



FEATURE ADDRESS BY
THE HONOURABLE
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MINISTER OF PUBLIC ADMINISTRATION
AT THE TRINIDAD AND TOBAGO CHAMBER OF INDUSTRY
AND COMMERCE'S
CARIBBEAN FACILITIES MANAGEMENT
CONFERENCE AND EXPO
WEDNESDAY 15TH MAY, 2013
HILTON, TRINIDAD
PORT OF SPAIN



Ministry of
Public Administration

ENHANCING PRODUCTIVITY...DELIVERING RESULTS

SALUTATIONS

- Ms. Gillian Macintyre, Permanent Secretary of the Ministry of Public Administration
- Mr. Richard Madray and Ms. Prabha Maraj, Deputy Permanent Secretaries in the Ministry of Public Administration
- Mr. Moonilal Lalchan, President of the Trinidad and Tobago Chamber of Industry and Commerce (TTCIC)
- Directors of the TTCIC
- Ms. Catherine Kumar, CEO of the TTCIC
- Mr. Roger Salloum, Chairman of the Chamber's Facilities Management and Maintenance Committee Chairman
- Feature speakers
- Members of the Media

- Ladies and Gentlemen

I want to thank the organisers, the Trinidad and Tobago Chamber of Commerce and its Facilities Management and Maintenance Committee for inviting me to speak at this year's Conference and to formally declare it open. Since I addressed the Conference two years ago in 2011, it has grown in participation and stature and is now the premier conference on Facilities Management in the region. Increasingly it is also attracting international recognition. I believe the Committee and the Chamber deserve a round of applause for their foresight and the hard work they have put into growing this event.

What is important is that the organisers have found common ground between the public and private sectors, not just here in Trinidad and Tobago but in the Caribbean. I am sure our

participants from the other countries of the region will share their own experiences with us since increasingly it is not just the private sector but also the public sector that are sharing best practices and aiming at common standards of performance.

Facilities management has become more than maintaining buildings or keeping them in reasonably good repair. Thank you Mr. Salloum for the data that you shared here this morning. The growing success of this Conference is that private and public sector organisations are beginning to recognize that facilities management is not an overhead but an integral part of their strategic planning.

Good strategic planning and good facilities management are about being innovative and creative while at the same time

remaining practical and focused on the immediate and short term organisational needs.

I want to say at the start that I recognize and accept the importance of productivity and the need to look at facilities management from the perspective of its potential as well as its proven ability to improve and enhance productivity. I take this as a given.

I also agree with the Chamber that Trinidad and Tobago's global ranking in several areas – ease of doing business, competitiveness, and labour market efficiency, all point to productivity deficiencies. I agree with the Chamber's perspectives on national productivity and some of the symptoms that were identified in its issue of Contact magazine which celebrated our 50th Anniversary of Independence.

The Chamber was right to question the national commitment to productivity and to identify what needs to be done in the future.

All the causes listed were valid - low levels of labour productivity, high absenteeism and turnover; shortage of skilled local employees: poor customer service; difficulty in retaining the best employees and low levels of technological innovation and knowledge-transfer.

These are also issues that we are grappling with in our efforts to transform the public service. We are especially concerned about the ease of doing business since there is no question that the public service has a major responsibility for the present problem and can be the single most important contributor to making it easier to do business in our country thus contributing to improving our ranking in the Global Competitive Index.

Consequently, we have decided to use the ease of doing business as an important yardstick in measuring our progress in public service transformation and in sustainable national development.

Two years ago, when I first addressed this Conference I had just become Minister of Public Administration, the Ministry responsible for public service transformation or renewal.

I made the point and continue to stress that facilities management is one of those boundary-spanning areas that is vital to the achievement of all our transformation priorities. We recognise that if you ignore or minimize the importance of facilities management you cannot achieve optimal success in the other areas.

In fact, in the past five years we have contracted about 100 persons trained in various aspects of facilities management to service Government Ministries and Departments and I can assure you this will continue to grow as we train more and more young people in this extremely important field.

In October last year I kept my promise that I made to this Conference in 2011 and we launched our Government's outfitting policy. It is a policy that links a well-designed and comfortable office with the productivity of employees and the satisfaction of clients. You would remember that commitment that was made at that conference.

It is based on our recognition of the positive relationship between a well-housed public sector with clean and comfortable accommodation and increased productivity.

The outfitting policy is designed to:

1. Maximise work flow
2. Facilitate the ease of e-government
3. Ease of repair and replacement and lowered capital renewal and operational costs over the life of the facility
4. Encourage Green and Smart Energy Efficient Buildings

All of this to ensure that we accommodate the teamwork and some of the issues that Mr. Salloum raised here this morning in terms of more natural lighting and the impact on productivity.

I therefore want to take this opportunity to once again thank the Chamber for your contributions towards the formulations of this outfitting policy. Work on this policy started right after your conference in 2011.

However, this was not without challenges, today, we are ready to take Facilities Management in the Public Service to another level.

We have identified the period 2012, the year in which we celebrated our Golden Anniversary as an independent Caribbean nation to 2022, when this country will celebrate its Diamond Jubilee, as a Journey from Gold To Diamond.

First of all, the architecture of the public service is changing from the pyramidal shape where the base is full of people at the clerical level, some of whom have tertiary level qualifications but the system does not allow them to go much higher, to the diamond-shaped structure where we have specialized professionals in fields that we deem necessary for the sustainable development of our country supported by multi-

skilled professionals. Imagine the accommodation required for these new professionals.

