

Inter-American Prize for Innovation in Effective Public Management

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Member State Applicant

Jamaica

Public Institution Applicant

Government of Jamaica (GoJ) - Office of the Cabinet, Public Sector Transformation and Modernization (PSTM)

Name of the Innovative Experience:

Financial, Administration & Composition of Employment (FACE) - Census of the Jamaican Public Sector

How long the initiative is being implemented?

Implementation of the initiative (FACE database) was done within four (4) weeks.

The initiative was conceptualized and draft design created in December 2009. In January 2010, operationalization commenced, which involved issuance of the developed database to all Ministries, Departments and Agencies (MDAs), inclusive of Public Bodies and Government Owned Companies, comprising the Jamaican Public Sector.

The first management reports of the initiative were produced June 2010, a mere six (6) months after the commencement of the initiative.

The initiative has evolved and is currently (as at June 2014) being implemented, in a modified format, within the public sector Human Resource Shared Corporate Services (HRSCS) project.

Category applying:

Innovation in Human Resources Management

II. Brief Presentation / Summary of the Innovative Experience A brief presentation of the Innovative Experience is required. (200 words maximum)

The GoJ had for years grappled with the issue of having holistic information relating to the composition of employment within the public service. The collection of information was never

standardised, and was done in isolation by several units with responsibility for oversight of varying aspects of the public sector.

FACE was conceived of as the initiative to address many of the challenges, primarily ascertaining the composition and cost of employment, administration of benefits, and terms of employment within the Jamaican public sector. The initiative addressed the interest and needs of stakeholders across GoJ by making a concerted effort at having for the first time, a holistic database of basic but critical data on each employee.

The information available on a per MDA basis, included:

- i. number of employees;
- ii. gender distribution;
- iii. ratio of central government employees to the rest of the public service (Public Bodies and Government Companies);
- iv. age distribution;
- v. demography of retirement within specific years;
- vi. pension liability;
- vii. qualification and training;
- viii. employment tenure;
- ix. analysis of pay scale classifications and compensation; and
- x. variance in benefits -particularly leave entitlement and contingent liability of unused leave.

Institutional Information

Name of the Applicant Entity	Government of Jamaica (GoJ) - Office of the Cabinet, Public Sector Transformation and Modernization (PSTM)
Address	1 Devon Road, Kingston 10, Jamaica
Telephone	927-4101-2 or 876-946-4536
Fax	-
Web site	cabinet.gov.jm

Administrative level of the entity

National level

Administrative nature

Ministry / Secretariat

Which was the problem to be solved? (300 words maximum)

From a central authority perspective (Ministry of Finance and Planning), the problem to be solved was the inadequate systems and mechanisms in place to provide timely and accurate information on the precise composition of employment across the entire public sector. Such deficiency hindered evidence based decision making and proper financial budgeting and planning, relating to the management of human capital within the public sector. This had implications for the government's ability to reduce the then approximate 12% wage to GDP ratio to the international benchmark ratio of 9% as the metrics of composition of employment were not available to fully strategize managing the ratio.

From the individual Ministry, Department and Agency perspective, the challenges of performing the everyday transactional services and ascertaining information to inform higher level strategic management was an issue. These challenges were exasperated as employment data was primarily paper based with very little means of evaluating same to generate useful information.

Essentially, there was a lack of a centrally hosted whole-of-government database. The Government was unable to accurately establish the number of employees within the public sector, where they are located, their age and gender profile, and the skills and capabilities available which impacted the ability to replace such persons. Adding to the problem was the fact that, where information was collected by different units/departments, the criteria used were different and inconsistent, therefore difficult to integrate and to verify as accurate. This caused deficiency in such areas as planning for pension benefits expenditures and succession planning. There was at most a guess of when and what type of skills would retire and allow for replacement candidates to be identified and recruited. The management of leave and other benefits which varied significantly in MDAs was a major issue given that it had major cost implications to the GoJ.

