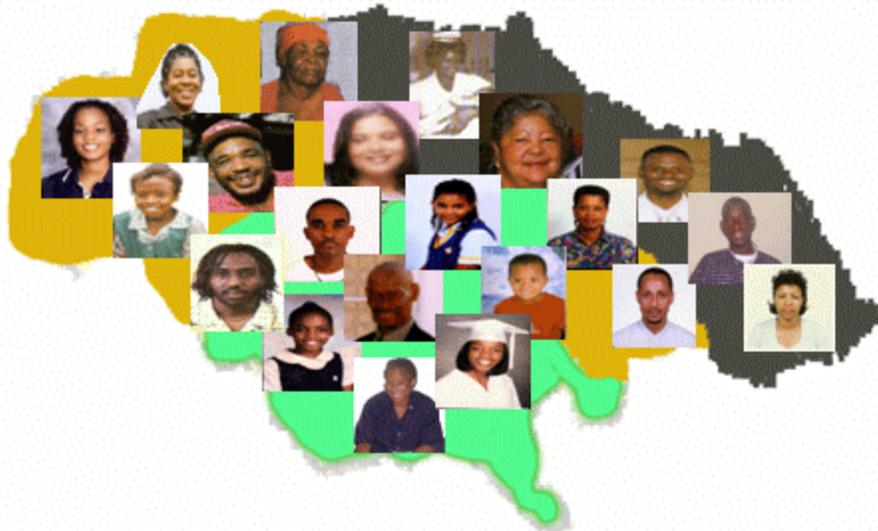




OFFICE OF THE CABINET

CITIZEN'S CHARTER



Reaffirming Our Commitment



PRIME MINISTER'S MESSAGE



This publication of the Citizen's Charter of the Cabinet Office is a welcome development.

It represents another positive step in the determination by Government to improve the quality of service it offers to its citizens.

Public officers who serve in departments or agencies such as the Cabinet Office which do not directly interface with the public (at any rate to a great degree) may question the need for them to adhere to the tenets of a Citizen's Charter.

But the fact is, if one can paraphrase John Donne's famous words: "No department or agency is an island of itself". There is one public service and there exists an inter-connectedness between the service offered by one such as the Registrar General's Department which sees hundreds of people everyday and another such as, the Cabinet Office whose coordinating and facilitating role can impact positively or negatively on the various services offered by other agencies. Thus, the need for a Citizen's Charter setting out the standards of service that can be expected, and the redress to which users are entitled, should the Office fall short of these standards.

As the Minister responsible for the Cabinet Office, I endorse the standards outlined in the Charter and the full realization of all its objectives.

P. J. Patterson
Prime Minister

CABINET SECRETARY'S MESSAGE



Over the last six years, the Cabinet Office has been leading some of the most sweeping reforms ever undertaken in any Commonwealth Caribbean state.

Among these have been: the transformation of the Cabinet Office from the conventional secretariat functions to executive ones more akin to those of developed Commonwealth countries; the creation of Executive Agencies as a means of delivering services to the public more efficiently and effectively; the strengthening of policy-formulating, evaluating and implementation capacity in government; and last but not by any means least, a focus on improved customer service through basic 'First Steps' measures, and Citizens' Charters.

The publication of, and adherence to Citizen's Charters, (after an approach introduced in the United Kingdom by the Government of Mr. John Major) was initiated here and driven by Prime Minister Patterson, himself.

Whilst undoubtedly there is considerable room for improvement in respect of:

- a) the number of public organizations that have, so far, demonstrated improved quality of customer service; and
- b) the consistency and quality of service, only the hardest of 'markers' and those who see only 'bad in everything' can deny that significant progress has been made by several departments.

As a 'central department' whose work (while for the most part does not relate directly with the public) can have a significant impact on how well other departments or agencies perform, the staff of the Cabinet Office have a responsibility to be exemplary in respect of the quality of customer service offered.

As a means to this end, we have determined that a Citizen's Charter issued by us is appropriate.

It is our intention to do our utmost to abide by what it promises.

Carlton E. Davis
Cabinet Secretary

MISSION

“To provide the Prime Minister and his Cabinet with high quality information and policy advisory services, leading to sound and timely Cabinet decisions, which are effectively implemented by line ministries:

To lead the reform of the Public Service to make it more efficient, effective and accountable: **OUR ROLE AND RESPONSIBILITY** meets the needs of citizens and treats the public as valued customers.”

