



Ministry of the Public Service,  
Constitutional and Political Reform  
and Religious Affairs

Government of Belize

# Annual Technical Report

November 2020 to December 2021



Open, Inclusive and Innovative Public Service Delivery!

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## List of Abbreviations

<b>ACEO</b>	Assistant Chief Elections Officer
<b>AO</b>	Administrative Officer
<b>APSSM</b>	Association of Public Service Senior Managers
<b>ARCGIS</b>	Aeronautical Reconnaissance Coverage Geographical Information System
<b>ARO</b>	Assistant Registering Officer
<b>BPS</b>	Belize Public Service
<b>CARICAD</b>	Caribbean Centre for Development
<b>CCEP</b>	Caribbean Centre for Educational Planning
<b>CEO</b>	Chief Executive Officer
<b>CITO</b>	Central Information Technology Office
<b>CSQAU</b>	Customer Service Quality Assurance Unit
<b>EAP</b>	Employee Assistance Programme
<b>EBC</b>	Elections and Boundaries Commission
<b>EBD</b>	Elections and Boundaries Department
<b>ERM</b>	Electronic Records Management
<b>GGTETT</b>	Good Governance, Transparency and Ethics: Train and Trainers
<b>HR</b>	Human Resources
<b>HRMIS</b>	Human Resources Management Information System
<b>HRMU</b>	Human Resource Management Unit
<b>ICT</b>	Information and Communication Technology
<b>IOM</b>	International Organization for Migration
<b>JCCU</b>	Job Classification and Compensation Unit (JCCU)
<b>MOE</b>	Ministry of Education
<b>MPS</b>	Ministry of the Public Service
<b>MPSCPRRA</b>	Ministry of the Public Service, Constitutional and Political Affairs and Religious Affairs
<b>MRTCD</b>	Ministry of Rural Transformation and Community Development, Labour and Local Government

<b>OAS</b>	Organization of American States
<b>PFM</b>	Public Financial Management
<b>PPE</b>	Personal Protective Equipment
<b>PSU</b>	Public Service Union
<b>PUP</b>	People's United Party
<b>PVC</b>	Polyvinyl Chloride
<b>RO</b>	Registering Officer
<b>ROPA</b>	Representation of the People Act
<b>SIB</b>	Statistical Institute of Belize
<b>TBSL</b>	Total Business Solutions Limited
<b>UDP</b>	United Democratic Party
<b>UNICEF</b>	United Nations Children's Fund
<b>VSU</b>	Vital Statistics Unit
<b>WAN</b>	Wide Area Network

## Executive Summary

This Annual Technical Report seeks to provide an overview of the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs' (MPSCPRRA) activities since November 2020 to December, 2021. The report presents the Ministry's achievements while highlighting lessons learnt and futuristic plans, taking into consideration staffing and financial challenges. MPSCPRRA's mission statement speaks to the establishment, management and promotion of sound human resource management, good governance, free & fair elections, and service excellence. On this premise, the Ministry was able to circulate quite a few human resource management policy decisions; assist several ministries through organizational reviews; digitize and transform the recruitment process; provide training opportunities to numerous public officers; provide meaningful counselling support to public officers; award public officers for their dedicated years of service and strengthen the electoral administration.

Moving forward, this Ministry plans to continue the modernization of the human resource processes; digitize the records management process; execute a training needs assessment; complete the organizational development exercise; establish the Good Governance Unit; re-brand the Employee Assistance Program; create a government contact; and introduce biometric technology into the electoral process. The success of these activities is dependent on the required human capital and finance resources. Notwithstanding, the Ministry is confident that the strategic goals are attainable. Despite the challenges faced with the Covid 19 Pandemic, the achievements accomplished by this Ministry over the past year were successful.

# Introduction

The Annual Technical Report of the Ministry of the Public Service, Constitutional and Political Affairs and Religious Affairs provides a review of main accomplishments, lessons learnt, future priorities, plans, staffing and financial considerations. This review includes activities carried out during the period, November 20, 2020 to December 31, 2021.

## **1.1 OVERVIEW OF THE MINISTRY OF THE PUBLIC SERVICE, CONSTITUTIONAL AND POLITICAL REFORM AND RELIGIOUS AFFAIRS.**

The Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs (MPSCPRRA) is the principal public administration arm of the Government of Belize; its core function has existed since the creation of the Belize Public Administration System. Although it has experienced several changes in name, size and configuration between 1996 to present, the core mandate of Public Service transformation has remained intact.

In 2005, the Ministry of the Public Service was disbanded and replaced by the establishment of the Office of Governance. In 2008, with the change in administration, the Ministry of the Public Service was once again re-established as a Ministry. In 2012, Election and Boundaries, which was always under the Ministry's portfolio, was added to the Ministry's name; Energy and Public Utilities were later added in 2015. In November 2020, with the change of government, the Ministry of the Public Service relinquished the Energy and Public Utilities portfolio and added Constitution and Political Reform; and later in January, 2022, Religious Affairs was added. Despite all the changes, it continues to function as the personnel support division of the Public Service. Together with the Services Commissions, the Ministry facilitates services such as: appointments, promotions, transfers, disciplinary control and removal.

### 1.1.1 MPSCPRRA MANDATE, CORE FUNCTIONS AND ORGANIZATION

MPSCPRRA is responsible for the strategic management of the human resource arm within the Belize Public Service, quality delivery of public service and the overall improvement in public service management in keeping with the mandate of Plan Belize.

The core functions of the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs are to:

- i. Serve as the Secretariat to the Public Services Commission, Judicial and Legal Services Commission and Security Services Commission.
- ii. Improve the quality, consistency, and responsiveness of the Belize Public Service.
- iii. Ensure Training and Development opportunities to enable a competent workforce.
- iv. Develop, maintain, and manage the Job Classification and Compensation System.
- v. Manage and provide a psychosocial support system for public officers.
- vi. Review, recommend and institute Constitutional and Political Reform.
- vii. Serve as liaison between the Churches and Government, as it relates to religious affairs.
- viii.

In the context of these core functions, the Ministry is required to provide a full range of services related to human resource management and development for personnel within the Belize Public Service, as laid out in the HR Chart at Figure 1.