What does the innovative experiences consist of? (300 words maximum)

The innovative experience of developing and implementing the Financial, Administration and Composition of Employment (FACE) database consisted of, firstly an assessment of what the challenges and problems were being experienced by the central authority, such as the Ministry of Finance and Planning, as well as the individual Ministry, Department and Agency (MDA) users. Following such identification, the interest and needs of the various stakeholders were ascertained, leading to identification of aspects of data which would be required for each employee on a regular basis, as well as to inform higher level strategic thinking. Consultations with the Human Resource Practitioners were simultaneously held to confirm the needs and requirements and to ensure that each stakeholder appreciated how the initiative would benefit them.

A simple database (FACE) within Microsoft Excel was then developed, and disseminated to each MDA's Human Resource Unit, to complete certain basic fields covering grouping of information, inclusive of:

- i. employee name and contact information;
- ii. education and qualification;
- iii. employment terms and conditions;
- iv. position and function information;
- v. leave information; and,
- vi. benefits and compensation information.

The database structured the inputting of information into cells which allowed for easy manipulation and changes as required. Individual spread sheets representing standalone databases were disseminated to each MDA in order for them to populate the respective fields, and these were later integrated at the PSTM office into a single master database. Formulae and queries were incorporated to perform automated calculations of several aspects of information spanning the entire public sector, and used in the everyday management, planning and financial forecasting of human resource related matters. The innovation was supported by the executive leadership of the public sector, through the Permanent Secretaries' Board, and the political directorate through the Minister responsible for the Public Service. The Trade Unions were key sponsors.

Who conceived the initiative? (300 words maximum). For example:- Consultancy Report- Policy proposal- Officers from the same public institution- Other

The initiative was conceived of in December 2009 by Mr. Loinel Brown, who at the time held the position of Operations Audit Specialist. It was envisioned to serve as part of the evidence based support to a number of human resource management related recommendations proposed under the Master Rationalization Plan developed for the Jamaican Public Sector. It also served as a basis for supporting recommendations on associated estimates of expenditures, to inform the budgeting and planning process.

The initiative was initially linked to the overarching policies of the Staff Orders, which govern human capital management across the public sector. It was later aligned to the commitment of the GoJ under its Extended Fund Agreement with the IMF which stipulated the conduct of a public sector census.

Please describe the elements that make the experience on public management innovative. (300 words maximum) For example:- It focuses on underserved population- It is the first time that the

public administration deals with the issue- It has an unprecedented support from the public sector- It involves the citizenship in its management for the first time

The experience is regarded as innovative as it was the first time that the central authority had in its possession, a comprehensive, yet simple and easily manipulated, standardized, and updated database on human resource capital. The primary central authority, the Public Sector Establishment Division (which required an overall view of human resource capital within the public sector), and the Public Expenditure Division, (which has responsibility for the budget), both of the Ministry of Finance and Planning, were beneficiaries as they were now able to generate information to forecast compensation, pensions, gratuity and retiring benefits.

Every MDA benefited from having information at their fingertips regarding all their employees and several aspects of information required for strategic planning and management within their organizations.

There was unprecedented support from the public sector Trade Unions which was regarded as a required element of success. Support by MDAs in some instances was voluntary and other instances there were champions from the Political as well as the Executive level of the public sector that supported the initiative and where required, mandated participation through varying governance and accountability mechanisms.

There was also unprecedented public support as the government had committed to elements of the database in the then IMF Agreement which was being closely monitored and reported on by the private sector, civil society and other interest groups which included the international development partners (IDPs).

The initiative was innovative in that it had "literally no need for a specific support budget" given that existing human resource personnel was leveraged to undertake it. The development of the database using the Micro Soft Excel application made it cost effective, as it was accessible on all computers, and therefore took a relatively short period of time for operationalization.

Does the innovative experience have a background? Within the same institutions or others (300 words maximum)

The contextual background for the initiative was always to have an evidence based mechanism to support and substantiate aspects of recommendations which formed part of the Master Rationalization Plan (MRP) of the Jamaican Public Sector. The MRP was a policy proposal on how to restructure the GoJ public service to increase efficiency, and enhance the delivery of public service in a cost effective manner. Over a series of consultations in development of the MRP, the challenges of human resource management was reiterated and the PSTM thought it important to have at least a preliminary semi-automated database in place to facilitate eventual transition to an appropriate integrated human capital management enterprise system.

