Over-payment of salaries/recovery of indebtedness;
3. Disciplinary matters; and
4. The delay in appointing the membership of NAECOB;
5. Other administrative matters of concern.

13 November, 2014 Meeting (IOG)

On 13 November, 2014, Chairman and Members met with the consulting firm of the Institute of Governance (IOG) based in the Office of the Prime Minister (OPM), Cecil Wallace Whitfield Building. The firm was engaged by the OPM in conjunction with the Inter-American Development Bank (IDB) which was on a fact-finding mission.

At the said meeting, Members discussed the following:

1. The benefit of a National Development Plan and vision monitoring and tracking;
2. The importance of senior civil servants giving sound policy advice;
3. The establishment of a unit for coordinating policies;
4. Succession Planning and training of officers at the top three (3) tiers of the public service.

ACKNOWLEDGEMENTS

The Commission is sincerely grateful to the Secretary and the Staff for the consistent support and efficiency in ensuring a high standard of vetting submissions and completion of all aspects of its work during the past three (3) years.

Special thanks is extended to former staff members Lynda Taylor, Office Manager I and Antoinette Clarke, Chief Executive Secretary who, given their record and experience, willingly returned year after year to assist the Commission during critical periods.

**Chairmen and Members of the
Public Service Commission
(Past and Present)**

| NAME | POST | PERIOD OF APPOINTMENT |
|------------------------------|------------------------|-----------------------------------|
| J. G. McKenzie | Chairman | 1964 |
| Obe, J.W. Foster | Member | |
| E.H. Stuart | Member | |
| E.A. Boyce | Member (Part-Time) | |
| Dr. C.W. Eneas | Member (Part-Time) | |
| J.A. McKinney | Member (Part-Time) | |
| J.A. Gaffney | Member (Part-Time) | |
| Obe, J.W. Foster | Chairman | 1967 |
| A.A. Thompson | Member | |
| C.V. Bethel | Member | |
| G.V. Cox | Member (Part-Time) | |
| Dr. C.W. Eneas | Member (Part-Time) | |
| Dr. J. Burnside | Member (Part-Time) | |
| U.J. Mortimer | Member (Part-Time) | |
| Whitfield Mortimer | Acting Chairman | 1980's |
| Madeline Thompson | Member | |
| Garvin Tynes | Member | |
| Elizabeth Strachan | Member | |
| Hanford Darville | Chairman | |
| Madeline Thompson | Member | |
| Elizabeth Strachan | Member | |
| Elizabeth Strachan | Chairman | 1988 |
| Gerald Bartlett | Member | |
| Madeline Thompson | Member | |
| Rt. Rev. Drexel Gomez | Chairman | 1990's |
| Harold Munnings | Member | |
| Juanita Butler | Member | |
| Jeanette Bethel | Member | |
| Madeline Thompson | Member | |
| Arthur Barnett | Member | |
| Harold Munnings | Chairman | |
| Wilton Eric Darville | Member | |
| Dame Ivy Dumont | Chairman | 1 February, 2001 to 17 July, 2001 |
| Rev. Enoch Backford | Member | 1 February, 2001 to 17 July, 2001 |

Appendix I (Cont'd)