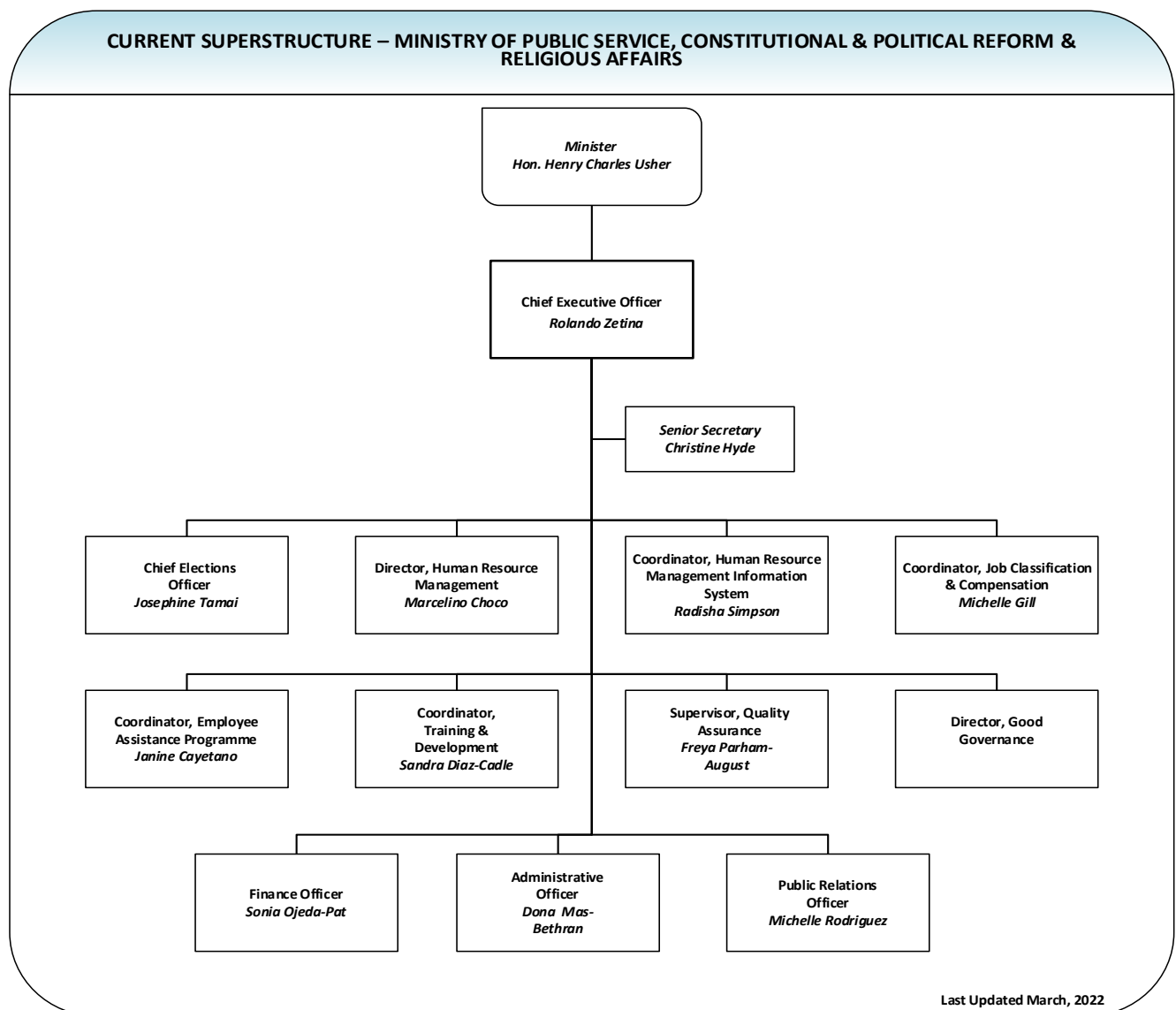
**Figure 1: The Key HRM Services of the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs (HR Figure)**





To provide these services, the MPSCPRRA has organized its fifty-eight (58) staff members around eight (8) functional areas namely: Human Resource Management, Training and Development, Employee Assistant Programme, Quality Assurance and Customer Service, Human Resource Information Management Systems, Job Classification and Compensation, Finance and Good Governance. (see Organizational Chart at Figure 2 and staff list at Annex 1)

**Figure 2: The Organizational Chart of the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs**



## 1.2 MPSCPRRA'S PRIORITY AREAS FOR THE FIRST 100 DAYS



In keeping with the Government's **#planBelize** Agenda to: "Modernize the Public Service management by restoring the autonomy of the public service (prevent micro-management by political directorate), to enhance customer orientation and quality service delivery. Revert to Permanent Secretaries, i.e. senior career public officers, as accounting officers of the Ministries. Introduce legislation to protect whistle-blowers and witnesses involved in corruption cases," the following priority areas were identified by this Ministry for the first 100 days of the new administration:

- I. Stakeholders' consultation on the mission and vision of the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs.
- II. Commence the process of restoring autonomy within the Public Service through
  - the upgrade of human resources
  - Evaluating policies and procedures, and
  - priorities and programs geared towards capacity building
- III. Strengthen the Integrity Commission with powers to require compliance and monitor government ministries and all elected officials, to ensure that their exercise of duties and responsibilities is in accordance with the Constitution, other laws and oath of office taken.

Agreement to sign and ratify full adherence to the United Nations Convention against Corruption (UNCAC).

- IV. The online posting of all pertinent information related to the Government of Belize's procurement process, to allow public participation in the bidding and supply process.
- V. Reconstitute the Public Accounts Committee to include the social partners in the Senate – Cabinet/National Assembly. A research team is scheduled to compile a cabinet paper. The Quality Assurance Unit of the Ministry will lead the process with the assistance of the **Employee Assistance Programme Unit**.
- VI. Introduce a recruitment model via the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs' website
- VII. Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs will assure that everyone has a job description.
- VIII. Revision of the Public Service Regulations, Customer Service Policy and Human Resource Manuals

## **2.0 Mission Statement, Vision Statement, Values and Value Statements and Priorities of the Ministry**

In 2021, the Ministry held its Strategic Planning Exercise with Senior Management to realign its Mission and Vision statements to reflect the Ministry's portfolio, identify core Values and Value Statements and develop the strategic plan for FY2022/2023.

### **2.1 MISSION STATEMENT**

To establish, manage and promote sound human resource management, good governance, free and fair electoral administration and service excellence through innovation and reform for a modernized Belize Public Service and liaison for religious denominations.