The other parallel emphasis of the initiative was to enhance the budgeting and planning aspect of the annual estimates of expenditure in relation to human resources expenditure, inclusive of compensation, pensions, gratuities and retiring benefits. The management of benefits was integral as it impacted on bi-annual wage negotiations. Part of the background was to address the issue of management of accumulated leave which was deemed a relatively large contingent liability of government and never accounted for under the cash accounting operation of government. The approximate contingent liability of accumulated leave was later calculated to be Jamaican \$25.2 billion as at June 2010 which was approximately 20% of the annual wage bill.

The opportunity to fully endorse the utilization of the initiative was later presented when the government entered into a standby agreement with the IMF and the initiative became a condition under the agreement. The Agreement required that a census of the public sector be conducted and such action was an explicit condition to be met for drawdown of funds.

Beneficiary population Please give qualitative (who) and quantitative (how many - direct and indirect) data. If not determinable, please specify the way in which citizens benefit. (300 words maximum).

The direct beneficiary population of the initiative was primarily the internal clients, that is, employees within the public sector. Employees benefited from the timely information they were now able to receive which impacted positively on determination and identification of benefit eligibility and accessing of said benefits. There was also shorter waiting time for the processing of

HRM related request such as approval for vacation leave which was an average six (6) weeks processing time now reduce to five (5) days. Time was therefore more productively used, by the HR Practitioner as less effort was used following up on transactional HRM matters which were previously lengthy and cumbersome.

Managers also had information that they were able to use to recognize employment tenure and recognition of same, which boost employee morale. Information was also available to provide advice on career planning, retirement planning, and enhanced administering of workload planning during indicative vacation periods.

The second beneficiary population would have been the general public, in that, the government enhancing its internal efficiency caused more time to be allocated to serve external customers. The fact that the initiative required no budget, it enabled the government to reallocate funds to social matters which were pressing and far reaching. Citizens also benefited in that with proper HRM information, there was less likelihood of budget cuts from other projects and programmes, to provide for underestimate for compensation, pensions, and unused leave to public sector employees.

Other beneficiaries such as interest groups benefited from the government signalling that it was taking positive steps towards better managing the public sector and delivering public service to citizens in the least cost way.

Essentially, there was indirect implied saving to taxpayers from the increase in efficiency and increase public service delivery.

Please explain how citizens benefit from the experience? For example: (300 words maximum) - Shorter waiting times- Reduced processing costs-Improvement of citizens life condition in its different aspects- Others

The citizens that are direct beneficiaries of the initiative are Public Sector employees. With the new enhancements, employees benefit from such features as: i) a shorter waiting time for approval of leave applications; ii) persons are identified in a timely manner for commencement of processing of retiring documentation which increases the likelihood of receiving pensions payments within the stipulated timeframe (there were many instances where retired employees were not receiving pension payments until 2 years following retirement).

The population at large benefit from the information being available to manage the public sector and resulted in cost savings which was then used to address other social issues. There is more value for tax dollars by having the requisite information to inform decision making and planning.

Do you have qualitative and quantitative indicators in order to demonstrate the impact? Please specify. (300 words maximum).

In terms of quantitative and qualitative indicators used to determine impact, the following are highlighted. Such information was particularly useful to respective MDA managers and the Ministry of Finance and Planning (MoFP) in informing decisions and enhancing management of human capital resource. Specific indicators are as follow:

- the ascertaining that the public sector comprises of 120,200 employees as at January 2010
- the category of employment and number of employees within each (permanent, contract, temporary)
- number of persons within 10, 5, 4, 3, 2 and 1 year of retirement and the associated cost
- estimated J\$25.2 billion contingent liability for accumulated vacation leave
- types of benefits and cost of such benefits
- varying pay scales and classification across the public sector.

Additionally, FACE had positive impact in that the database transitioned into what is now the E-census database which is accessible online from a centrally hosted server to all MDAs for continuous update and maintenance. The information from FACE and E-census is what will populate the Human Capital Management Enterprise System (HCMES) the government is seeking to acquire, to be used by all MDAs.

FACE also served as the primary body of data that supported human resource related recommendations made in the Master Rationalization Plan of the Jamaican Public Sector, which was approved by Parliament and became a policy paper (white paper) in May 2011.

