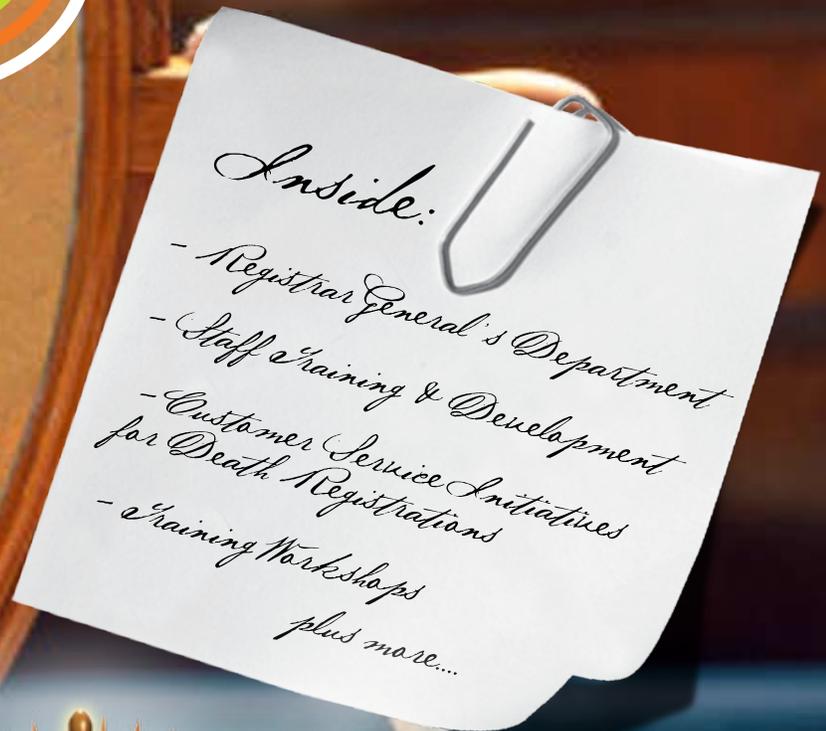


# D.R.I.V.E.N

SEPTEMBER 2009



**D**etermined to change  
**R**eady to lead  
**I**nspired to make a difference  
**V**isionary leadership  
**E**xceeding expectations  
**N**ot accepting the status quo

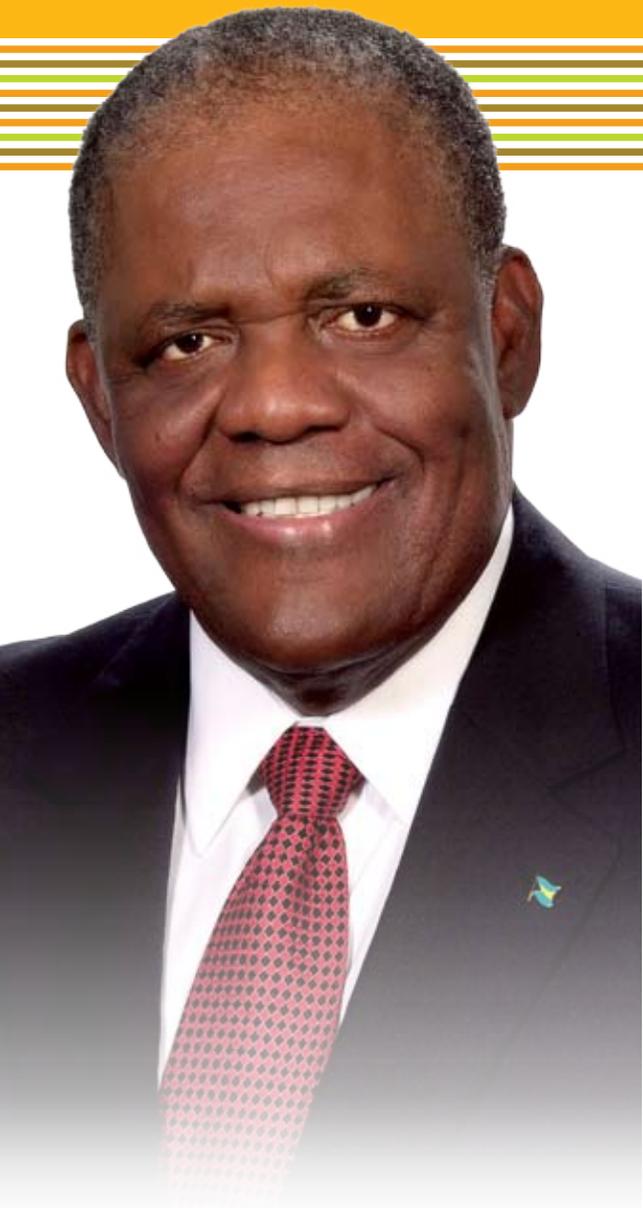




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# From the desk of



## The Prime Minister

The Service Improvement Programme was introduced to improve the quality of services delivered to the citizens of The Bahamas. Bahamians are aware that in order to address the challenges and embrace the opportunities of the future, and to effect world class standards, the Public Service must provide higher levels of service.

Consequently, the goals of the programme include adopting a comprehensive and continuous approach to service delivery and customer satisfaction, and establishing documented baseline measures of customer satisfaction for key services to the public.

The programme essentially aims to identify, address and rectify many of the systemic impediments to the delivery of timely, quality services.

The Government realizes that in order to effect the necessary changes, policies must be revisited, education and training must remain cutting edge and systems, processes and procedures must be streamlined to ensure the flexibility and adaptability of a twenty-first century workforce. More importantly, however, there should be a collective engagement of all stakeholders to realize the transformation required and to ensure its sustainability.

The Government of The Bahamas is therefore committed to ensuring that the expectations of its citizens are met via the successful implementation of the goals and ideals of the Service Improvement Programme.

**Rt. Hon. Hubert A. Ingraham**  
**Prime Minister of**  
**The Commonwealth of The Bahamas**

# From the desk of

## The Minister Of State

The Government's launch of the Service Improvement Programme in May 2008 signalled a commitment to the Bahamian people to provide real and tangible improvements in customer service delivery.

The programme is also intended to raise the consciousness of public officers and to remind them of the need to deliver efficient and responsive services.