The Office of the Cabinet is headed by the Cabinet Secretary/Permanent Secretary, who is the head of the Civil Service.

The Office of the Cabinet provides advice and institutional support to the Prime Minister and Cabinet in addressing national affairs and leads the reform process within the public service to make it more efficient, effective and accountable.

In carrying out the business of Cabinet this Office:

- ~~///~~ arranges and supports the business agenda for Cabinet and its committees;
- ~~///~~ maintains Cabinet minutes and conveys the decisions of Cabinet to the Ministries;
- ~~///~~ provides policy advice to the Prime Minister (as Minister of the Cabinet Office and Chairman of Cabinet), Ministries and Departments and facilitates the resolution of complex or problematic issues of policy;

OUR UNITS

- ~~///~~ issues guidelines for preparing Cabinet Submissions;
- ~~///~~ coordinates policies among Ministries;

This Office also:

- ~~///~~ leads the major Public Sector reforms being undertaken by Government;
- ~~///~~ leads the responsibility for the establishment of Citizen’s Charters, for Corporate Strategic Planning in Government and the implementation of performance standards in the Public Service with special emphasis on customer service;
- ~~///~~ addresses issues concerning accountability and improved performance in all ministries through the Permanent Secretaries Board, regular Performance Reviews, conferences and meetings;
- ~~///~~ monitors and evaluates the performance of Permanent Secretaries and their Ministries;
- ~~///~~ Manages the Permanent Secretaries Board;
- ~~///~~ assists in the communication of major policy decisions to the nation;
- ~~///~~ collaborates with the relevant Ministries and Agencies in developing information systems for the Public Sector to satisfy the corporate needs of government.

Our customers are Ministries, Government Departments and agencies, the media and members of the public.

Information Systems and Special Projects

- /// Promotes and facilitates the corporate planning process in Ministries and Departments.
- /// Directs activities related to the development of the Human Resource Management Information System.
- /// Assists in defining the operational framework for delegation of functions under the Public Service Regulations and provides the requisite leadership so as to ensure that the activities are carried out in an efficient manner.
- /// Monitors issues raised in the Auditor General's Report and facilitates Ministries and Departments in developing strategies to overtake accounting arrears situations.
- /// Directs activities related to developing and implementing Special Projects within the Cabinet Office.

Library/Documentation Centre

Manages the records of the Cabinet Office which includes the collection, storage, maintenance and retrieval of material.

Corporate Planning Unit

- /// Facilitates Performance Reviews in ministries and departments.
- /// Provides Corporate Planners and Programme Managers with guidelines to develop and operate their Corporate Strategic Plans.
- /// Carries out research and recommends relevant training and education.
- /// Delivers on the job training and workshops in Corporate Planning.

Human Resource Management Information System Unit

- /// Determines user requirements and establishes and maintains a comprehensive Human Resource Management Information System for the Government of Jamaica.

Policy Analysis and Review Unit

- /// Facilitates the smooth functioning of Cabinet and its Committees.
- /// Ensures that the business of Government proceeds in such a manner that effective collective consideration takes place in policy formulation and decision-making.
- /// Monitors the implementation of Cabinet decisions for timeliness, cost effectiveness and consistency with stated objectives.

OUR STANDARDS OF SERVICE

Standards and Monitoring Unit

- /// Develops and implements measures that will improve the quality of service delivery and create a customer service culture in institutions that serve the public.
- /// Promotes and leads the development of Citizen's Charters and undertakes efficiency and productivity studies in selected agencies.
- /// Institutes recognition and reward schemes towards improved customer service.
- /// Monitors the delivery of customer service by agencies; investigates complaints from customers and seek appropriate redress.

Public Sector Reform Unit

- /// Provides leadership and coordination to the Government's programme for modernization of the Public Sector.
- /// Seeks to ensure that the reforms are framed within a long term vision and strategy for modernization; that over-arching or cross cutting policies and services are given adequate attention; that the target agencies are given technical support, to the extent possible within available resources; and that the programme is monitored on a consistent basis and evaluated against the desired impact and outcomes.
- /// Functions as the focal agency for the central policy framework for Human Resource Management and Development in the Public Service.

Project Management Unit

Manages the implementation of the Public Sector Modernization Project which is responsible for the rationalisation of the Public Sector, the creation of Executive Agencies, the strengthening of the procurement procedures and a demand-led training programme.