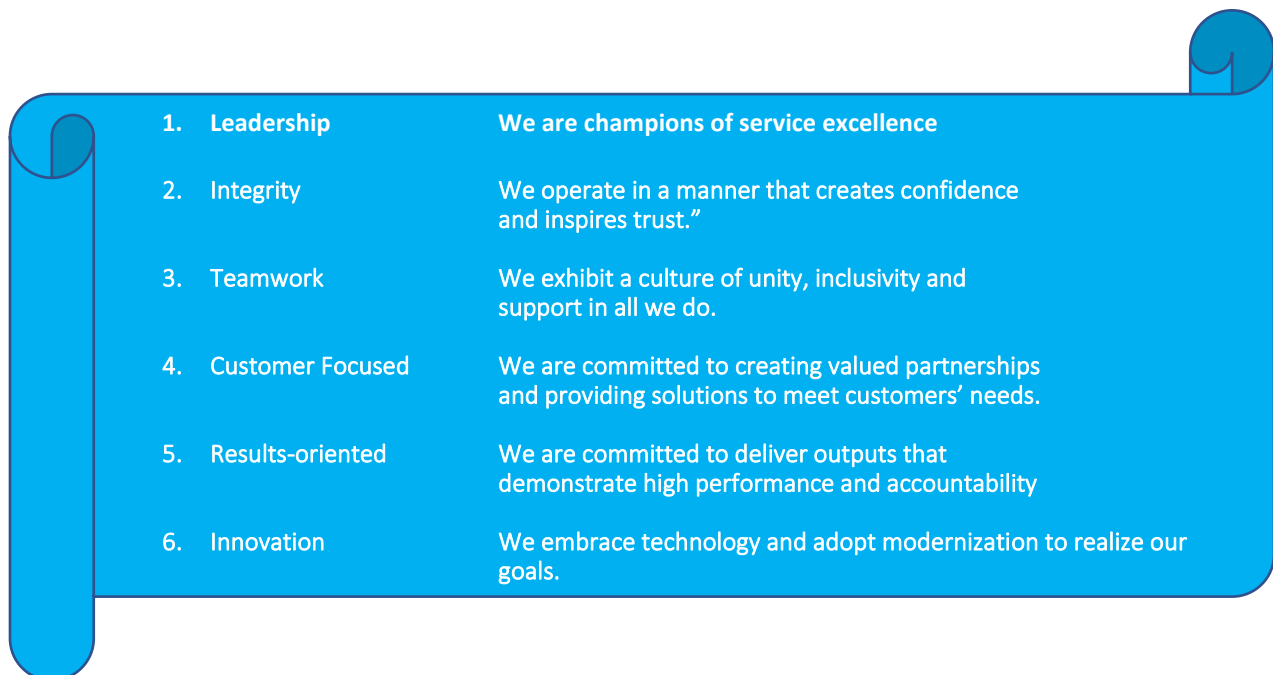
### 2.1.1 EXPLANATION FOR THE MISSION STATEMENT

The Mission Statement was revised to capture #planBelize's pledges in respect to modernizing and transforming the Public Service, ensuring good governance and a free and fair electoral process.

## 2.2 VISION STATEMENT

To be the leading Ministry that values people and creates an empowering environment to achieve service excellence.

### 2.3 VALUES AND VALUE STATEMENTS



1. Leadership	We are champions of service excellence
2. Integrity	We operate in a manner that creates confidence and inspires trust."
3. Teamwork	We exhibit a culture of unity, inclusivity and support in all we do.
4. Customer Focused	We are committed to creating valued partnerships and providing solutions to meet customers' needs.
5. Results-oriented	We are committed to deliver outputs that demonstrate high performance and accountability
6. Innovation	We embrace technology and adopt modernization to realize our goals.

## Main Achievement of the Ministry by Program

During the period November 2020 to present, the staff of MPSCPRRA have been actively engaged in carrying out the mandate of the Government and achieving the Ministry's main priorities areas. This section highlights the objectives, main actions and achieved results for each Unit and Department of this Ministry.

### ***A. HUMAN RESOURCE MANAGEMENT UNIT (HRMU)***

The Human Resource Management Unit consists of eight (8) Administrative Officers (AOs) who process about ninety percent (90%) of requests and recommendations from the line Ministries and two (2) Administrative Assistants who supervise eight (8) clerks in the registry section. The Secretarial function at the front desk and three (3) Senior Secretaries in the Commission's Office also falls under this unit for reporting purposes.

Essentially, the HRMU acts as the secretariat to the three Services Commissions in addition to providing support to all levels of managers in each line Ministries.

A strategic focus was established for this Ministry's activities with specific objectives to the first quarter of the New Administration. The main activities that fall under the responsibility of the Human Resource Management Unit (HRMU) are:

- a) restoration of autonomy of the Public Service;
- b) introduce a Recruitment Model on the Ministry's Website;
- c) revision of the Public Service Regulations and manuals; and
- d) employments and the deployment of adequate Human Resources (HR) needed across ministries and the general management of other needs of the Public Service

## **1. Restoration of Autonomy of the Public Service**

The objective of this area is to ensure that this Ministry, as the HR arm of Government, regains the trust and respect of the Public and Private Sector alike. It is envisioned that the Belize Public Service Act will be introduced at some point during this Government Administration.

### **Result**

- A. Discussions on the Belize Public Service Act were conducted during the first quarter of the first year of this Government Administration.
- B. During the year in review, several Policy Decisions were promulgated through Circular memorandum, such as:
  - i. Guidelines for filling of positions in the Public Service
  - ii. Guidelines in the deployment of staff to perform additional or higher duties
  - iii. Guidelines on submission of files for end of service benefits
  - iv. Guidelines on the management of the effect of Covid -19 in the Government Services

## **2. Introduce a Recruitment Model on the Ministry's Website:**

The objective of this platform is to provide a facility for a wider pool of applicants whenever a position becomes available in the Public Service. It provides easy access to job information and enables transparency within the Belize Public Service.

### **Result**

This unit was instrumental in providing input on the establishment of an online recruitment model. As one of the main end-users of the platform, the HRMU provides feedback for continuous improvement of the application.

Since the launch of the Job Search Portal on 7<sup>th</sup> June 2021, the HRMU has advertised forty-seven (47) vacancies on the platform. Through the platform, a total of seven hundred and forty-five (745) applicants successfully submitted their applications, which were received and reviewed by the AOs in the Unit.

### 3. Revision of Public Service Regulations and Manuals

The objective of this revision process is to modernize the Belize Public Service, which is one of the hallmarks of Plan Belize. The regulations must be contemporaneous with modern tools for Public Administration. The HR Manuals seeks to capture a more customer-oriented procedure with a view to establish fairness and efficiency within the Public Service.

#### Result

The relevant discussions have occurred. A draft list of amendments is already available as a basis to engage the various Unions and other stakeholders. The revision of the HR manual has also been placed as a priority in this Ministry's 2022/2023 strategic focus.

### 4. Employments and the deployment of adequate Human Resources (HR) and the General Administration of other needs across the Public Service.

The objective of this area is to ensure that adequate personnel is available to provide support to the mandate of each line Ministries. It is important to maintain one system across the Government Service as it relates to HR and General Administration.