FACE has continuously being modified and updated over the years and is now the primary database used to facilitate the performance of functions and duties within the Human Resource Shared Corporate Service (HRSCS). The HRSCS is a project being implemented which will see the removal of the contemporary transactional functions of HRM from MDAs to a Corporate Service Office (CSO) responsible to provided human resource service to all MDAs. It is expected to reduce cost and increase efficiency.

Why is the innovative experience likely to be replicated by other institutions? Explain (300 words maximum). For example: - It is adaptable to institutions of different size - It does not require much budget - It does not involve social conflicts, as it consists of a requested and common-use initiative - It does not require much human resources - Human resources training is easy, etc.

In countries of the Americas where financial resource is a constraint, this initiative is easily replicable. The initiative has a significantly positive cost benefit given that there is literally no cost to developing and implementing, but results in significant benefits. Such benefits include having available a simple database that provide relatively sophisticated and accurate information to enhance decision making as well as everyday operational information that allows serving of clients in a more efficient manner.

Such benefits when communicated, to stakeholders will garner much support for implementation. The tool will sustain local human resource management until the countries are in better financial positions to transition to more sophisticated and costly Human Capital Management Enterprise Systems (HCMES), such as those used in multilateral organizations.

Another reason for replicating the initiative is that it is a necessary starting point for getting human capital information in an electronic format that can be easily populated in to many "off-the-shelf" HCMES. Failure to have such a system increases cost of implementing a HCMES given time required for transferring information from paper to electronic format which further delays expected benefits.

The database being in Micro Soft Excel makes it easily replicable and relatively simple to modify to fit different country context;

- i. it is scalable to the scope of its application i.e. can be applied to a department, unit or agency/ministry as well as the whole of government;
- ii. it requires no budget for implementation and training of staff is minimum for populating the database as the system has built in certain checks and balances which also restrict certain inputs;
- iii. it can always be programed to generate and calculate several metrics and reports and is "time sensitive" meaning it automatically updates each day and present/current date is a factor in many of the calculations.

What key elements should be considered before the new experience is replicated by other entities? Explain (300 words maximum).

Given the lesson learnt from implementing FACE, it is important to have buy in to ensure sustainability. For there to be buy in, the initiative when replicated must address the needs and interest of various local entities. Once there are immediate benefits accrued and people see how it enhances and in some instances simplifies their duties, there will be support. Parallel to this must be the understanding by employees of what is to be expected from their provision of information to populate the system. Matters such as speed in accessing benefits, being compensated quickly on retirement, and adequate budgeting to cover compensation expenditures are additional selling points.

In some instances there may not be commitment from entities and hence in such instances, there needs to be political and executive level support and leadership which mandate participation, with the relevant accountability and sanctions mechanism put in place. Specific persons must be clearly identified and it be understood that such persons are held responsible for ensuring compliance.

We have also seen that in replicating the system, there may be need and the flexibility to make special request modification for some entities as their challenges may be specific. If such allowance is not made then you may not have that entity's support. There will a need for such entity to be identified as a strategic partner.

The initiative must also be communicated as being a facilitation tool to enhance the performance of HRM functions and duties and not as a threat to jobs or entities perceived power and control. Constant communication of issues being solved, benefits of having the information, and expected

impact and outcome are paramount so as not to allow misunderstanding or false expectations of the system.

Which were the deadlines taken into account at the beginning of the implementation of the public policy? Were they achieved? (300 words maximum)

The initial deadline of June 2010, which was agreed within the International Monetary Fund (IMF) Standby Agreement, was met. The agreement stipulated a complete public sector census of employment outlining names, positions, brief summary of functions and compensation.

The expectations were surpassed as the database actually went through a process of verification which included matching salary payment information from independent sources to information collected from human resource units. Currently the functions of human resource management and compensation are separate functions in the public sector therefore the reconciliation of the "two sets of information was crucial to establishing credibility in the new database". The database also collected much more information than was required by the IMF agreement, as the Agreement required approximately only 10% of the information which was collected. This additional information has enabled the Government to expand its management horizon over this major resource expenditure.

The second deadline established was September 2010, to facilitate the finalization of Human Resource Management related recommendations to the Master Rationalisation Plan. This deadline was again met in the stipulated time.