| NAME | POST | PERIOD OF APPOINTMENT |
|--------------------------------|------------------------|---|
| Rev. Enoch Backford | Acting Chairman | 18 July, 2001 to 21 April, 2002 |
| Teresa M. Butler | Chairman | 22 April, 2002 to 21 April, 2005 |
| Marjorie Davis | Member | 15 October, 2001 to 28 October, 2001 4 November, 2001 to 10 November, 2001 |
| Mary Sweetnam | Member | 13 November, 2001 to 12 November, 2003 |
| Willamae Salkey | Member | 22 April, 2002 to 21 April, 2005 |
| Bishop Samuel Greene | Member | 13 August, 2004 to 21 April, 2005 |
| Bishop Samuel Greene | Acting Chairman | 22 April, 2005 to 31 August, 2007 |
| Lois Symonette | Member | 2 May, 2005 to 27 May, 2006 |
| Rev. Dr. James Moultrie | Member | 13 August, 2004 to 12 August, 2008 |
| Willamae Salkey | Member | 22 April, 2005 to 21 April, 2007 |
| Dr. Prince Bonamy | Member | 4 May, 2006 to 3 May, 2007 |
| Rev. Wesley Thompson | Member | 12 September, 2008 to 11 September, 2010 |
| Donald Symonette | Member | 12 September, 2008 to 31 October, 2011 |
| Rodella Tynes | Member | 12 September, 2008 to 11 September, 2010 |
| Hugh Sands | Chairman | 1 September, 2007 to 1 September, 2011 |
| Rev. Dr. James Moultrie | Member | 13 August, 2006 to 12 August, 2008 |
| Willamae Salkey | Member | 22 April, 2007 to 3 May 2008 |
| Pauline Allen-Dean | Member | 10 June, 2008 to 9 June, 2010 |
| Dr. Donald Symonette | Member | 30 September, 2008 to 31 October, 2011 |
| Mrs. Rodella Tynes | Member | 12 September, 2008 to 11 September, 2010 |
| Rev. Wesley Thompson | Member | 12 September, 2008 to 11 September, 2010 |
| Brian Moree | Chairman | 1 November, 2011 to 31 October, 2013 |
| Pauline Allen Dean | Member | 10 June, 2010 to 9 June, 2013 |
| Everette Hart | Member | 1 November, 2011 to 31 October, 2013 |
| Maxwell Poitier | Member | 1 November, 2011 to 31 October, 2013 |
| Leonard Archer | Member | 1 November, 2011 to 31 October, 2013 |
| Rev. Dr. James Moultrie | Chairman | 1 November, 2013 to 30 November, 2015 1 December 2015 to Present |
| Ruth Millar | Member | 1 November, 2013 to 30 November, 2015 1 December 2015 to Present |
| Idris Reid | Member | 1 November, 2013 to 30 November, 2015 1 December 2015 to Present |
| Barbara Barnes | Member | 1 November, 2013 to 30 November, 2015 1 December 2015 to Present |

Secretaries of the Public Service Commission Past and Present

| NAME | PERIOD OF APPOINTMENT |
|-------------------------|--|
| Rodella Tynes | 1 October, 1982 to 30 September, 1993 (Acting) 1 October, 1983 to 31 July, 1990 |
| Irene Stubbs | 1 August, 1990 to 3 January, 1993 |
| Thelma Ferguson | 4 January, 1993 to 31 December, 1993 |
| Rodella Tynes | 1 January, 1994 to 31 December, 1994 |
| Hyacinth Pratt | 1 January, 1995 to 9 November, 1995 |
| Elmena Verdell Ferguson | 10 November, 1995 to 28 February, 1996 |
| Cynthia Gibbs | 1 March 1996 to 20 January, 2000 |
| Prenell King-Rolle | 21 January, 2000 to 15 February, 2001 |
| Nicole Campbell | 16 February, 2001 to 30 April, 2002 |
| Prenell King-Rolle | 1 May, 2002 to 13 October, 2008 |
| Paula McGregor | 14 October, 2008 to 3 July, 2011 |
| Janice Miller | 4 July, 2011 to 29 December, 2013 |
| Prenell King-Rolle | 30 December, 2013 to present |

Curricula Vitae of the Chairman and Members of the Public Service Commission

Dr. James B. Moultrie

Dr. James B. Moultrie was born on the island of Eleuthera in The Bahamas and is an ordained priest since 1994 in the Anglican/Episcopalian church. He is currently the Associate priest at the historic St. Agnes Anglican Church in Nassau, Bahamas.

Dr. Moultrie has had a distinguished career spanning forty-three years in the public service of The Bahamas Government variously as a senior public administrator, policy maker and diplomat.

He has served at the most senior levels in the Ministry of Education as Director of Youth and Community Services; Ministry of Foreign Affairs and the Ministry of Youth, Sports and Community Development.

In 1980, Dr. Moultrie was elected to the House of Assembly as the Member of Parliament for the constituency of Rock Sound, Eleuthera. He remained an MP until 1992.

In 1987 to 1993, Dr. Moultrie served as the Ambassador Extraordinary and Plenipotentiary, The Bahamas Mission to the United Nations (UN).