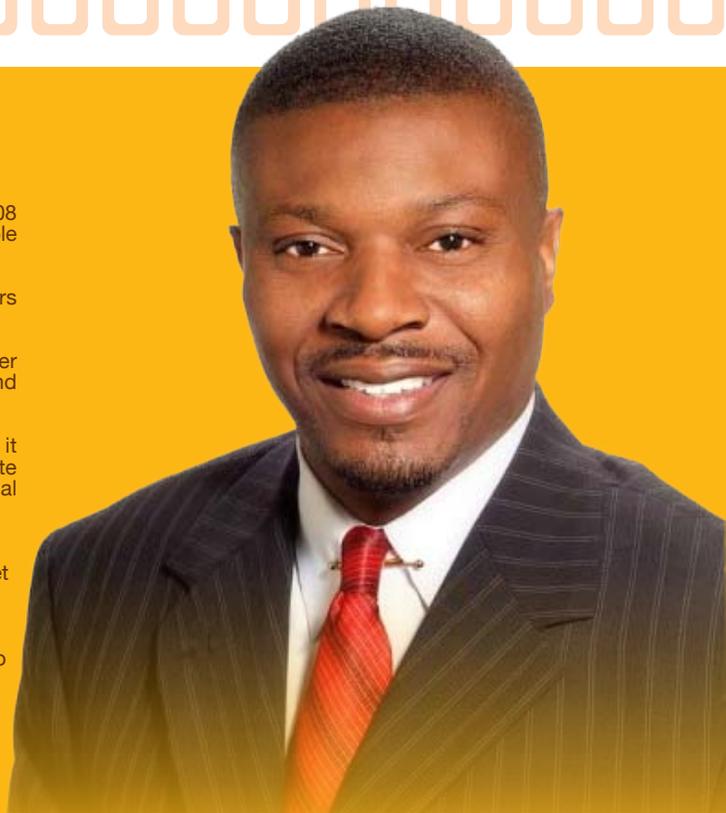
The government is cognizant that the quality of service each public officer renders, translates into the public's perception of how well we do our jobs and the extent to which we provide the basic services that they require.

It is our duty to serve the Bahamian public well. Indeed, as public officers, it is our duty to place our customers 'front and centre' ensuring that we create and foster a climate of excellence in the workplace, employing an organizational effort that is hallmarked by total commitment and service excellence.

The Government of The Bahamas has demonstrated its commitment to providing tangible improvements in the way we conduct business. This booklet provides a chronology of events that have occurred to bring this project to fruition.

It is hoped that the impact of service improvement will transform our society to embrace the challenges and opportunities of the future.

**Zhivargo S. Laing, M.P.**  
Minister of State for the Public Service



## Permanent Secretary



The Service Improvement Programme was launched in May 2008 with the strategic vision of improving all tiers of customer service in the public sector, especially services offered to the general public. The programme commenced by targeting six broadly used agencies to assess the quality of service delivered as perceived by the agencies' internal and external customers. The results confirmed what we have often heard and continue to experience - the urgent need for sector wide improved service delivery.

The Service Improvement Programme is intended to facilitate an enabling environment that is identified by accurate and timely information sharing, reliable services, competent and courteous staff, modern training initiatives, clear, open bilateral channels for social communication and networking, and the most effective use of information technologies. The Programme is designed to create a more efficient customer-

centric Human Resource Management System that is aligned with the progressive, strategic vision and mission of the Department of Public Service, for sector wide service improvements with the aim to meet world renowned standards of excellence in service delivery.

Partner with us as we begin the journey towards realizing a more efficient, customer friendly Public Sector; a public sector that we envision to not only become a model for other public sectors regionally and globally, but one which provides world class services to all customers in all service quality dimensions.

**Mrs. Donella Bodie, Permanent Secretary**  
Dept. of Public Service

# REGISTRAR GENERAL'S Department

By: Euricka Charlton, Judy McFall & TCL Staff

In an effort to improve service and procedures for customers, the first quarter of 2009 of the Registrar General's Department has been filled with activities. As the staff is the department's number one asset, training and development were a key component of the initiatives.

Recently, the Registrar General's Department introduced a kiosk at the Births and Deaths Section. This has given customers the opportunity to have routine checks related to birth certificates completed more efficiently.

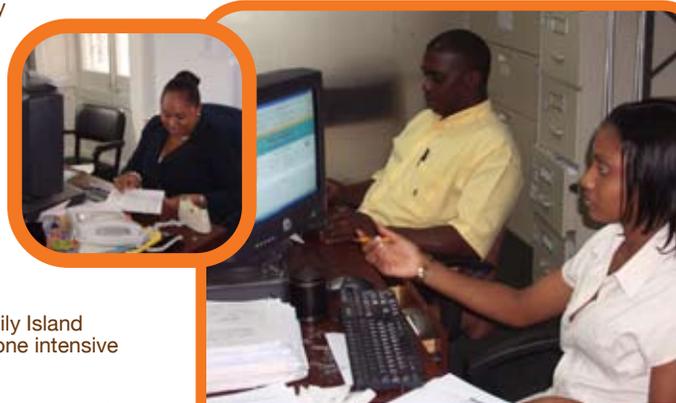
Moreover, customer service representatives are assigned to greet and direct customers to relevant areas, which contributes to more efficient handling of requests and smoother operations generally. Also, the addition of a suggestion box has allowed customers to

offer their feedback on the quality of services offered under the Improvement plan.

The identification badge that each member of the department wears, has enhanced customer interaction and also increased staff accountability.

A hotline has been established to assist customers and afford them the assurance of a 48-hour customer/query turnaround. Family Island Administrators have also undergone intensive training.

The Registrar General's Department is planning for a successful week of activities in October 2009.



## Computerization

In 1993 the Registrar General's Department had a small customized computer system which housed several databases in the Companies and in Birth sections. In 1996, Price Waterhouse was contracted for a complete computerization of the Corporate Registry, which included Companies and Business Names.

In January of 2003, IBM was contracted again to upgrade this system to electronic capabilities (Phase I Agent Internet Module Corporate Registry), which introduced a browser-based system that allowed for filing electronic documents and fee payments online. In 2004 a further upgrade (Phase II Civil Registry) was developed by IBM, which included Births, Deaths, Adoptions, Marriages, and Deeds and Documents.

This new system allowed the Family Island administrators, marriage officers, morticians and the Department of Statistics to conduct online services with the Registry. Even though completed, the Family Island Administrator Module has not been yet launched.

In 2005, IBM and Integrity, an imaging company, developed our Imaging Section, which enabled the scanning and digitizing deeds and documents and making them available online to customers.

In 2006, project management commenced on the new project, Process Reengineering. Owing to a few setbacks, it was not until 2008 that the project re-emerged and preliminary planning recommenced. In January of 2009, implementation of the new and improved Corporate Registry began.