This structure is designed to be the vehicle to deliver Government's thrust to Performance Informed Budgeting. As I said, we will use the mix of productivity and effectiveness for recruiting and appraising the performance of public officers. In order for Public Officers to become results-oriented the new architecture allows for empowerment at all levels of the Public Service. These Public Officers are people who will be expected, and who will be given the resources they need, to be innovative, productive, show initiative, demonstrate entrepreneurship, exemplify excellence in service delivery and may not be based full-time in an office.

As a consequence there will flexi-time and flexi-space involving *hot desking*, more flexible shift patterns, greater home working, greater focus on enjoyable working environment and the impact on business performance. This sharing of space reduces the cost of operations and helps us to better manage the taxpayer dollar. It will help to make the country more productive – think of the minimization of traffic jams for instance; coming to Port of Spain at five in the morning. Think of the ability to access government services from your home or from any Government Ministry or Department.

Facilities Managers must therefore be able to respond to the challenge of providing facilities designed for flexi-time and flexi-space.

We know that excellence in service delivery is the critical success factor and so we will be introducing what we call the Trinidad and Tobago Diamond Standard. It is a Service Certification Programme that will be aligned to the Global Competitiveness Index and the Ease of Doing Business Index. This is where all the different routes to transformation will converge.

In order to attain the diamond certification, public services will have to be assessed against pre-established criteria aligned to the Global Competitiveness Index, such as, responsiveness, innovation, delegation of authority, evidence based policies and decision making, and most important, physical environment.

Another important criterion is service integration which refers to the ease of integrating into a one stop shop or '*no wrong door approach*'.

My dream is that you can go to the Public Library and start the process of getting a passport or renewing your Driver's Permit.

Another aspect of service integration, is service integration internal to the public service will lead to what we refer to as shared services, further reducing costs and improving effective and efficient delivery of central services such as payroll, auditing, finance, ICT and HR. Currently we have one such project in place which is the pilot between the Ministry of Communication and the Ministry of Public Administration.

The challenge here is to provide a facility that is adaptable and flexible to allow for the evolution, over time, into a multi-purpose service facility.

Most important, as Facilities Managers you will be required to understand and respond to the symbiotic relationships of people, process and technology in the Public Service of the 21st Century.

We are already working on a business continuity plan for the entire public service – whether blackouts, hurricanes or other forces of nature, including human nature, we must be prepared.

The role of the facilities management includes security, ease of physical access and support for making our services easier to access and use especially in times of emergency.

For the transformation to take place and to work in the best interests of all of us – public officers and the public at large – the facilities must be adequate, appropriate and flexible.

More, the public officers are the people who will determine for themselves the best pathway to the Diamond standard because we are going to become results oriented. Therefore solutions will not be imposed on them – they will decide how to mobilise the resources they have, acquire new resources and map out the best route.

This approach cannot work unless facilities managers see the opportunities that flexibility will create and use those opportunities to develop models that will have commercial value. In other words, we will be pioneering processes that will have value for other organisations.

What this means is that facilities managers have to prove their worth to the organization and have to constantly demonstrate that they are willing to not just change as the organization changes but to be **ahead of the game** – to predict and be proactive in facilitating as you become that strategic partner in a the changing public sector. Innovation and flexibility, creativity and entrepreneurship are the keys to the future.

As we look forward to our Gold To Diamond journey good facilities management will help to smooth the process and soften the dislocation that is inevitable but manageable.

Ladies and Gentlemen, let me draw to your attention to this magnificent facility in which this conference is being held. The

Trinidad Hilton- the world's only upside down hotel. While the hotel might be upside-down its facilities management is not.

This facility is fifty years old and since 1962, when it was one of the highlights of our Independence year, it has remained an example of what a good facility should be – an imaginative yet focused mix of purpose-built structure, the many different activities that contribute to a safe, attractive and functional environment for workers and guests alike, and also consistent with and involved in the long term strategic and operational objectives of the organization.

When the strategies changed the facilities were altered to suit the evolving needs. In the public service – whether health centres or hospitals, schools, revenue offices, in fact any interface with our

stakeholders, we shall face similar though not identical challenges of facilities management.

I have identified for you the role that facilities management can play in enhancing productivity and delivering results. Productivity in the public service cannot be judged in the same way as in other areas of activity and must be combined with effectiveness.

Today let me once again congratulate the Chamber; I am impressed with the range of topics that will be covered in the Conference and I am glad to see that functionality and the greening of the environment go hand-in-hand with workplace safety and business continuity. In the public service these are goals set through our outfitting policy.

I want to thank the Chamber for inviting me and I want to thank the Facilities Management Committee of the Chamber in putting together both an impressive programme and display, and the many associations who are here today participating.

My challenge to you however, the Facilities Maintenance and Management Committee and FMM practitioners sitting in this room, this is indeed an opportunity to develop a whole new business sector in FM, which can contribute to Gross Domestic Product, as well as the earning of Foreign Exchange in our individual countries in the region.

As Bo Burlingham noted in ‘Small Giants’, *Companies can choose to be Great instead of Big*. I am sure you will agree with Burlingham, that:

“Great Businesses are the building blocks, not just of an economy, but of a whole way of life... which extends far beyond the economic sphere. They shape the communities we live in and the values we live by, and the quality of the lives we lead. There are no businesses that hold themselves to higher standards than do the small giants. Having more of them can’t help but make our world a better place.”

I therefore trust that you will use this opportunity to network with colleagues in the region towards the development of Facilities Management Industry of Great but small entities.

I trust that you will have a good conference, may it be fruitful and I hope that you are able to explore the many challenges.

It is therefore my pleasure to officially declare open the Caribbean Facilities Management Conference and Expo 2013.

I thank you Ladies and Gentlemen.