#### Result

Table 1 shows the available data for the following relevant HR Activities for the stipulated period:

**Table1: HR Activities Processed**

Number of correspondences received by the Ministry's Registry	10,706
Employments processed	1,239
Creation of Posts sent to the Ministry of Finance	172
Messages prepared for the Commission	696
Transfers processed	610
Posting/Special Assignment processed	162
<b>Total HR Activities Processed</b>	<b>2,879</b>

## ***B. JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)***

Job Classification and Compensation Unit (JCCU) has a strategic role within the MPSCPRRA to strengthen the institutional and human resource management capacities within the Belize Public Service (BPS) to establish and maintain necessary conditions for modernization. The Unit is responsible for developing, maintaining, and managing the job classification and compensation system for the BPS which:



- Assists in clarifying and improving the organizational structure.
- Helps to maintain an “equal pay for equal work” policy – thus promoting equity and transparency of the system;
- Aids the recruitment, selection, and on-boarding process, by establishing meaningful job specifications, requirements, and compensation;
- Facilitates better employee-management relations, by ensuring clarity of job functions, roles, and relationships.

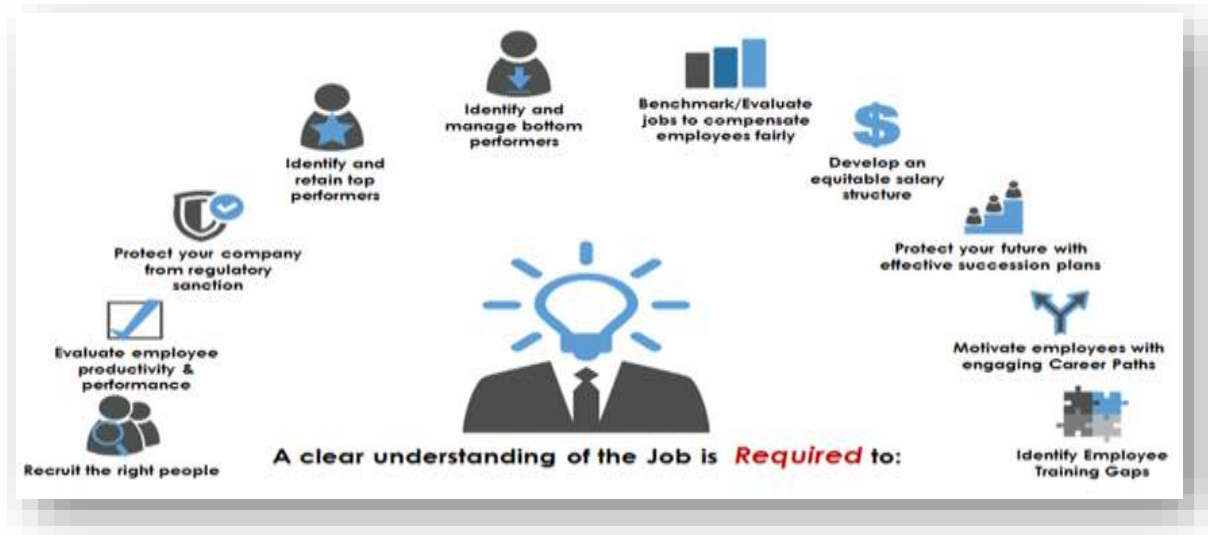
Apart from the major function stated above, the JCCU further supports the Ministry’s objectives by:

1. Making recommendation on requests by Ministries/Departments pertaining to creation, redesignation, reclassification and upgrading of positions across the Public Service.
2. Being the repository for the organizational structures and all job descriptions.



- Analysing workforce changes and labour market trends to organize and define different types of work and to determine requirements and compensation.

## PROGRAM 1: Organizational Development Exercise



The JCCU designs both current and proposed organizational charts for Ministries/Departments to show reporting relationships while accounting for every position within each Line Ministry. The current organizational structures, in most cases, are pieced together from budgetary and other records; notable structural weaknesses are highlighted, and corrective measures are put in place in the proposed redesigns to address the identified weaknesses. The organizational charts also show the legislated Boards, Councils, Committees, and other Statutory Bodies that the respective Ministries/Departments have relationships with. During the organizational development process, the JCCU also looks at the following when designing organizational charts:

- Reporting Relationships with regards to positions;
- Functional Blocks (Ensuring that all the functions of the respective Ministries/ Departments are captured in the organizational structure);
- Span-of-Control (Total number of direct subordinates that a manager can control or manage effectively);
- Job Titles (Job Title should be reflective of the duties, responsibilities, and functions of the job);

- Succession Planning (Clear career paths are design within the structure to ensure leaderships skills are developed).

The JCCU also conducted organizational review of the Ministries/Departments whereby a Round-2 Report was prepared detailing the Legal Authority, Purpose, Ministerial Portfolios, and functions of Ministries/Departments, designing Current and Proposed Organizational Charts, and setting the authorised number of Management and Non- Management positions required to carry out the mandate of Ministries/Departments.



During the period November 2020 to present, organizational reviews which include, organizational development, job analysis, job evaluation, setting authorised manning level and job description writing were undertaken for the following Ministries/Departments:

1. Ministry of Economic Development, Petroleum, Investment, Trade and Commerce
2. Ministry of Finance
  - i. General Administration
  - ii. Central Information & Technology Office (CITO)
  - iii. Customs & Excise Department
  - iv. Belize Tax Service
  - v. Treasury Department
  - vi. Supervisor of Insurance
  - vii. Assets & Utilities Management
  - viii. Belize Cooperate & Companies Registry
3. Department of Youth Services (Amalgamation)
4. Ministry of Transport
5. Belize Postal Services Department

6. Office of the Governor General
7. Bureau and Standards Department

The JCCU is also conducting revision of those ministries and departments that were already completed prior to this New Administration taking office as new Ministries/Departments have since been established. It is also noted that the portfolios of ministerial responsibilities were amended for several ministries which resulted in some changes in their mandate. Thus, adjustments must be made to the different structures to capture the changes, creation of new positions and units that have been added.

## PROGRAM 2: JOB DESCRIPTION WRITING

The Job Description is a tool that aids in the recruitment, selection, and on-boarding process, by establishing meaningful job specifications, requirements, and compensation. Job descriptions



reflect the division-of-labour within an organization. Hence, the unavailability of comprehensive and complete job descriptions for all positions within the Belize Public Service is a major weakness. Effective recruitment and succession planning cannot occur, if the qualifications, knowledge, and experience required to perform the job are not identified. Additionally,

effective performance management cannot occur, where roles and responsibilities are not set out with utmost clarity.

Most of the current job descriptions are not constructed in a standardized format to present complete and concise descriptions of the jobs. In most cases, the job descriptions are not properly written and does not describe the entire job. Additionally, there are varying types of job

descriptions in existence that contain different requirements for the same position. In some instances, no job descriptions exist for some position holders, and they have prepared a list of duties for their jobs.

With these current weaknesses that exist relating to job descriptions, the JCCU under the Commonwealth Secretariat Consultancy embarked on developing standardised Proposed Management and Non- Management Job Descriptions for each position for the Ministry/Department listed above and those that were already reviewed. The JCCU also develops job descriptions for those positions that are newly created and updates existing job descriptions that are sent to JCCU for the revision of terms of duties and responsibilities, qualifications, and requirements.