## Customer Service Initiatives For Death Registration

*In keeping with the aims of Customer Service initiative, regarding death registration, a meeting was held with the client group, morticians and funeral directors, to apprise them of the new initiatives and advise them of ways they can benefit and take advantage of the services of the Registrar General's Department.*

*The meeting provided an opportunity for the group to provide valuable feedback related to its particular needs and concerns. This feedback can now be used to further improve the aims and objectives of Customer Service.*

*In going forward, it is necessary to meet with other client groups of the Department for the purpose of gathering information that would help to improve the services such groups receive from the Department.*

All hardcopy documents currently presented, as well as historical documents, are now being scanned. A workflow routing allows staff members to tell at anytime, the state of readiness of documents submitted for processing. Customers are also receiving the benefits of the new system as they are able to begin the process of preparing an online submission for their print documents. In addition, customers can view all scanned documents and keep track of the movement of their file up to the point when the process is complete and whatever they have requested is ready for pick up.

Coupled with a mandated Customer Improvement initiative, the new system and comprehensive training on the same, the Registrar General's Department is keeping pace with total customer satisfaction and industry expectations. With the necessary addition of competent staff members, this added component will further enhance the process.

In addition to its work with the mandated Customer Improvement initiative, the new system and comprehensive training on the same, the Registrar General's Department is keeping pace with total customer satisfaction and industry expectations. The addition of competent staff members will also serve to enhance the process.

Customer service begins and ends with us at the Registrar General's Office.

*The best way to find yourself is to lose yourself in the service of others Mohandas K. Gandhi:*

# Staff Training & Development

Over the past several years, staff members have received training in various areas. An orientation to the workplace is regularly held for new staff. In 2007 training included workshops sponsored by the Training Section of the Department of Public Service. In addition, over thirty staff members attended three-month courses in Human Resource Management, Writing Skills, Accounting and Computer Studies.

In June 2008, under the theme "Productivity in the Workplace," a workshop was conducted for all staff in the Nassau and Freeport

offices. The theme of the workshop was "Productivity In The Workplace." Topics included Customer Service, Motivating People, Coping with Change, Professional Image, Conflict Resolution, and the Role and Function of the Public Service. Certificates were awarded to employees upon completion of the workshop.

Additionally, employees have participated in professional development courses that were conducted by the Public Service Training Centre for Human Resource Development, as well as the Continuing Education and Extension Services Department of The College of The Bahamas and International Association Of Administrative Professionals.

Joint meetings were held with the Passport Office and the Immigration and Registrar General's Departments to ensure that all concerned worked in collaboration with each other on ideas for customer service improvement.

Meetings were also held with Doctors Hospital and Princess Margaret Hospital with reference to the registration of new babies.

## Public Service

By: Carol Johnson & TCL Staff



If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

*John Quincy Adams:*

The Department of Public Service is definitely on the move! In recent months our Department has held and participated in several activities to promote excellence and enthusiasm as well as foster team spirit within our workplace.

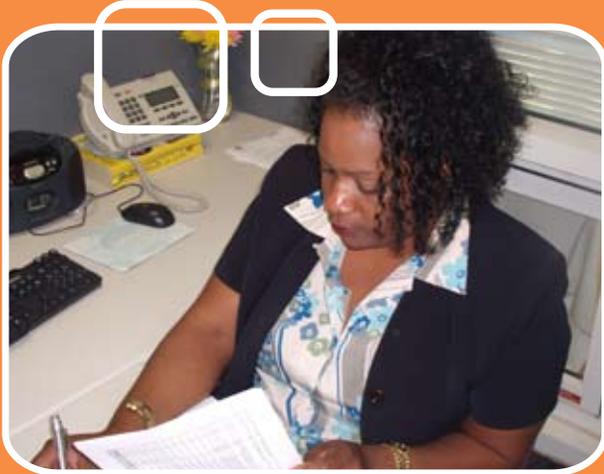
To create more effective internal communication, the Department of Public Service has officially begun using a file tracking system, allowing trained staff members from the Special Projects and Research Unit access to information that is being captured electronically and stored in a live setting. The staff directory has recently been updated to produce a more user friendly system. We are very pleased with the recent upgrades that have taken place within our department.

Staff members in various groups are undergoing their own "upgrading" process. Many of them have attended in-house and on-location workshops to improve service and clarity of roles. These workshops include:

- **Advanced Cabinet Writing Workshop**
- **Office Procedures Workshop**
- **Word Processing**
- **English Language Workshop**
- **Clerical Staff Workshop (In-house)**
- **Salary Progression Workshop (for Human Resource Officers and Accounting Staff)**
- **Secretarial Training Workshop (for General Service Workers and Clerical Officers)**
- **Vacation/Study/Sick Leave Training (In-house)**
- **Pensions & Gratuity Training (In-house)**

Each workshop was selected and formatted to cover a plethora of topics tailored to specific groups of officers. Some of the topics discussed in the In-House Seminar conducted for Clerical Staff were: Registry Procedures, Basic Office Machines, Professional Image and Office Etiquette, Functions of the Typing Pool, Confidential Documents, Financial Planning, Human Resource Matters and Career Development. The Salary Progression

Workshop covered such subjects as, the importance of having a minimum of eight accurate salary books.



Though the workshops were well enjoyed and dubbed “extremely valuable” by staff members, the highlight for many was the “Educulture” Retreat and Shack Experience with the One Love Junkanoo Group. Staff bonded while working on their costumes as well as gaining wisdom on culture from host, Mrs. Arlene Nash-Ferguson. Staff members left the retreat energized with increased enthusiasm, and an innate rowdy competitiveness that emerges only when we think of being centre stage, Rawson Square.

The Department of Public Service is pleased to introduce the Service Improvement Team who will be working with staff to improve internal and external customer service.

Among the many accomplishments that the Department of Public Service has celebrated in the past few months is the production of 14 issues of the weekly newsletter, “The Soaring Spirit,” highlighting the many activities and technological advances implemented to better our employees and environment.

# Physical Planning

By: John Davis & TCL Staff



The main goal of the Department of Physical Planning is, “To further the welfare of people and communities by creating convenient, equitable, healthy, efficient and attractive environments for present and future generations”. This goal has helped them constantly fulfill such targets as relocation of existing signage, general maintenance and refurbishment, as well as providing pamphlets on town planning procedures.

wellbeing of people and their communities by creating flawless, attractive environments for those communities. The team of workers is stupendous and the fruits of their labour are nothing less than superb.

We are pleased to report that the Department of Physical Planning is at its highest point in offering internal and external customers the best service ever. Success within the organization is unmatched and fruitful. Physical Planning continues its efforts to increase the

The Department of Physical Planning has also made promises that we have followed and fulfilled every time. We are particularly proud that we have kept the following three promises: “We will reply to your telephone and emails within 24 hours”, “We will monitor our performance against standards set in the Charter” and “We will acknowledge letters within three business days of receiving correspondence”; these have never failed to be met.