It should however be noted that work continued after the dead lines as it was seen that the database had to be kept current to ensure the integrity of information continually been generated and to continue to enhance the service provided to the population (internal customers). It was also important to keep the database updated as it would have served as the source of information to populate the HCMES to be acquired and have shared- use across government. Such on-going update was facilitated through the transitioning of FACE into the E-census database where each MDA had online access.

Which were the results accomplished? Please give quantitative and qualitative data (300 words maximum).

The capabilities of FACE addressed issues of not having holistic central data to generate information and make informed decisions regarding public sector employees. Such accomplishments included:

- baseline electronic data on each employee to be used in populating the Human Capital Management Enterprise System being acquired by the GoJ for use across the public sector;
- ability by the MoFP and the individual MDA to generate specific information such as forecasting persons to be retired within a ten year period which was identified as approximately 20% of the existing public sector as of January 2010;
- the ability to calculate the pension liability of such persons to be retired and the additional funding required to fill such vacancies when created;
- identification of possible staff shortages in the Ministries of Health and Security as actual compensation far exceeded expected compensation which implied overtime and sessional payments for shifts;
- determination of employment and type of employment across the public sector within each MDA. Total employment was verified to be 120,200 across the public sector with Ministries of Health, Security and Education accounting for over 70% of public sector employees
- cost savings initiatives such as the management and reform of leave administration which identified accumulated leave contingent liability of approximately Jamaican \$25 billion. Such cost is approximately 20% of annual wage cost of the public sector
- analysis of varying benefits of employees by MDA as well as variances in compensation, pay scale and position classifications. It was seen that there were over 65 different position classifications across government which were entity specific and within those over 500 sub classifications for positions of similar job descriptions but different compensation.
- analysis of qualification and experience was made possible
- distribution of gender across MDAs and within sector of the public service
- Categories of employees spanning the public sector.

Which was the evaluation method used for the innovative public policy? (300 words maximum).

The evaluation method was a hybrid of several factors, namely:

- The ability to be a baseline source of information in going forward which could be used to populate the HCMES when acquired;
- The ability to enhance positively in a timely and efficient manner the everyday challenges of computation of several HRM metrics by MDAs as well as central authority such as the Ministry of Finance and the Public Service
- Robust enough to meet the commitments and conditions of the IMF Agreement and did not require rework or become additional work of the HRM practitioners. Robustness of the system was also its ability to transition to the E-Census database to which all MDAs had simultaneous electronic internet access.

If you could give an opinion on the results obtained through the innovative experience. Would you say that the results had a great, regular or low impact?. Please explain (300 words maximum).

The innovation has had a significant positive impact on the management of human resources within the public sector as the requisite information is now readily available for most aspects relating to employment.

The database has been transitioned into an online version which now gives access to all MDAs to remotely maintain and keep updated information on their employees, increasing their accountability for the accuracy of the data. The Office of the Cabinet and the Ministry of Finance has a "global view" and can generate reports across sectors as required.

The information from the online version will eventually be migrated to the Human Capital Management Enterprise System (HCMES) which the government is pursuing.

The innovative experience has also allowed the HRM practitioners to become much more proactive in the performance of their duties as the automated reports are generated daily which flags many matters which much be addressed prior to the due date. It also reduces significantly the time in which certain services are delivered as the information is accessible in minutes from the electronic source rather than manual which is very time consuming.

To what extent has the initial public issue been solved? Explain (300 words maximum).

The issue of having relevant information which never existed before to inform decision was for the most part resolved. It allowed for objective rather than subjective analysis to inform decisions. Less time is being spent conducting everyday transactional functions and more time is now devoted to the larger more strategic functions of human resource management. This is expected to have increased productivity within the public sector as employees are now required to spend less time following up on accessing benefits and more time in providing services.

e. Efficiency.-It refers to the ability of government to manage their processes so that they can optimize their resources (financial, human, logistic, etc.) and in turn generate more and better results. Please give the following information:(300 words maximum) General Budget of the Entity / Budget for the innovative experience. Has the entire budget been executed?

The recurrent budget of the Public Sector Transformation Unit (PSTU), which now forms part of the PSTM, is approximately US\$250,000 annually.