Additionally, for the first one hundred days of the current Administration, the JCCU completed proposed Generic Job Descriptions for those positions in the Horizontal Grade and those positions that are similar across the Public Service (See Table2 below).

**Table 2: Listing of Proposed Generic Job Descriptions Completed**

POSITION CATEGORY / GRADES	Administrative	Finance	Clerical	Secretarial	Information & Communication Technology	Other
	Senior Administrative Officer	Senior Finance Officer	First Class Clerk (Records)	Executive Secretary	Database Administrator	Driver/Office Assistant
						Driver
	Administrative Officer	Finance Officer	Second Class Clerk (Records)	Senior Secretary	Systems Administrator	Security Guard
						Watchman
	Administrative Assistant	Finance Assistant	First Class Clerk (Accounts)	Secretary I	Information Technology Technician	Office Assistant
			Second Class Clerk (Accounts)	Secretary II		Cleaner

### Constraints and Challenges Faced during JCCU Organizational Development Exercise

- Lack of Current Organizational Charts.
- Lack of updated Staff Listings.
- Inadequate or non-existence Job Descriptions.
- Length of time taken by Ministries/Departments to provide requested information, document and/or empirical data required to carry out the Unit's work.
- Length of time taken to engage in Round-2 Report discussions/feedback.
- Length of time taken to provide feedback on Proposed Job Descriptions.
- Hesitancy in implementing the recommendation made in the JCCU's Round-2 Reports for improvements to the structural weaknesses identified to improve efficiency and service delivery.

### *C. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)*



The role of the HRMIS Unit is to develop, implement, and maintain information systems that meet required standards to support human resource management processes, to improve decision making and increase efficiency in the Belize Public Service.

At the start of November 2020, a single platform for the advertisement of job vacancies in the public service did not exist. In addition, job seekers were required to pick up and drop off paper-based job application forms to various government agencies. The paper-based recruitment process reduced efficiency in

the public service, accumulated a significantly large number of paper files that required physical storage space and was not environmentally friendly.

In December 2020, the MPSCPR, through the Human Resources Management Information System (HRMIS), sought to restructure and streamline the recruitment process in the public service, with an emphasis on increasing efficiency and effectiveness, while supporting cost saving measures. As a priority area for the first 100 days, the HRMIS Unit was tasked with introducing a recruitment model for the Belize Public Service.

At the start of this new administration, each head of unit was tasked by the Minister and CEO to identify ways to improve services or enhance processes. Stemming out of this discussion, a suggestion was made to develop a system that would allow citizens to view vacancies in the public service and for job seekers to apply for jobs online.

In essence, the system would facilitate the recruitment process which is one of the activities of human resources management. This recommendation was made considering the need to modernize this process and to meet the immediate need to social distance due to COVID19 protocols, while still providing quality service. Considering the risk of contracting COVID-19, this initiative sought to phase out the need for persons to visit the office just to drop off paper-based job application forms.

After listening to the proposal made, the CEO and Minister readily embraced the idea and granted approval to proceed with works, immediately, to develop a Job Search and Employment Application website.

Once a platform was identified, several reviews and consultations were conducted with end-users to determine the necessary configurations. Several tests were done, and feedback were sought primarily from the ministry's Administrative Officers to determine the required functionalities, since they would be the managers of the site. The public were also invited to test the site at different stages of its development. This step was important to capture any glitches prior to launching.



In developing the site, two (2) things remained focal: (1) creating a system that truly meets the demands of the public when seeking jobs as well as (2) creating a system that is cost effective, especially considering austerity measures that the country faced with.

The Central Information Technology Office (CITO) provided security and web server hosting of the website. This was made official through the signing of a Service Level Agreement (SLA) between CITO and the MPSCPRRA.

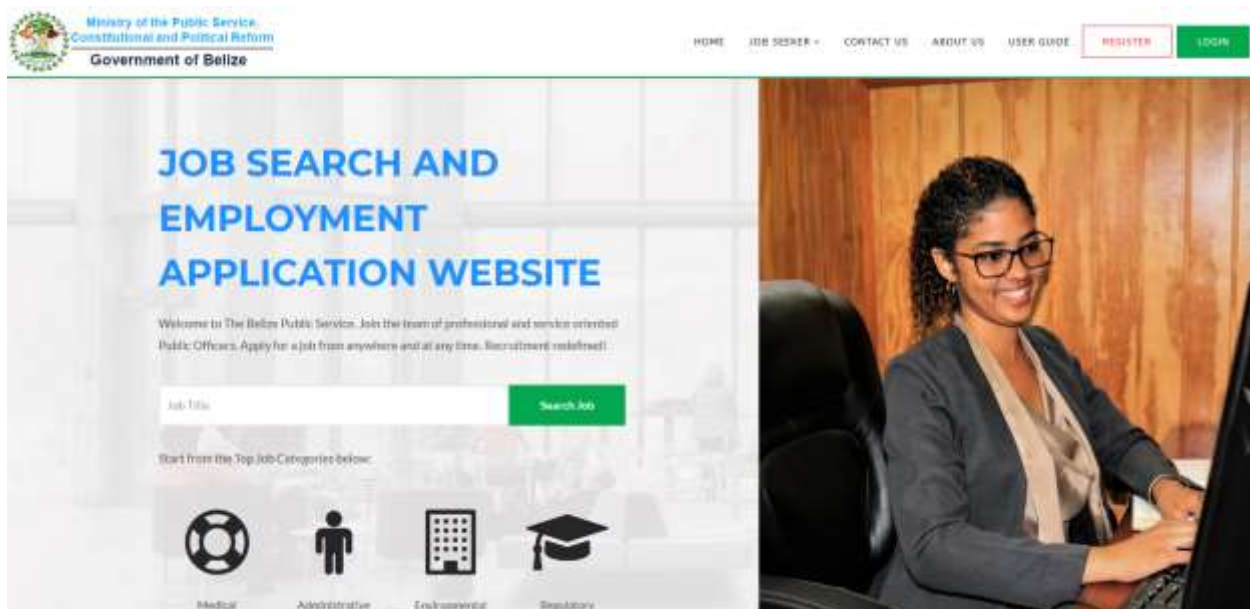
The Job Search and Employment Application Website was launched on June 7, 2021, by the Ministry of the Public Service, Constitutional and Political Reform (MPSCR).