**Good leaders must first become good servants.**

Robert Greenleaf:

# Building Control

By: Edgardro Armbrister & TCL Staff

The Ministry of Public Transport's Building Control Section (BCS) remains committed in its quest to provide quality customer service to the general public. BCS has started a service improvement programme to assist in this regard. Its mission is "To achieve excellence in providing technical service and diligent enforcement of the Building Regulations Act and Bahamas Building Code within the construction industry in order to ensure proper and adequate safety." Further, the Department aims to be progressive and in harmony with the public, while promoting ideal building practices through a competent, enthusiastic staff, equipped with modern technology and tools.

Two officials have recently been promoted in this area to aid in the achievement of these main goals. Mr. Anthony Strachan has been promoted to Acting Assistant Buildings Officer and Ms. Selena Curry has been appointed to oversee the Buildings section until official recognition is received.

This department overall said that the recent Training Workshop was a smashing success. They believe generally that most people were impacted by the workshop. The information disseminated was very informative, timely and relevant to our needs. The level of participation by all staff members in attendance demonstrated a commitment and a willingness to change the working environment and ensure that there is continuous improvement.

The Building Control Division is working toward the vision of "Providing honest and productive service in a unified and motivated environment."

Our mission is, "To promote excellence in providing technical service and diligent enforcement of the Buildings Regulations Act and Bahamas Building Code within the construction industry in order to ensure proper and adequate safety. Also, to be progressive and in harmony with the public while promoting ideal building practices through a competent simulated staff, equipped with modern technology and tools."

Service related activities:

In an effort to foster camaraderie and team building, a luncheon was held on May 8, 2009 to culminate the training workshop. The staff members talked about various key performance enhancing tools they had acquired during the training seminars, and how they intend to make use of them within the department to increase the level of quality customer service.

The Departmental Service Improvement Committee members include, President, Allison Coley, Deon Robinson- SIT member, Freeman Hanna, Basil A. Davis, Patricia McKenzie- SIT member, Dedree Taylor, Krysanthia Hutchinson, Juliet Newbold- SIT member, and Shakera Forbes.

*Don't lower your expectations to meet your performance. Raise your level of performance to meet your expectations. Expect the best of yourself and then do what is necessary to make it a reality.*

Ralph Marston

## Training Workshop

"Generally most people were positively impacted by the workshop." The information disseminated was informative, timely, and relevant to our department's needs. The level of participation by all staff members in attendance, demonstrated a commitment and a willingness to change the working environment and improve our relationships with our customers. The attitude now is progressively forward with the realization that we all have leadership potential and we should each be more accountable.

## Promotion News

Mr. Anthony Strachan- promoted to acting Assistant Buildings Officer & Selena Curry- appointed to oversee the buildings section

Service related activities:

In an effort to foster camaraderie and team building, a luncheon was held on May 8, 2009 to culminate the training workshop. The staff members expressed various key techniques they learned during the training seminars, and how they intend on implementing them within the department to increase the level of quality customer service.



# Leading the Way to Improved Customer Service

Marva A. Brown

The focus of the Service Improvement Team of each target agency is to drive the delivery of results to the customers, through Customer Service Charters.

The Customer Service Charter is a contract between the customers and the agency. This contract sets standards of performance that each agency seeks to provide. It also articulates the clients' expectations and means for redress if they are not met.

The Service Improvement Teams should contribute to the direction, impact and overall performance of the agency by providing appropriate professional advice on matters of strategy, targets and objectives relative to improving services and customer satisfaction. The Service Charters should significantly improve the delivery of goods and services while allowing the performance of these agencies to be easily measured.

The Service Improvement Team Leaders are the drivers of the initiatives that are being undertaken by each of the pilot agencies, and therefore are expected to be in the forefront of the agency's transformation and change agenda. Some of the functions of the Team Leaders and Co-Team leaders are, to develop innovative means of driving each agency's change agenda and therefore contribute effectively to excellent customer focused service, evidencing continuous improvements in the services delivered. Consequently, the end result will not consist of just meeting the customers' expectations but exceeding them.

The role of the Service Improvement Team Leader is varied and should include, but not be limited to, the following:-

Ongoing review of the Customer Charter and the Service Improvement Plan;

- Focus the agency on the Customer Service Charter and the Service Improvement Plan and the accomplishment of the goals and objectives outlined;
- Oversight of the systems for measuring service delivery (eg. turnaround time, customer comment cards etc.);
- Communicating to external and internal customers, the agency's progress or lack thereof;
- Promoting and supporting the work of the Service Improvement Team;
- Helping the agency's staff understand what is expected of them, addressing poor performances and recognizing success;
- Recognizing and celebrating the agency's accomplishments.

Leading the charge to improved customer service and heightened customer satisfaction for the Government's Service Improvement Programme in the pilot agencies, are a diverse group of very competent and highly motivated public officers.

The Team Leader at the Registrar General's Department is Ms. Judy McFall. Ms. McFall is the officer in charge of Human resources at The Registrar General's Department. Her motto in life is "If I can help somebody as I pass along, then my living shall not be in vain."

The very capable Team Leader at the Passport Office is Mrs. Olga Butler. Mrs. Butler is presently Assistant Chief Passport Officer and the longest serving officer at the Passport Office. She is a team player and is enthusiastic about, and committed to, helping The Passport Office to achieve higher performance standards and improve the level of customer satisfaction.

Co-Team Leaders of The Service Improvement Team at the Department of Physical Planning are Mrs. Channan Mackey, Senior Clerk and Mr. John Davis, Planning Inspector. Mrs. Mackey considers her role as Team Leader a very serious one, as she is in the forefront of the department's change agenda.

She is passionate about ensuring that The Department of Physical Planning becomes an agency that is customer focused because; "The overall objective is improved customer service and customer satisfaction." Mr. Davis believes that the Public Service has the potential to explode into a leadership role regarding improved Customer Service. According to Mr. Davis, "We must allow ourselves to see customer service as an opportunity to be grasped and not a task to be shunned since it is time to turn the page to one which is etched with Excellent Customer Service."

At The Department of Public Service, the Co-Team Leaders are Mrs. Carol Johnson and Ms. Christine Campbell who both hold the post of First Assistant Secretary. Mrs. Johnson views the role of Team Leader of the Department's Service Improvement Team as a very challenging one. She intimated that it is challenging because it has forced her to become a more focused individual as she works with the department's Service Improvement Team in achieving their objectives and promoting customer satisfaction.

Leading the Service Improvement Team at the Road Traffic Department is Mrs. Marguritte Ferguson - Adderley, Assistant Secretary. Mrs. Adderley expresses an innate desire to see a positive change in the Public Service. She realizes that this can be achieved through committed hard work and wants to see her colleagues take pride in providing excellent and outstanding customer service. As team leader, she feels that she can actively participate in this process and be one of the drivers propelling the Road Traffic Department forward in its efforts to become a more efficient, effective and results oriented organization.