Dr. Moultrie represented The Bahamas at many international fora, including Commonwealth and CARICOM Heads of Government and Foreign Ministers Meetings; Commonwealth and CARICOM Youth Ministers; CARICOM Youth Ministers; CARICOM Ministers of Foreign Trade; Leader, Bahamas Delegation to G77, Cyrus; Chairman, GRULAC & CARICOM Group, UN; Leader, Bahamas Delegation to UNESCO, NY & Geneva; numerous UN agencies in New York and Geneva; Leader Bahamas Delegation to ECOSOC, NY & Geneva and Head of Delegation, OAS Assemblies in Washington, Honduras, El Salvador and The Commonwealth Secretariat/CFTC, London.

Upon completion of this diplomatic assignment, Dr. Moultrie pursued his passion for education rising through the leadership ranks of the Anglican education system in The Bahamas and culmination with his appointment in 1998 as Professor of Sociology of Education and Philosophy of Education at the then College of The Bahamas, which is now the University of The Bahamas.

From 2004 to present Dr. Moultrie has continued to lead and provide direction of the public administration in The Bahamas. During this time he has served variously as a Member of the Public Service Commission, Member of the Judicial and Legal Services Commission; Chairman of the National Insurance Board. In 2013 he was appointed as Chairman of the Public Service Commission.

Dr. Moultrie holds a B.Sc, a M.Ed, a Ph.D Degree and a Dip.Th.

Mrs. Ruth R. Millar, CMG

Mrs. Ruth R. Millar had a long career in the Public Service of the Commonwealth of The Bahamas from which she retired on June 30, 2008 after serving for 48 years.

Mrs. Millar's last appointment was as Financial Secretary in the Ministry of Finance from 1994 until her retirement. This followed lengthy periods in the Ministry of Health, the Ministry of Housing & National Insurance and the Bahamas Mortgage Corporation. Other positions held included: Senior Nursing Officer

and Hospital Administrator of the Princess Margaret Hospital; Deputy Permanent Secretary in the Ministries of Health and Housing & National Insurance; Managing Director of the Bahamas Mortgage Corporation; and Director of Budget in the Ministry of Finance.

Mrs. Millar obtained her early education at schools in the Bahamas. Between 1954 and 1960 she studied nursing in the United Kingdom where she became a State Registered Nurse and a State Certified Midwife. In 1968/69 she completed a programme in nursing administration at the Royal College of Nursing, London and during 1972 – 1974 pursued a special programme in Hospital Administration at the University of Toronto. She obtained a Master in Business Administration from the University of Miami in 1978 and after further studies in accountancy with Florida International University successfully completed the C.P.A. examinations for the California State Board of Board of Accountancy in 1988. In 1992 she earned a Fellow Life Management Institute (F.L.M.I.) with distinction from the Life Officer Management Association of the U.S.A.

Between 1974 and 1983 Mrs. Millar attended several workshops in the Caribbean, the U. K. and Washington D. C. sponsored by the Pan American and World Health Organizations. Between 1983 and 1988 she travelled to several countries to review various aspects of National Housing and National Health Insurance.

Mrs. Millar was designated a Companion of the Most Excellent Order of St. Michael and St. George (CMG) in 1996 and is the recipient of other awards and honours including the Honorary Doctorate Degree in Humane Letters from Sojourner Douglass College in 2004.

Mr. Idris G. Reid, J. P., M.A.

Idris George Reid was born in Nassau, Bahamas on 29 March, 1938. He was educated at the Western Senior School and the Government High School. He later attended the University of Manchester, England where he received a Certificate in Public Administration. He also attended various institutions of higher learning in Canada, the United States and the United Kingdom. Mr. Reid is also a graduate of Nashotah House Theological Seminary, Wisconsin.

Mr. Reid joined the Public Service in 1955 as a trainee technician in the then Telecommunications Department. In 1958 he joined the Immigration Department where he remained until 1975, attaining the post of Deputy Director.

In 1975 he was appointed Deputy Permanent Secretary in the Ministry of Labour & National Insurance, and in 1977 he was transferred to the Ministry of Agriculture, Fisheries & Local Government. While in that Ministry, he also acted as Director of Local Government from 1978 to 1982.