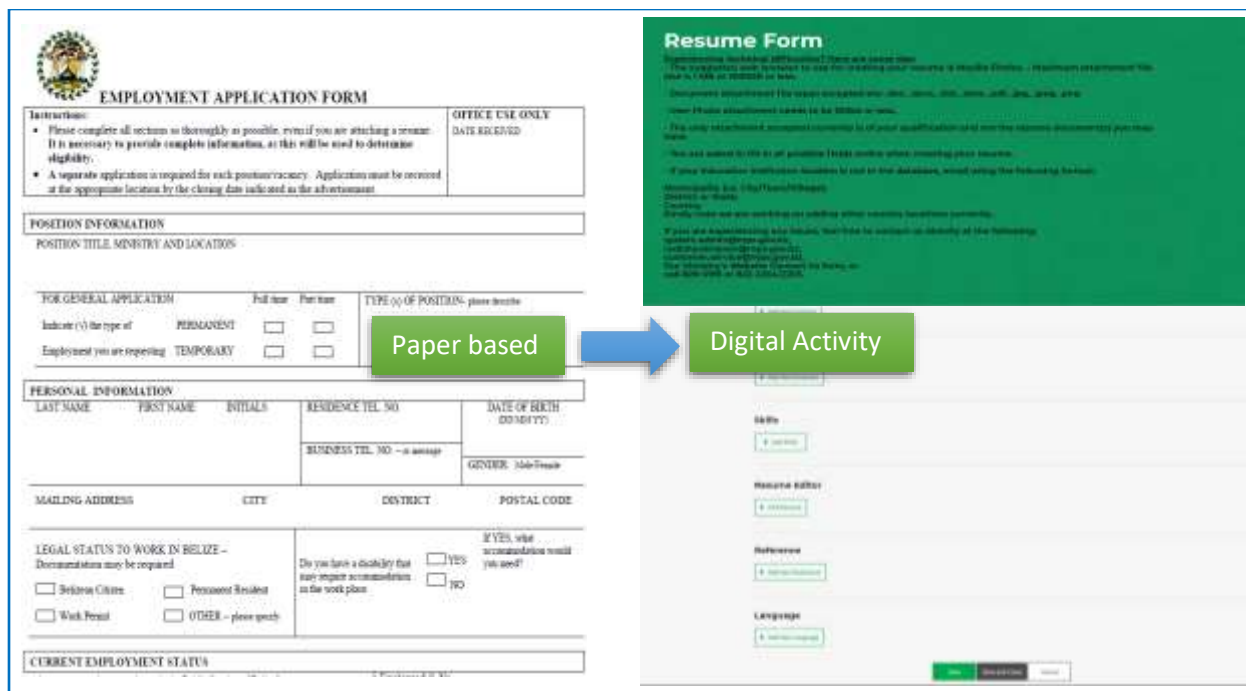
The website is a cost-effective way to attract many prospective candidates and provide them with an insight to the type of qualifications required to fill positions in the public service. It has garnered even more applications, at a reduced cost to government, to select the most suitable candidates to fill positions in the public service. It is accessible through the MPSCPRRA website at <https://www.publicservice.gov.bz> or directly at <https://jobs.publicservice.gov.bz>. It is designed to serve three main functions:

1. To advertise of vacancies in the Public Service
2. To allow job seekers to create electronic resumés.
3. To facilitate automated application for vacancies advertised.



The creation of electronic resumé replaces the need for persons to visit the various government offices to drop-off paper-based job applications. Job seekers can register for their unique account to create a resumé and are able to update their resumé at their convenience. This gives rise to a transition from a paper-based to a digitized recruitment process.





Administrative Officers from the MPSCPRRA are responsible to post vacancies and review resumés/applications submitted through the website. Once applications are received, via the website, they are reviewed and approved for shortlisting by the staff of MPSCPRRA, who are tasked with completing the selection process, in collaboration with ministries and departments.

Citizens as well as other public officers have been benefiting from the ease of viewing vacancies and expediency in applying for jobs. After applying, applicants receive an automatic online notification on the receipt of their application. This reduces the cost to print and mail correspondence. It increases the government’s customer service and responsiveness to citizens.

Job seekers also receive automatic notification if their application is shortlisted and can easily communicate with administrative personnel at MPSCPRRA concerning their application, through the online messaging service. This enables the citizen to have easier access to government personnel, which increases the speed and quality of service provided to citizens.

It is anticipated that this website will act as a central repository for all job vacancies in the Public Service. This streamlines the current process and empower citizen to monitor recruiting activities in the public service. The below represents recruitment transactions carried out on the website since its launch date of 7 June 2021 to February 2022.

## Recruitment Statistics since June 2021

The development and launch of the Job Search and Employment Application Website contributes to strategic Goal #6 of the #planBelize, which speaks to stopping corruption. This website is an initiative to redefine the recruitment process and transform the Belize Public Service. This also increases the level of transparency relating to the management and filling of vacant positions in the public service, hence strengthening good governance.

Registered Job seekers/Users- 2793

Resumes Created- 735

Vacancies Advertised - 47

Applications submitted -745

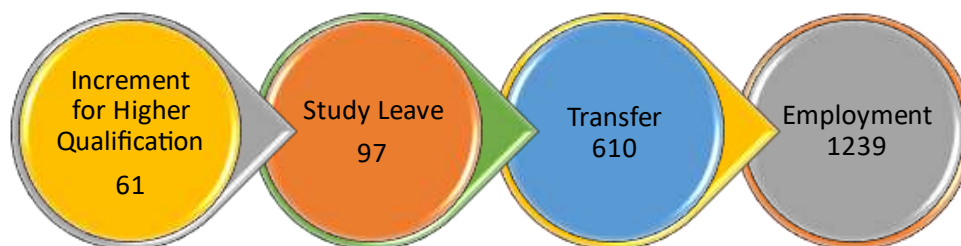
Furthermore, the Job Search and Employment Application Website supports the Sustainable Development Goal which speaks to Decent Work and Economic Growth, which also promotes technological innovation. The website allows vacancies to reach a wider audience and creates an easier and more efficient way to recruit suitable candidates to fill jobs. This initiative not only promotes openness but narrow down inequalities in job opportunities to citizens which is needed to foster economic growth.

Below are the main issues encountered during the year:

- A. Change management – Although resistance to change existed from some persons, the support from the ministerial level demonstrated the Ministry's commitment to implement a system that creates an ease for job seekers, especially during a pandemic. This support was visible from the date of launch.

- B. Technical know-how – Stemming from the change management challenge, majority of the resistance are linked to persons who found the use of technology challenging. Persons complained about filling out fields as opposed to simply uploading a document. To resolve this issue several initiatives were taken:
- An instructional video was released at the time of launch to demonstrate the use of the website.
  - A user-guide tab is available on the website to provide detailed instructions.
  - A help-desk tab is available on the website that allows applicants to chat directly with the administrators of the site to resolve any issues.
- C. Technical glitches – the implementation of technology usually pose the risk of experiencing technical glitches. To minimize these occurrences, the following actions have been taken:
- Regular checks are conducted and continuous feedback are sought from users.
  - A multifactor authentication feature was implemented to prevent spams and make the site more secure.
  - The HRMIS Unit collaborates with CITO/E-Governance for additional support and troubleshooting.