Mr. Edgardro Armbrister, Assistant Engineer and Mr. Deon Robinson, Assistant Building Inspector, in the Building Controls Division, are Co-Team Leaders of the Service Improvement Team in that agency. Both officers are of the view that change requires a new mindset and innovative methods of engaging customers. They are therefore committed to leading their team and the Building Controls Division in providing a customer focused environment where customer satisfaction is the order of every day.



Photos Top to Bottom:  
Ministers of the Government and Senior Government Officials at the Service Improvement Programme Launch, 23 May, 2008  
L-R: Deputy Prime Minister The Hon. T. Brent Symonette, Minister of National Security, Orville A.T. Turnquest and the former Attorney General; Claire Hepburn are shown applauding after the Prime Minister's remarks  
The Right Honourable Hubert A. Inghram, Prime Minister of the Commonwealth of The Bahamas delivers the keynote address at the Service Improvement Programme launch



Inventories can be managed, but people must be led.

*W. Ross Perot*

# SERVICE IMPROVEMENT

## Towards A New Era of High Quality Service Delivery

Written By: Antoinette L. Thompson

Service excellence is about creating and sustaining valuable, quality service experiences for customers or clients. This is the bottom line for all who serve the public, whether in private enterprise as customs officers, registry clerks, sanitation workers, court officials, or any other Public Servant. To achieve this happy state, the worker and work environment must change to match changing times and changing customer needs. It takes planning, setting realistic goals, ongoing education and skill-building for workers to cause this change to happen.

Service improvement therefore is a continuous cycle of reviewing, revising and, where necessary, streamlining a process to make it more efficient, effective and relevant, since each process ultimately contributes to the overall organizational goals and objectives of the agency. This process, of necessity must be sustained by the ongoing monitoring and evaluation of the agency's improvement plans currently in place.

In May 2008, with the launch of the Service Improvement Programme, the Government culminated years of discussion underscoring the need to provide better quality services to a public whose expectations of transparency, accountability, value for money and higher levels of service, seemingly were not being addressed.

The results of the internal and external surveys which were administered by the College of the Bahamas for the six pilot agencies, namely: the Department of Public Service, the Registrar General's Department, the Road Traffic Department, the Department of Physical Planning, the Passport Office and Building Control Division, confirmed the fact that the pilot agencies were not delivering the level of service desired by their customers and that as noted in the project's final report, "immediate attention is required to improve customer service."

These results, coupled with the fact that there is a lack of accepted and quantifiable criteria for measuring Public Service performance and productivity, underscored the need for customer service standards. Without such standards, it is virtually impossible for citizens to determine if the business of the Public Service is being performed satisfactorily.

To this end, the following objectives of the Service Improvement Programme were developed to provide a firm foundation for giving the programme the best chances to succeed:

- I. Determine, objectively, the quality of service provided by the Public Sector to its internal and external customers;
- II. Identify service performance standards for Public Officers;
- III. Recommend improvements in service delivery; and
- IV. Develop an implementation plan for performance improvement.

Here is a simple but powerful rule – always give people more than what they expect to get.

*Nelson Mandela*



The formation of the Service Improvement Unit was an essential first step setting the Programme in motion and therefore vital to advancing the Programme's mandate of "achieving significant quantifiable improvements in customer satisfaction".

Since the completion of the first phase of the Programme in December, 2008, the Unit has taken a two-pronged approach so that the programme takes hold and is supported and maintained in the pilot agencies. The first approach involves the conduct of bi-monthly unscheduled "spot checks." This process involves visits to the agencies to determine the 'quick wins' achieved as a part of their Service Improvement Plans, i.e., those improvements which relate to key service drivers such as courtesy, comfort, accessibility to desired services, the ambiance and general upkeep of the work environment, and other notable improvements which speak to a more comfortable and "customer friendly" environment.

These bi-monthly sessions have been ongoing in efforts to foster a culture of continuous service improvement and they focus on those approaches designed to achieve desired results inclusive of highlighting the importance of employee participation. The Service Charter of each agency, therefore, is a key and integral component in this venture.

The other approach involves a monthly review, which predominantly addresses the challenges and opportunities in the "back office" of the agencies (that is, the core functions necessary to deliver the specific service of that agency). These sessions are conducted the first week of each month and involve specifically targeting areas for improvement in accordance with the agency's personalized Service Improvement Plans. Its primary focus relates to addressing key Human Resource Management Systems, i.e. staffing, employee recognition, employee assistance, etc. Focus is also placed on Organizational Change and Development particularly as it relates to in-house communication protocols, the alignment of the agency's objectives with its staff complement, and its ability to support the change needed, etc.

During these sessions, the Service Improvement Team Leaders are encouraged to discuss those factors which adversely impact achieving the objectives of their Service Improvement Plans with a view to developing strategies to mitigate these challenges. Additionally, they are also encouraged to create systems for open, two-way communications between customers and assigned Customer Service Representatives.

In keeping with the mandate of the Programme, the Service Improvement Unit has also compiled and collated a passbook of fundamental service standards entitled "The Code of Quality Customer Service," which has been distributed to all public officers. Similarly, a comment card has been designed, and published colour coded, consistent with the respective survey instruments for each agency, and subsequently distributed to each of the pilot agencies and several key government departments.

The collection of these comment cards and subsequent analysis is conducted in addition to the bi-monthly visits ; the results are posted on the service improvement link of the department's website.

The Service Improvement Unit, in an effort to further facilitate, foster and enhance public awareness, has also:

- Begun a public relations drive for the Programme, embarking on a number of speaking engagements/presentations and television appearances;
- Posted the Service Improvement Unit's link on the Department' of Public Service's website;
- Compiled a booklet outlining a chronology of events, beginning with the Service Improvement Launch and leading up to the operational aspect of the programme, which is scheduled for imminent publication.
- Other public relation activities include, airing of Public Service announcements, and the "branding" of the programme with a jingle.

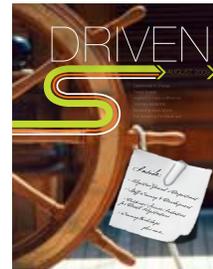
Over the last several years, there has been an advocacy to facilitate and sustain career growth, development, productivity and change within the Public Service. This advocacy relates to the need to provide efficient and effective services to clients at minimal cost, given the scarcity of resources in addition to the increased demands of a public whose values and expectations are very fluid. The Service Improvement Programme can therefore be viewed as this sector's response, not only to the rapidly changing global, economic and technological environment, but also to its own dynamic internal pressures, and one that is capable of meeting the challenges of the turbulent and ever changing business environment of the twenty-first century and beyond.