Mr. Reid was promoted to Permanent Secretary in the Ministry of Agriculture, Fisheries & Local Government in 1982 where he remained until 1986 when he was transferred to the Ministry of Foreign Affairs as Chief of Protocol.

On 1 September 1988, Mr. Reid was appointed High Commissioner for The Bahamas to Canada where he served until 31 December 1993. While in Canada he became Dean of the Commonwealth and CARICOM Diplomatic Corps.

On his return to Nassau, Mr. Reid was appointed Permanent Secretary in the Ministry of Foreign Affairs. In 1995, he was transferred to the Ministry of National Security where he served until his retirement from the Public Service on 29 March, 1998.

In June 1998 Mr. Reid was appointed as a Consultant in the Cabinet Office, serving as Secretary to the National Crime Commission. Following the presentation of the Commission's report, and the discharge of the Commission, Mr. Reid became Secretary to the Airport Advisory Committee, which was charged with developing recommendations regarding the operation of Nassau International Airport.

The Advisory Committee recommended that a public corporation be developed to operate Nassau International Airport, and in 1999 Mr. Reid was asked to administer the establishment of the Airport Authority as the body responsible for the operation of Nassau International Airport. The Authority was formally launched in May 2000, and he was transferred as Consultant to the Authority. In June 2001, he became the Authority's first General Manager.

On 1 February 2006, Mr. Reid was appointed Secretary to the newly appointed Governor-General the Honourable Arthur D. Hanna, where he served until August, 2007.

In the course of his various activities Mr. Reid has also been a Delegate to several International and Regional Bodies including the United Nations Food and Agriculture Organization (FAO), the Association of American States, (ACS), the Inter-American Summit, and the Defence Ministerial of the Americas.

A member of the Anglican Church, Mr. Reid is the Catechist and a member of the Vestry of the Church of St. Mary the Virgin. He also served as Secretary/Treasurer of the Anglican Province of the West Indies from 1999 until 2001. Mr. Reid is also member of the Board of Trustees of Nashotah House Theological Seminary, in Nashotah, Wisconsin.

Mr. Reid is the host of two weekly radio programmes on Radio Station Love 9 FM, "Hymns for Today" sponsored by the Anglican Diocese, and "Sunday Evening Concert", a classical music hour. He has also published his first book "Liturgical Worship and Customs" which is a manual of Anglican worship and customs as expressed in the Parish Church of St. Mary the Virgin in Nassau.

In his spare time Mr. Reid enjoys classical music, fishing, reading and research. He is married to the former Gwen Strachan, and they are the parents of one son and one daughter.

Mrs. Barbara Barnes

Mrs. Barbara Barnes began her career as Secretary to the Assistant Treasurer in the Public Treasury in 1966, and was later promoted to the position of Private Secretary to the Treasurer.

In 1969 she was promoted to the position of Confidential Secretary to the Secretary of Revenue in the Ministry of Finance moving up the ranks to Executive Officer to the Financial Secretary ending her public career as Chief Executive Officer/Personnel Manager in 1986.

Mrs. Barnes joined the Human Resources Department of Carnival Crystal Palace as Assistant Director in 1988. Her responsibilities included recruitment of staff for Carnival's first land venture – "Carnival Crystal Palace Hotel & Casino. "When the Carnival Crystal Palace purchased the Radisson Cable Beach Resort, she was promoted to Executive Director of Human Resources at the Radisson Cable Beach Resort, a position she held until early retirement in December 2008.

Mrs. Barnes is the proud mother of three (3) children Denise, Latoya and Nikolas and is the proud Abuela of two (2) beautiful and adorable granddaughters – Sanaa and Kai.

Her credentials include being awarded the Cacique Award in 2003 for Human Resources Development by the Bahamas Hotel Association and the Ministry of Tourism.