Aside from its strategic activities, the HRMIS Unit continues to carry out its operational activities which includes the entering of HR/payroll data into the SmartStream system. During the past year, the Unit made updates to the Employment, Skills, Jobs and Position module as indicated below. These activities are carried out by four (4) employees of the HRMIS Unit and includes the processing of several HR transactions, of which a few are highlighted below.



The Unit also continues to provide support to all units within the MPSCPRRA, other government entities, Unions, and statutory bodies by providing reports, as required. The generating of reports and guidance/assistance in these technical field are provided by two (2) employees of HRMIS Unit.

#### ***D. TRAINING UNIT***



##### *i. Brief Overview of Scope and responsibilities*

Training and Development is integral to the development of the Belize Public Service in fulfilling its mandate and creating a culture of continuous learning and growth. The Training and Development Unit is responsible for Human Resource Training and Development functions within the Belize Public Service, comprising of the following activities:

- a) Training Profiles and Skills Record,
- b) Training Needs Analysis,
- c) Induction Programme Development and Delivery,
- d) Processing Local and Foreign Training and Development Opportunities,
- e) Training and Development Budget,
- f) Monitoring and Evaluation of programmes, and
- g) Fostering of relationships with relevant stakeholders within the training and development community.
- h) Processing of Public Officers' requests. Refer to Table 3 below for ease of reference:

**Table 3: Types of Request Processed**

Create and process study leave bonds	Create and send memos to Ministries for reinstatement of salaries
Process study leave requests	Create and send memos to Ministries for additional information needed to prepare minutes for respective request
Process requests for resettlement grant and resettlement period	Process minutes and coordinate Commonwealth Scholarship Award/ Interview panels
Process requests for increments withheld	Create and maintain financial assistance database
Process requests for increment for higher qualifications	Create and maintain database for list of officers for Clerical and Secretarial Programmes
Process requests for warm clothing allowance	Process minutes for the development, coordination, facilitation and evaluation of Training Programmes for the Belize Public Service (Local and Foreign Trainings)
Process requests for financial assistance	Create and maintain study leave database

**TRAINING UNIT'S MISSION**

*"To instil service excellence within the Belize Public Service through public/private partnership and research in the standardization of our in-service and professional development training to Public Officers."*

**TRAINING UNIT'S VISION**

*"To inspire a culture of learning among public officers for service excellence."*

Value	Value Statement
<b>Service Excellence</b>	We consistently meet and seek to exceed customer expectations in the delivery of our service.
<b>Integrity</b>	We are honest and ethical in the actioning of responsibilities for and on behalf of Public Officers.
<b>Equity &amp; Fairness</b>	We address all Public Officers, opportunities and challenges in a fair and equitable manner.
<b>Teamwork</b>	We exhibit a culture of unity among members of the Training Unit, our Ministry and the Public Service
<b>Customer Focused</b>	We place internal and external customers' needs as high priority and deliver exceptional customer service.
<b>Result-based</b>	We are a result-oriented unit.
<b>Accountability</b>	We inspire a work environment conducive to transparency and accountability in the work we do for Public Officers.



*Department of Transport Conditions of Service Training, November 2021*

**ACCOMPLISHMENTS**



***1. Training Opportunities and Financial incentives***



The Training Unit coordinated, implemented, facilitated, and supported several training opportunities for Public Officers. An estimated total of **One Thousand, Two Hundred and Seventy-six (1276)** public officers benefitted from different levels of training opportunities and financial incentives (see Table 1 below). This

number does not include CARICAD's Webinars, OAS and other opportunities facilitated through the Ministry of Foreign Affairs.



Table 4: Initiatives/Request: November 2020 to December 2021	# Of Public Officers
In-service Training/Professional Training opportunities	1,083
Study Leave Approvals	97
Increment for Higher Qualifications	61
Financial Assistance	15
Partial Scholarships (Cohort 2 Public Sector Management at UB)	18
Other: Warm Clothing/ Resettlement Grant	02
Total Number of Requests Processed	1,276



**Provide Professional Development Training to Public Officers**



- 1 Coordinated the planning and implementation of the Virtual Clerical Programme 2020/2021 via the Teams Platform. A total of one hundred and fourteen (114) Second Class Clerks and Technical Clerks successfully completed the Programme. The Clerical Programme is designed for Second Class Clerks, and Technical Clerks (Postal Clerks II, Audit Clerk II, Immigration Clerk II, Tax Clerk II, and Customs & Excise Examiner III) who have been appointed in their post. This is one of the criteria for promotion to the post of First-Class Clerk, Postal Clerk I, Audit Clerk I, Immigration Clerk I, Tax Clerk I, and Customs & Excise Examiner II.

2	Coordination of the <b>first Virtual Clerical Completion Ceremony</b> which was successfully conducted with technical support from Statistical Institute of Belize (SIB). Coordinated the planning and implementation of the
3	 <p>Coordinated the planning and implementation of trainings on the use of <b>Microsoft Office 365 Teams Platform</b>. A total of two hundred and three <b>(203)</b> Second Class Clerk, Technical Clerks and Secretary III's received training and fifteen <b>(15)</b> facilitators.</p>
4	Provided coordinated and planning support the selection - <b>Certificate Course in Fundamentals of Professional English</b> . Thirty-seven <b>(37)</b> Senior Secretaries successfully completed this fifteen-week course facilitated by Reading Writes Company Limited.
5	Coordinated the <b>Good Governance, Transparency and Ethics: Train the Trainers (GGTETT) Course</b> in collaboration with Galen University. Thirty-seven <b>(37)</b> Public Officers successfully completed this training, this course was facilitated by Galen University and the Modules were developed by Love Foundation.
6	Coordinated the planning and implementation of a half (½) day <b>Re-sensitization Workshop for Administrative Officers</b> on 15 <sup>th</sup> April, 2021. Forty-one (41) Administrative Officers (AO) and Administrative Assistants who were performing AO duties were in attendance. They were divided into two (2) Cohorts.
7	Coordinated the planning and implementation of the <b>Virtual Secretarial Programme, 2021</b> via the Microsoft Teams Platform. Fifty (50) Secretary III's successfully completed the Programme. The Secretarial Programme is designed for Secretary III's who are appointed. This is one of the criteria for promotion to the post of Secretary II.