Persons interested in learning more about the programme can visit the Department of Public Service's website at [www.bahamas.gov.bs/publicservice](http://www.bahamas.gov.bs/publicservice) and click on the service improvement link.

## Service Improvement Unit

Ms. Antoinette Thompson- *Project Manager/Deputy Permanent Secretary*  
 Mrs. Marva Brown- *Senior Assistant Secretary*  
 Mrs. Rosemary Gibson- *Personal Assistant II*  
 Ms. Angela Brennen – *Secretary*  
 Mrs. Michelle Bartlett- *Personal Assistant II \**  
 Mr. Aurelius Jordan- *Trainee Administrative Cadet \**  
 Mr. Delmon Rolle- *Assistant Secretary \**  
 Mr. Ari Mitchell-*Trainee Administrative Cadet \**  
 Mrs. Carla Henderson- *Senior Executive Secretary \**  
 Ms. Irene Johnson- *Senior Registry Clerk \**

\*Part time staff



# DRIVEN

## From the Editor's Desk

*We are pleased to bring you this first edition of "Driven", the new quarterly newsletter of the Service Improvement Unit, Department of Public Service. The publication is intended to afford public officers and other interested parties the opportunity to keep abreast of the service improvement initiative and to provide a medium for the sharing of the many good ideas that we know are just waiting for the right platform. "Driven" will also serve to celebrate related accomplishments and to bring focus to existing cutting-edge modernization programmes that seek to increase the pace of positive change and development, not only in our professional area but also in the country as a whole.*

*It is hoped that, over time, public officers will come to know of, and appreciate, the benefits that can be derived from the highest standards of work performance and attitudes in the Public Sector and, hence, be driven to improve the overall quality of service delivery.*

# THE PASSPORT OFFICE

## Passport Progress

There is major progress taking place in the Passport Office! Our department has been working hard since January, toward reaching our goals, which are:

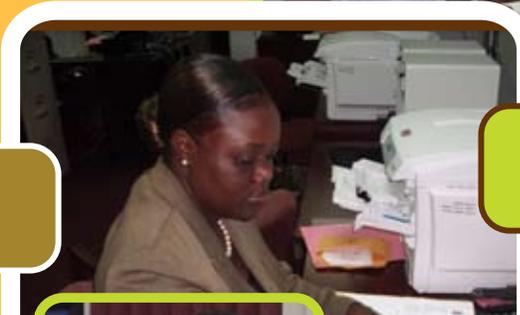
- Efficient Production of Passports
- Reduction of Turn-Around Time for Passports from 4-6 weeks to 14 days.
- Improvement of staff capability and effectiveness.
- Boosting of Morale Among Employees

The Passport Office is not just hoping for these improvements, but we are really working to find ways to bring about the excellent service and product that the Bahamian people deserve.

In order to reach our goal of reduced turn-around time, we have begun increasing manpower significantly. Existing staff are set to undergo training sessions in small groups, in order to broaden employee knowledge on various tasks for different positions, while maintaining a team that can manage the workload during the training process. Staff is currently being re-deployed in different departments in order to promote more effective gap-filling in instances where certain staff members are sick or unable to work for extensive periods of time, so that the Department can still function effectively.

In order to fulfil our mission of “working together as a team to provide quality and timely service to the Bahamian people”, we have recently ordered four new passport machines. These machines are being provided by a company called Induza and are expected to arrive in Nassau by September 2009.

There have been several planning meetings for upcoming events and departmental activities to encourage cohesiveness and productivity among staff. We look forward to seeing the effects that our improvement efforts will yield in providing quality, efficient service in passport production.



# The Department Of ROAD TRAFFIC

The Road Traffic Department has been striving for excellence in customer service, aiming to deliver improved service to its external and internal customers. As a result of the competition created among the six pilot governmental departments, the morale among staff and management has been boosted.

Although the department has been making small milestones in reference to customer service, it took a big step towards making improvements in customer service by joining the other government agencies in the service improvement awards. Many of this department's meticulous plans have been hindered by a restricted budget, however. Nevertheless, team members have pressed on in making efficient,

logical use of their available resources. Many programmes have been implemented and there are still more on the drawing table to be put in place later this year.

## Enhancing Customer Well Being and Information

One of the new initiatives implemented is the Greeter Programme where a receptionist assists customers, during times of peak activity, in obtaining faster service when the wait is too long. The greeter's role is to check with all customers to ensure that they have the necessary documents needed for proper inspection. There has also been introduced a senior citizen line/ counter which allows the elderly an opportunity to be served in a timely manner. In this customer service environment, the Road Traffic Department is called upon to show its caring, as well as its professional side, to attain the internal and public image for which they are striving.

Knowing that a first impression is lasting, the Road Traffic Department sees it as only wise to improve the overall appearance of the designated waiting areas by giving them a fresh coat of paint. Department personnel understand that a clean and tidy waiting area reflects an orderly and organized work spirit and environment.





There have been plans to display useful and appropriate information on boards in prominent positions, in each unit of the Road Traffic Department. These boards are to inform customers of important documentation they should have in their possession relevant to the service they are requesting, as well as the forms that should be completed before arriving at the counter to be processed. Each unit is to prepare the information that should be displayed on the board and send correspondence to the Department's controller to be approved. The controller will arrange the information in accordance with a corporate format used throughout his department.



change in the attitude of motorists toward the Department and an increase in the number of motorists who seek services from the Department. With regards to long term benefits, the government would receive more revenue, permitting a less restrictive budget to the Department and a corresponding increase in the implementation of improved services.

The Road Traffic Department has also decided to give focus to a smaller, yet no less important demographic of their customers, the disabled. The department has in its plans, to provide parking spaces for the disabled, closer to the building; ramps for easy access to the interior of the building, and also proper seating facilities. The provision of tea and coffee facilities have also been on the table, but like the former, the department's budget simply does not allow for it at this time.

### Plans for Improved Information Storage and Management

An information management system is also on the drawing board for this department. It is intended that this system becomes the model and standard for all other government agencies to follow. This system will hold information about motorists which will make it far easier for these customers to be processed in a timely fashion. Additionally, it would reduce the time and effort traditionally taken to carry out the vehicle licensing process. This system would offer our customers the advantage of not having to carry and risk losing important documents of identification, as such documents would already be filed in the electronic system.