Mrs. Barnes is:-

- The Chief Executive Officer of the "The Barnes Group"
- A Certified Human Resources Executive with the American Hotel Motel Institute
- A Founding member and past Director of Social Development of the Rotary Club Sunrise
- A past Director of Bahamas Human Resources & Development Association
- A past Director of the Bahamas Hotel Association of Human Resources Professionals
- A past Chairman of the Visiting Committee of the Williamae Pratt Centre for Girls
- An ordained minister with Judaea Baptist Church

**Staff of the Public Service Commission
1 January 2014 through 31 December 2016**

| | | |
|-------------------------------------|---|---|
| Mrs. Prenell King-Rolle | - | Secretary to the Public Service Commission |
| Ms. Karen Turner | - | Senior Assistant Secretary (Actg. First Assistant Secretary) |
| Mrs. Velda Duncombe | - | Senior Assistant Secretary |
| Mrs. Sigrid Bain | - | Senior Assistant Secretary (with effect from 19 January 2015) |
| Ms. Bernadette Brown | - | Senior Assistant Secretary |
| Mrs. Cecile Stuart | - | Office Manager II posted at Public Service Commission until retirement with effect from 16 April 2016 |
| Mrs. Dawnelle Brown | - | Office Manager II posted at Public Service Commission until 8 February 2015 |
| Mrs. Phillippa Robinson | - | Office Manager II (with effect from 11 June 2014) |
| Mrs. Melanie Russell | - | Chief Executive Officer |
| Mrs. Denise Austin | - | Chief Executive Officer (with effect from 3 November 2015) |
| Ms. Brenetta Cox Commission | - | Administrative Officer posted at Public Service until 19 April 2015 |
| Mrs. Teresita O'Brien Commission | - | Administrative Cadet posted at Public Service until 11 June 2014 |
| Mrs. Nicole Johnson-Knowles | - | Administrative Cadet (with effect from 2 February 2015) |
| Mrs. Dewshon Fox | - | Chief Clerk posted at Public Service Commission until 15 March 2015 |
| Ms. Wendy Smith | - | Posted at the Public Service Commission with effect From 13 January 2014 Telephonist I until 30 March 2014 Chief Registry Clerk with effect from 1 April 2014 |

| | | |
|-----------------------|---|---|
| Mrs. Olivia Sweeting | - | Senior Clerk until 30 March 2014 Chief Clerk with effect from 1 April 2014 |
| Mrs. Patrice Woodside | - | Senior Clerk until 30 March 2014 Chief Clerk with effect from 1 April 2014 |
| Mrs. Melonie Adderley | - | Head Janitress |
| Ms. Davia Isaacs | - | Senior Clerk (with effect from 5 September 2016) |
| Ms. Terryann Milton | - | Registry Clerk |
| Ms. Priscal Rolle | - | Clerk (with effect from 2 September 2015) |
| Mr. Andre Sands | - | Clerk (with effect from 7 November 2016) |
| Ms. Elizabeth Taylor | - | Clerk (with effect from 14 November 2016) |

**Ministry of the Public Service
In Collaboration with
The Bahamas Baptist Community College
Career and Work Force Leadership Institute
Upgrading Results For 2015**

| SUBJECT | TOTAL CANDIDATES | RESULTS | PERCENTAGES |
|--|------------------|---------------------|-------------|
| Book-Keeping & Accounts I | 58 | 31 First Class Pass | 53% |
| | | 13 Pass | 22% |
| | | 13 Fail | 22% |
| | | 1 Absent | 2% |
| Office Procedures I | 52 | 6 First Class Pass | 11% |
| | | 24 Pass | 45% |
| | | 17 Fail | 32% |
| | | 5 Absent | 9% |
| Word Processing I | 38 | 17 First Class Pass | 45% |
| | | 4 Pass | 11% |
| | | 15 Fail | 39% |
| | | 2 Absent | 5% |
| Office Procedures II | 22 | 1 First Class Pass | 5% |
| | | 13 Pass | 59% |
| | | 7 Fail | 31% |
| | | 1 Absent | 5% |
| English For Business Communications Level II | 8 | 2 Pass | 25% |
| | | 6 Fail | 75% |
| Certificate In Work Processing I | 11 | 2 First Class Pass | 18% |
| | | 4 Pass | 36% |
| | | 5 Fail | 45% |
| Certificate In Word Processing Level II | 38 | 15 First Class Pass | 39% |
| | | 6 Pass | 16% |
| | | 17 Fail | 45% |
| Grand Total | 227 | | |