The budget of the initiative was nil; the required time of one individual at the concept stage and time of a second individual at the verification of information stage were absorbed within the recurrent budget of the Unit. Essentially, the initiative required no specific budget as the work was performed as part of the duties of employees.

The original database had approximately 50 cells for each employee covering 121,200 employees government wide. This allows for the generation of many reports through a combination of different cell mapping.

Number of the entity's personnel / Number of personnel working in the innovative experience. (300 words maximum)

There were only 2 persons working on the master version of the database. That is, Mr. Loinel

Brown who conceptualized and developed the database and working collaboratively with Ms. Judith Green to perform the onus task of verification of information in the database, which included having separate and independent data from payroll departments and matching same to information provided by Human Resource Management departments.

The original Excel database was however subdivided into approximately 250 databases and sent to each MDA for population. Integration and verification of the MDA data was then conducted at the PSTM level, within the Cabinet Office by the 2 persons.

If you could give an opinion on the cost-benefit of the implementation of the innovative experience: would you say that it is positive, negative, or equal? Please explain (300 words maximum)

The cost benefit of the data is definitely positive. The most important defining factors are that the initiative had no explicit cost and was very timely and credible.

To have purchased a database and populated same to generate information that this database has done would have taken a few months for procurement and another few months for negotiation with the selected vendor. It would have cost at least US\$3m (not including annual maintenance fees and any fees for modification and the incorporation of various reports as required).

The scope of functions now existing within FACE and the efficiency and timeliness of reports in a comparable system for the entire government of Jamaica is estimated to be in excess of US\$15 million. It should be understood that such HCMES would however be more sophisticated, and would provide more self-serve functions for employees to access certain services. In the Jamaican context, this will require an entire change of culture as employees are not accustomed to doing these things for themselves and see many functions as part of the jobs of HRM practitioners. A typical example of this is the application and approval of vacation leave. It is viewed as a HRM function to schedule and approve leave rather than employees applying and their Managers approving.

Given such context, even with the large investment required for a HCMES, it will take some time to actually get the full benefits. The FACE on the other hand is a transitioning database that helps to work out such kinks and address the perception and culture over time without making the financial outlay, yet still able to get most of the benefits.

What difficulties have you found in the implementation process of the innovative experience and what have you done to overcome them? Please detail: (300 words maximum) - Budgetary difficulties - Political difficulties - Social difficulties - Others

Most difficulties were in relation to compliance of the MDAs in prioritizing personnel to populate the database. This was due to the fact that initially there was no political champion but once the Minister with responsibility for the public sector was in place, compliance increased significantly.

The other difficulty is the initial pain of moving from paper kept records to a semi-automated electronic database. It requires commitment and patience by persons doing the verification and inputting of data in the database. If inaccurate data is inputted then information generated will be inaccurate, hence the need to validate the integrity of the data. This is a tedious and boring process but at the end, the benefits are overwhelming and satisfying.

f. Complexity of the problem it solves.- It refers to the complexity of the problem and the solution presented by the public administration. In that sense, experiences dealing with the central management of public administration are more valued since they involve larger population, and the problem management is applied to multiple levels of government and associations, etc. Please give the following information: Why is the experience complex? Please explain (300 words maximum). For example:- It involves different types or a big part of the population- It involves different administrative levels- It has to deal with resource scarcity- It needed a greater effort to deal with different stakeholders for the implementation of the experience. With whom coordination was needed? - It had to deal with an hostile environment for the work of the public institution- Others.

The experience was complex as it covered the entire public sector (all MDAs) and captured information on all types of employment. All administrative levels were involved: national at ministry levels and local at the parish council levels as well as for autonomous and non-autonomous bodies. It was done at a time when no resources (financial and human) were

available.

Stakeholder participation was critical and paramount to attaining the objectives given the varying levels of autonomy vested in some entities and the "status quo of operating outside central government and the view that there is no need to comply to central government's request". Stakeholders included HR practitioners in MDAs, an oversight committee, international developments partners (IDPs), Trade Unions and civil society who were advocating a reduction in the size of government. The permanent secretaries, the financial secretary, heads of departments and agencies as well as the appointed minister with responsibility were all leveraged to get the participation of everyone.