### Targeting an Increase in Pedestrian Safety

The Transportation Policy Planning Unit, an important part of the Road Safety Department, is spearheading Road Safety Month. The Road Traffic Department has made proposals to partner with BTC (Bahamas Telecommunications Company) to promote road safety using BTC's strong presence in the Bahamian community. Initiatives might include placing slogans and phrases that pertain to road safety on common BTC products such as Phone cards. Billboards have also been considered. Along the lines of their road safety campaign, this department has seen it necessary to partner with the Ministry of Public Works and Utilities to ensure that the pedestrian crossings on roads are in place before the 2009-2010 school year officially begins. A programme on 'Youth and Pedestrian Crossings' is also being considered. In targeting the motoring public, the objective is to bring their level of awareness of pedestrian crossings, to an all-time and never-ending high.

### A Focus on Service Quality in Public Transportation

A forum with a focus on the quality of service that the taxi, bus, and surrey drivers give to their customers has taken place to gain more insight into what goes on in the industry and what can be done to improve or fine-tune service quality. The Department was pleased with the general outcome and has decided to host more forums pertaining to the concerns of motorists.

### Image Enhancement

According to viable sources this revamp in the image of the Road Traffic Department will have quick, positive results in the long run. Some of the more immediate benefits would be a

### Ridding Road Traffic of the Plague of Corruption

"I am proud to be associated with the Road Traffic Department", was one of the things said by Mrs. Adderley, an administrator in the department. As with many other government departments, corruption reared its ugly head in this department and has made many in this department not too proud of what they have been labelled by the public. According to Mrs. Adderley, the Department, in its endeavours to rid itself of this plague, seems to be making positive progress and she is proud to be part of this progress. There has been a decrease in complaints and the Department has introduced to the scene, as of January 2009, a comment box in which ideas and suggestions from customers can be deposited, allowing the Department to benefit from customers' responses and reactions, in its efforts to improve the delivery of quality service .

The mission statement of the Road Traffic Department is, "To recommend the enactment of relevant legislation; promote efficient and organized ground transportation through the enforcement of the road traffic laws and regulations." The vision statement of this department is "One movement, one goal; enhancing customer service through exceptional, efficient, timely service."



# Charters for **SIX** Pilot Agencies

## DEPARTMENT OF PUBLIC SERVICE

### VISION STATEMENT

"Partnering to provide optimal customer service beyond expectation"

### WE AIM TO...

- Provide easy access to information regarding policies and procedures
- Establish clear lines of communication

### WE PROMISE THAT ...

- We will notify Ministries/Departments of changes in requirements/policies in a timely manner
- We will provide an explanation when our services do not meet acceptable standards of quality, timeliness and accuracy
- We will monitor our performance against standards set in the charter, through feedback from our clients

### HELP US TO HELP YOU

- Compliance with policies and procedures will ensure that your requests are dealt with quickly

We will assist you with training of personnel in policies and procedures when needed

We welcome your comments!

We will consider all of your suggestions  
As we seek to improve our services

**Tell us how we are doing by contacting our Help Desk at 502-7275  
We are delighted to serve you!**

## DEPARTMENT OF PHYSICAL PLANNING

### VISION STATEMENT

"Providing excellent professional customer service through reliable, timely and accurate information to meet and exceed our client expectations"

### WE AIM TO...

- Provide excellent customer service
- Provide reliable and accurate information in a timely manner
- To meet and exceed customer expectation
- To make information accessible through advanced technology

### When Providing Service, We Will...

- Listen to your queries/complaints and respond in a timely manner
- We will strive for excellent customer satisfaction
- Wear ID badges during working hours
- Be polite, courteous and professional
- Serve with Honesty

### We Promise That...

- We will reply to your telephone, faxes and emails within twenty-four (24) hours
- We will provide explanation when our services do not meet acceptable standards of quality, timeliness or accuracy
- We will process all standard Building Applications within nine (9) business days
- We will send acknowledgement letters within three (3) business days
- We will process Home-based Business

Licenses within forty-eight (48) hours  
• We will monitor our performance against standards set in this Charter

### HELP US TO HELP YOU

- Give us complete, adequate and correct information pertaining to your requests (Check list can be obtained from the Department.)
- Submit all signage requests three (3) weeks prior to your deadline
- Submit all standard zoning inquiries/requests one (1) week prior to your deadline
- We welcome your views and comments in helping us to monitor and improve the relevance and quality of our service to you

### IF YOU ARE DISSATISFIED WITH OUR SERVICES...

- Advise us of your difficulties
- Contact the Complaints unit to lodge your concerns
- Submit a comment card in our suggestion box

### ACCESSIBILITY CONTACT INFORMATION:

**Ministry of Works Office Complex  
John F. Kennedy Drive  
Telephone: 1-242-322-7550  
1-242-328-3202**

**Fax: 1-242-328-3206**

**Email Address:  
physicalplanningbahamas@yahoo.com**

**WE ARE HERE FOR YOU!!!**

## ROAD TRAFFIC

### VISION STATEMENT

"One movement, one goal: Enhancing customer service through exceptional, professional, efficient, timely service." Service Improvement

### WE AIM TO:

- Provide efficient, timely and professional service
- Make you the customer our main priority
- Satisfy the customer with reliable and competent services
- Be more knowledgeable and courteous in the delivery of services rendered

### WHEN PROVIDING SERVICE, WE WILL:

- Serve you in a professional and polite manner
- Provide you with prompt assistance to facilitate a quick turn around

- Wear ID badges during working hours
- Address your queries and complaints at our help desk

### RESPONSIVENESS WE PROMISE THAT:

- We will answer queries and complaints in a timely manner or within a week
- All customers will be treated equally
- We will help to make your experience here a satisfying one
- We will process all requests within thirty minutes (30 min.)

**NOTE WELL: This is subject to change during Peak periods**

### HELP US TO HELP YOU

We welcome your views and comments in helping us to monitor and improve the relevance and quality of our service to you.

- We will consider all suggestions fully and promptly as we seek to improve our services to you, and where necessary, we will respond immediately.
- We encourage you to come in before the known busy period (the end of the month)

### IF YOU ARE DISSATISFIED WITH OUR SERVICES:

- Advise us of your needs
- Tell us about difficulties you are experiencing and we will do something about them
- See our supervisor

**Road Traffic Dept: N-1615  
Tel: 302-3850 • 325-3323**

## REGISTRAR GENERAL'S DEPARTMENT

### VISION STATEMENT

- Reliable, guaranteed service with integrity

### SERVICE IMPROVEMENT - WE AIM TO:

- Provide prompt and efficient service
- Get it right the first time
- Make our service more accessible
- Provide a Customer Service Hotline.

