

**Welcome Address by Mr. Frederick Forde- P.S Training at
The Personal Excellence Development Workshop for
Middle and Top Level Managers from
The Black Rock Polyclinic and the Licensing Authority at
The Almond Bay Conference Centre,
Hastings Christ Church on
Thursday October 30th,2003.**

Good morning and welcome to everyone, Director, Office of Public Sector Reform- Mr. Michael Archer, Deputy Director, Mr. Winston Chase, Management Consultant- Mr. Errol Griffith, Staff of the Public Sector Reform, Members of the media, Participants, Ladies and Gentlemen:

It is a delight to give this welcome address at this timely workshop in which managers of the Health Sector and the Barbados Licensing Authority are being exposed to techniques on how to effect positive change in their personal and professional lives. I said timely, since it is taking place when one can evidently observe the major changes being implemented in the Health Sector. The QEH and the Drug Service are but two examples. Changes are also evident at the Licensing Authority where its services are being computerized and other structural realignments are taking place. This improvement exercise is going on at a time when the Royal Barbados Police Force is aiming to crack down on traffic offences through its Operation Road Order Maintenance Programme. I am sure that this exercise has impacted tremendously on the work at Licensing Authority.

The workshop is also coming at a time when much discussion is taking place with respect to a number of critical Caricom issues which include the creation of a Single Market and Economy and Barbados' unwavering commitment in the fight against HIV/AIDS, crime and violence amongst others. These issues no doubt will challenge both the private and public sectors to raise their level of efficiency and place greater emphasis on customer care within and outside national boundaries.

It must be said therefore that it will not be business as usual. It cannot be business as usual.

These comments are equally relevant for other areas of service whether private or public.

The Office of Public Sector Reform realizes that employee commitment, loyalty, teamwork and care are factors of growth, and officers are working assiduously to increase awareness and focus in these areas. Excellence in customer care is the single most important factor in determining the future sustainability of public sector reform. Indeed it is also one of the major influences, if not the major influence, on tourism our primary foreign exchange earner.

To this end, good leadership and management skills are necessary prerequisites to achieve success.

To emphasise the importance of good leadership and management- research has shown that it is not primarily IQ or technical competence that determine one's professional effectiveness but that the biggest impact on professional success is how well you manage your self and your working relationships with others- known as 'emotional intelligence'. As a matter of fact, statistics say that we use 15% skills and IQ and 85% emotional intelligence. Importantly therefore is how you as leaders and managers manage yourself, your people, your customers, the situation. It is in this context that managing change must be seen as critical.

This workshop was designed with you in mind taking into account the work you do.

Today you will have a chance to interact with participants from at least one other service area. Make use of this opportunity to exchange experiences.

Remember that what customers expect from the public service are:

- Basic essential services e.g. education, health facilities and social amenities provided either free of cost or at a minimal fee;
- Better quality and timely service as well as innovative service delivery from government agencies;
- Services devoid of red tape or hassle free, and undue delays;
- Accurate and concise information on government services and programmes; and
- Courtesy and respect in service delivery- the human touch.

In response to these demands we need to:

- radically rethink and reassess the way we devise our policies and programmes;
- Transform the way we deliver services to the public;
- Change our mindsets;
- Come up with innovative ways for service delivery; and
- Make greater use of information and communication technology

Our role at the Office of Public Sector Reform is to promote, assist and be proactive in having meaningful changes implemented so that the above objectives are accomplished. We also set standards, by example, in reflecting our commitment to the reform programme.

Staff training and development is key and must be continuous, the OPSR must be congratulated for facilitating this workshop to ensure that the health sector and the Licensing Authority are armed with knowledge and skills that will allow you to do your jobs better.

Finally, I wish to leave you with these thoughts of Lewis Mumford and I quote, “whatever nourishes the personality, humanizes it, refines it, deepens it, intensifies its aptitude and broadens its field of action is good: whatever limits it or thwarts it, whatever sends it back into tribal patterns and limits its capacity for human cooperation and communication must be counted as bad. Nothing that man has created is outside his capacity to change, to remold, to supplant, or destroy; his machines are no more sacred or substantial than the dreams in which they originated.”

Ladies and gentlemen, you can explore the hidden, black priceless black pearls innate in you, and when you find them, you will achieve personal excellence in all spheres of life, because those pearls are the reason you exist.

Ladies and gentlemen I want to thank the organizers for putting on this seminar for you this morning. It now gives me pleasure in declaring this workshop open.