At the time of implementing FACE, the environment was somewhat "hostile" as public officers were already on a wage freeze with on-going negotiations for a further wage freeze. The Unions were also grappling with the government forfeiting on payment of retroactive amounts due which were negotiated years before. In addition civil society and the International Development Partners (IDPs) were advocating against the high wage to GDP ratio and that compensation accounted for too big a portion of the budget.

g. Sustainability of the experience.- It implies the level of "rooting" of the experience that makes it able to stay in time, to resist political changes of government, institutional and organizational changes, lack of funding, lack of commitment of the authorities and government officials, etc. Please give the following information. (300 words maximum): - Implementation time of the innovative experience - Number of public institutions involved - Number of years covered by the budget (please specify the coverage 1, 5, 10 years) - Budget Source: Public or Private? - Legal regulation of the experience that makes it mandatory through time. - Others

The implementation time was basically within a month as it only required defining the fields/cells of information to be captured keeping in mind what would be the information generated at the end as a part of various HRM reports and what were the inputs required. An additional modification to design was conducted during the 6 month collection of the data and then applied. This did not require any rework by persons populating individual MDA database but was rather done at the PSTM level. All public institutions were involved which were approximately 250 Ministries, Departments and Agencies (MDAs).

There was never a specific budget allocation for the initiative; the officer designed the initiative within the normal execution of duties/ functions. There is no specific legal mandate for continuation of the initiative but since the initiative addresses many of the gaps in HR functions and management that should be performed under the public service regulations, which for the most part were not being addressed, it is recognized by senior managers as providing the mechanism to achieve better control over current and future resources. As such, the current regulations still provide the legal mandate but enforcement is now being addressed, with the help of this initiative. The IMF agreement also stipulated continuous maintenance and update of the database.

h. Gender Perspective.- It considers how the initiative impact differentially men and women and how public administrations have succeeded in adapting their internal processes in planning, implementation, evaluation and monitoring in order to meet this situation. Please give the following information: In the policy designing and planning, did the institution take into account the reality of women and men and was it considered that this could differentially impact them?(300 words maximum).

Gender was not a real issue in the design and planning of the initiative but the database did capture gender information which allowed an analysis of gender distribution within the public sector, and at varying levels of employment especially in the managerial category.

Was it considered a differential percentage of men and women in the management and implementation of the innovative experience? If so, please specify it (300 words maximum)

The management of the database had no consideration of gender. Management was determined by the existing human resource managers in place. That is, the managers of each MDA had direct responsibility and accountability for the filling out of the database and return of same to the PSTM.

Are management positions held by men and women? Was there any specific selection mechanism,

as gender quotas? If so, please specify (300 words maximum)

In the Jamaican public sector, managerial positions are held by both men and women. There are no gender quotas. Positions are filled through a competitive process which is not gender specific.

Does the initiative include explicit/institutionalized affirmative action strategies or positive discrimination beneficiaries taking gender differences? For example differentiated services, special hours for mothers, among others. If so, please specify it. (300 words maximum).

The initiative has no discriminating elements to it. All individuals are treated equally in the public service and the same rules apply for everyone within the respective terms and sector of employment.

Was it considered a differential percentage of men and women among its beneficiaries? If so, please specify it (300 words maximum)

There were no consideration of differential percentage of men and women among the beneficiaries. Same rule and benefits applied to all employees.

The initiative has been considered a distinct monitoring and evaluation to determine how it impacts differentially to men and women? If so, do you have corrections or adopted strategies to overcome difficulties? (300 words maximum)

This was not a factor. However, the information generated from the database did provide information on gender distribution within each MDA and across the public sector. That allowed for further analysis such as distribution of men and women across sectors and the impact such distribution could have. If more females were, for example, in a sector, that could impact on cost given that women would be eligible to leave such as maternity and hence there would be the need to have contingent budget for temporary and relief staff in such instances. It would therefore allow for better planning.

Name of the
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Representative

Ambassador Douglas Saunders

Position

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Name of the
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I have read and accepted the terms and conditions previously described for the Inter-American Prize for Innovation in Effective Public Management – 2014*

Yes