### When Providing Service We will:

- Be polite and courteous at all times
- We will listen and answer all queries and complaints in one week
- Wear Name badges

### Responsiveness – We Promise That:

- A Customer Service representative will be available to assist with concerns and requests

- If we are unable to assist with your request, we will direct you to the appropriate Agency providing that service

- We will monitor our performance against our standards set out in our charter
- Online, email, general mail requests will be dealt with within one week; otherwise, update will be provided on the progress
- All customers will be treated equally

### HELP US TO HELP YOU:

- Provide us with accurate information when applying for services
- Inform us of your concerns and we will make the necessary adjustments and improvements

### IF YOU ARE DISSATISFIED WITH OUR SERVICES:

- We encourage you to inform us of your concerns via general mail, email, telephone and suggestion box

**Registrar General's Office:**  
**PO Box N-532**

**Tel: 323-0597 • 326-4157**

## PASSPORT OFFICE

### VISION STATEMENT

"Providing professional and efficient service to you the customer in a timely and courteous manner"

### SERVICE IMPROVEMENT – WE AIM TO:

- Complete each passport for delivery to the customer within 21 working days

### WHEN PROVIDING SERVICE WE WILL:

- Listen to your queries/complaints at all times
- Answer all calls by the third ring
- Ensure that each customer is seen and processed within one hour; however this may change during peak periods
- Ensure that each customer is given the correct information and is treated courteously and with respect

### RESPONSIVENESS – WE PROMISE THAT:

- Passports will be delivered within 21 working days
- We will provide an explanation when our services do not meet acceptable standards of quality, timeliness or accuracy.
- We will monitor our performance against standards set in the Charter.

### HELP US TO HELP YOU

- Please ensure that all application forms are properly completed along with all relevant documents when presented for processing
- We welcome your views and comments in helping us to monitor and improve the relevance and quality of our service to you
- We will consider all suggestions fully and promptly as we seek to improve our services to you, and where necessary, we will respond immediately

### IF YOU ARE DISSATISFIED WITH OUR SERVICES:

- Advise the customer service representative
- Place comments in the suggestion box
- Complaints may be addressed in writing to the Chief Passport Officer

**Accessibility – We Will Be Available Through The Following:**

**Passport Office - 1-242-326-4436/7**

**Hotline 1-242-325-2814/7 • Fax 1-242-323-2528 / 1-242-325-4832**

## BUILDING CONTROL DIVISION

### VISION STATEMENT

"To provide honest and productive service in a unified and motivated environment"

### SERVICE IMPROVEMENT – WE AIM TO:

- Approve plans in a timely manner (three months)
- Create Public awareness with regards to procedures and Regulations of Building Control

- Provide impartial and quality service

- Provide technical service and diligent enforcement of the Building Regulations

### When Providing Service We Will:

- Listen to your queries/complaints at all times
- Forward all calls promptly to the requested/ appropriate officer
- Provide adequate information regarding Building Control Procedures and Services
- Wear proper uniforms and ID badges at all times

### RESPONSIVENESS – WE PROMISE THAT:

- We will execute building inspections and occupancy certificates within forty-eight (48) hours following request
- We will respond to queries and complaints in a timely manner
- We will reply to your telephone calls, faxes and emails within ten (10) working days and on more complex issues, our initial reply will give you an estimate of the time a full response will take
- We will provide an explanation when our services do not meet acceptable standards of quality, timeliness or accuracy
- We will monitor our performance against standards set in the Charter

### HELP US TO HELP YOU:

- We welcome your views and comments in helping us to monitor and improve the relevance and quality of our service to you
- Give us forty-eight (48) hours notice for inspections requests
- We will consider all suggestions fully and promptly as we seek to improve our services to you, and where necessary, we will respond immediately

### IF YOU ARE DISSATISFIED WITH OUR SERVICES:

- Advise us of your needs
- Tell us about difficulties you are experiencing and we will do something about them

**ACCESSIBILITY:** We will be available through the following:

**Need Help with General Inquiries  
Telephone/Fax Numbers**

**Ministry of Works - 1-242-322-4830**

**Building Control Division - 1-242-302-9511**

**Plans Filing Room - Ext. 4301 / Ext. 4293**

**Fax - 1-242-302-9765**

**Email: [buildingcontrol@bahamas.gov.bs](mailto:buildingcontrol@bahamas.gov.bs)**

**Feel free to browse us within the website**

**<http://www.bahamas.gov.bs>**

**We are Happy to Serve You!!!**

# Our Team LEADERS

## 1. Building Control Division

- Edgardo Armbrister – Asst. Engineer Mechanical Volatile (Team Leader)
- Deon Robinson – Buildings (Co-Team Leader)
- Phillip Rahming
- Vasco Ferguson – Electrical
- Trevor McKenzie – Substance
- Prisca Gibbs – Clerical
- Juliet Newbold
- Madje King-Bain
- Patricia McKenzie

## 2. Department of Public Service

- Carol Johnson- First Asst. Secretary (Team Leader)
- Christine Campbell (Co-Team Leader)
- Julianna Braynen
- Lisa Hall
- Lavado Duncanson
- Flora Strachan
- Patrice Duncombe-Saunders
- Rhonda Edgecombe
- Wenceworth Ferguson
- Anastina Hutchinson

## 3. Road Traffic Department

- Marguritte Adderley (Team Leader)
- Tito Collie – Inspection Unit (Co-Team Leader)
- Jerome Bethell - Assistant controller
- Marc Ingraham - TPPU
- Sonia Burrows - TPPU
- Troy McIntosh - TPPU
- Shannon Thompson
- William Munroe - Supervisor I
- Candace Moxey- Special Projects Unit
- Shantel Rolle - Drivers License Unit
- Frances Moxey - Accounts
- Rex Adderley - Vehicle registration Unit
- Wendy Saunders - Franchise Unit

## 4. Department of Physical Planning

- John Davis- Physical Planner- (Team Leader)
- Channon Mackey - (Co-Team leader)
- Crestwell Stuart - Planning Superintendent
- Michael Cartwright - Planning Superintendent
- Chillus Sandoval - Director's Secretary
- Dio Bain - Mapping Section
- Judy Winters - Data Processing
- Zonica Wallace - Complaints Section
- Jehan Wallace - Development Control
- Agatha Bryan - Reception
- Lynn Maycock - Registry
- Shirley King - Development Control

## 5. Registrar General's Department

- Judy McFall – Asst. Secretary- (Team Leader)
- Monique Dawkins
- Shenika Knowles
- Gayle Evans-Davis
- Wellington Smith
- Judy Hamilton
- Carolyn Williamson
- Michael Fernander

## 6. Passport Office

- Donald Cash- Under Secretary Administrative Officer in Charge
- Franklyn Dames –Chief Passport Officer
- Olga Butler- Deputy Chief Passport Officer – Team Leader
- Andrea Francis – Enrolment
- Patrice Johnson – Customer Service
- Cheryl Sands – Production
- Daphne McKenzie - Data

*here is a simple but powerful rule – always give people more than what they expect to get.*

**Nelson Boswell**