Development Unit

- /// Harmonizes critical issues across agencies to ensure investments.
- /// Revitalizes the programme of increasing productivity.
- /// Implements the gender policy.
- /// Manages the SESP Programme so that maximum benefits can be realized in the areas of infrastructure, production of good and services and employment.

Management Institute for National Development

The Cabinet Office also monitors the operations of the Management Institute for National Development (MIND) which assumed Executive Agency status on April 1, 1999.

When you phone us

- /// Switchboard operators will identify themselves politely and state the name of the organization on answering every call.
- /// All other employees will likewise identify themselves and state the name of their section/department.
- /// We will answer calls within **five (5) rings**.

YOUR RESPONSIBILITY/ROLE

- /// You will be kept informed if you are asked to "hold".
- /// We will direct your call to the relevant Government Ministry, Agency or Department if we cannot assist you.

When you write to us

- /// We will acknowledge your letters within seven **(7) working days** of receipt.
- /// If an investigation is needed, we will write to you within fifteen **(15) working days**.

- ✍ If a third party involvement is necessary, we will update you on the progress of the investigation within twenty **(20) working days**.

If you visit our office

- ✍ Security officers will seek clearance, issue a Visitor's Pass and provide clear directions to the section being visited within **five (5) minutes**.
- ✍ Customers with appointments will be seen within **ten (10) minutes** of the appointment time.
- ✍ Customers without appointments will be seen within **thirty (30) minutes**; if this is not possible an explanation will be given and a mutually convenient appointment arranged.
- ✍ You will be treated professionally and courteously at all times.
- ✍ We will provide ramps for customers who are physically challenged.

The Policy Analysis and Review Unit will:

- ✍ review Cabinet Submissions and ensure that all relevant information is provided and relevant consultations have been held.
- ✍ disseminate Cabinet minutes and decisions within **four (4) days** after Cabinet meetings.
- ✍ monitor policy implementation and Cabinet decisions and report to Cabinet through the Prime Minister on a **half yearly** basis.

INFORMATION AND OPENNESS

The Standards and Monitoring Unit will:

- ✍ Investigate your complaints that have not been satisfactorily addressed by a Ministry, Department or Agency of Government as follows:

We will respond to your telephone queries outlining progress/resolution within **ten (10) working days**.

CUSTOMER CONSULTATION

- ✍ Your faxed queries will be acknowledged within one (1) working day and information on the progress of your complaint will be provided within **ten (10) working days**.

COMPLAINTS PROCEDURE

- ✍ We will acknowledge your letters within one (1) working day of receipt. You will be informed of the progress of your complaint within **ten (10) working days**.
- ✍ Respond to requests for assistance with the development of Citizen's Charters within **two (2) working days**.
- ✍ Review draft Citizen's Charters within **five (5) working days** of receipt.

We are committed to serving you better. Help us to fulfil our commitment.

Ministries and Government Departments/ Agencies:

- ✍ Prepare and submit Cabinet Submissions according to the established guidelines and within the stated time frame.

- ~~///~~ Implement Cabinet decisions and submit status reports within the agreed time frames.
- ~~///~~ Attend Cabinet and other meetings on time.
- ~~///~~ Inform us if you are unable to meet deadlines and/or meeting times.
- ~~///~~ Comply with established standards and policies.
- ~~///~~ Provide sound advice to Ministers.
- ~~///~~ Facilitate broad participation in the development of policies.
- ~~///~~ Respond fully and accurately to issues within stated time frames.

All Customers

- ~~///~~ Communicate in a courteous and respectful

How to contact us:

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Information Consultant Library and Documentation Centre Cabinet Office 1 Devon Road P.O. Box 272 Kingston 6	929-8880-5	929-8459 929-7266	cablib@cwjamaica.com
Director Corporate Planning Unit Cabinet Office 1 Devon Road P.O. Box 272 Kingston 6	929-8880-5	929-8405	cablib@cwjamaica.com
Director Human Resource Management Information Systems Unit Ministry of Finance Heroes Circle Kingston	932-5000	967-9507	hrmis.unit@cwjamaica.com

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Senior Director Standards and Monitoring Unit Cabinet Office 2a Devon Road P.O. Box 272 Kingston 6	920-4765 1-888-991-2752 (Toll-free)	929-6676	caboff-cfr@cwjamaica.com
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Director General Development Unit Cabinet Office 1 Devon Road P.O. Box 272 Kingston 6	929-8880-5 927-9941	968-4351	



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