8	Coordinated the planning and implementation of the <b>Virtual Clerical Promotional Programme 2021</b> via the Teams Platform. A total of <b>sixty-four (64)</b> Second Class Clerks and Technical Clerks successfully completed the Programme. The Clerical Promotional Programme is designed for Second Class and Technical Clerks who have successfully completed the Clerical Programme and are <u>appointed and confirmed</u> in their post. This is one of the criteria for promotion to the post of First-Class Clerk, Postal Clerk I, Audit Clerk I, Immigration Clerk I, Tax Clerk I, and Customs & Excise Examiner II.
9	Coordinated the planning and implemented of a one-day <b>Workshop for Finance Officers</b> in partnership with the Ministry of Finance and funding support from European Union, Public Financial Management (PFM) Project. <b>Seventy-two (72)</b> Finance Officers and Administrative Officers who were performing the duties of Finance Officers participated
10	Coordinated the planning and implementation of an overnight Sensitization Workshop for Chief Executive Officers. Seventeen (17) CEOs participated along with the Cabinet Secretary; a total of <b>eighteen (18)</b> participants.
11	<p>Coordinated the identification, planning and implementation of the orientation training for twenty-two (22) Placement Supervisors for the Understudy Experience of the <b>Bachelor Degree in “Public Sector Management”</b>. Placement Supervisors were paid a stipend.</p> <p>Coordinated the planning process for the Understudy Experience for twenty- two interns and monitored Placement Supervisors/Interns.</p> <p><i>This Programme is customized for the Belize Public Service and is a partnership between this Ministry and the University of Belize. Eighteen of the twenty- two Public Officers received partial scholarships from MPS. The Understudy Experience is the final component of the Program.</i></p>

12	Coordinated the planning and implementation of the Training in Effective Training Techniques in collaboration with the Ministry of Finance and funding support from European Union, Public Financial Management (PFM) Project. Sixteen (16) Public Officers benefitted from this training, primarily from Treasury Department and Training Unit's Facilitators Pool.
13	<p>Coordinated the planning for the participation of:</p> <ul style="list-style-type: none"> <li>• <b>Nine (9)</b> Senior Managers (MPS) in the Global Leadership Summit, 2020</li> <li>• <b>Eight (8)</b> Senior Managers (MPS) along with a combination of <b>twelve (12)</b> staff members from across MPS Units to participate in the Global Leadership Summit, 2021</li> </ul> <p><i>The Global Leadership Summit seeks to develop the leadership skills of its participants by featuring motivational leaders and speakers.</i></p>
14	<p>Secured approval for the University of the West Indies, Open Campus to develop and facilitate the Professional Development Modules for the Certificate in Secretarial Studies and Certificate in Advance Secretarial Studies for Secretary II's and I's respectively for 2022.</p> <p><i>These are promotional programmes for Secretary IIs and Is respectively in accordance with Circular 9 of 2009 Revised Criteria for Appointment and Advancement in the Finance, Administrative, Foreign Service, Clerical and Secretarial Grades.</i></p>
Scholarship Opportunities	
1	Coordinated the Nomination Process for the <b>Commonwealth Master Scholarships</b> and selected two (2) top candidates for onward submission to the Commonwealth Secretariat Commission for the 2021 and 2022 nominating years.

	<p>A total of <b>fourteen (14)</b> applications were received and processed for 2021, while a total of <b>nine (9)</b> applications were received and processed for 2022. This is an open scholarship for Belizeans and not limited to public officers.</p> <p><i>The Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs is the <u>National Nominating Body</u> for Belize. This Ministry also has the responsibility to advertise this opportunity locally.</i></p>
2	<p>Coordinated the selection process for CARICAD's Scholarship recipient from Belize for the <b>Online Mid-Level Leadership Development Programme</b> delivered from September-December 2021. A member of the Job Classification and Compensation Unit (JCCU) from this Ministry was selected and successfully completed the Programme.</p>
3	<p>Coordinated the selection of public officers to participate in the following IOM Professional Training Modules facilitated through Galen University:</p> <p>Module 1: Ethics (71 Officers)</p> <p>Module 2: Human Trafficking and Smuggling (62 Officers)</p> <p>Module 3: Human Rights, Gender, and Sexual Orientation (73 Officers)</p> <p>Module 4: Youth (70 Officers)</p> <p>Module 5: Legal and Procedural (56 Officers)</p> <p>Module 6: Global and Regional Perspective (37 Officers)</p> <p>Module 7: Interagency Cooperation Module (43 Officers)</p> <p>Module 8: Data Collection (53 Officers)</p> <p>The scholarship opportunities were offered through IOM.</p>
4	<p>Coordinated and planned the selection process for the Coordinator, Training and Development (MPS' Training and Development Unit) to participate as a delegate in the Virtual BMI Global Scholarship Summit, 2021.</p>

	<i>The BMI Global Scholarship Summit is a high-level networking event which provides international organizations offering scholarships or seeking training partners with the opportunity to connect directly with leading universities and education providers on a global scale.</i>
5	Assisted in the coordination and selection process for the Galen University's George Price Scholarship Program for Public Officers. This scholarship was awarded to a Public Officer in honor of the Father of the Nation, the Rt. Honorable George Price. The George Price Scholarship is a full tuition scholarship that will be offered every two years
6	Three (3) members of the Training Unit completed the <b>25 hours Course K-12 Blended Learning and Online Strategies – UNESCO Cohort 3-31.</b> <i>This course is a UNESCO/CCEP/UNICEF/Blackboard Academy partnership with financial support of Federal Ministry for Economic Cooperation and Development.</i>
<b>Other Training Opportunities</b>	
	<p>Provided support to various training initiatives in the advertisement and sharing of training and development opportunities. These include:</p> <ul style="list-style-type: none"> <li>○ CARICAD's Webinars</li> <li>○ Training Opportunities through OAS channelled through the Ministry of Foreign Affairs</li> </ul>

## 2. Embracing the Virtual Teaching and Learning Environment

The COVID-19 Pandemic served as a catalyst in allowing us to embrace virtual training. The In-service trainings were offered using the Microsoft Office 365 Teams online platform. HRMIS provided technical support in the training of staff, facilitators, Second Class Clerks, Technical Clerks and Secretary III's in utilizing the platform. These support **#planBelize** which seeks the *"transformation of government services and spur technological innovation.*

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*Second Class Clerks, Technical Clerks, Secretary III's and facilitators received training on the Microsoft Office 365 Teams Platform.*

### 3. The Training Unit Structure

The Training Unit consisted of one (1) Coordinator, Training and Development, one (1) Training Officer and one (1) Training Assistant. On 1<sup>st</sup> September, 2021, a much needed additional staff was added, one (1) Senior Training Officer.

### 4. Fostering of relationships with relevant stakeholders within the training and development community.



Training and Development has endless possibilities and opportunities; therefore, it is important to establish key relationships and partnership in efforts to maximize and optimize resources. In 2021, new partnerships were forged between this Ministry, Love Foundation and Galen University. Galen University's George Price Scholarship Program for Public Officers.



One of the main objectives of **#planBelize** is to foster Good Governance in the Government Service. The plan pledges to “...Introduce legislation to protect whistle-blowers and witnesses involved in corruption case”. The **Good Governance, Transparency and Ethics Train the Trainers (GGTETT) Course** was conducted against this backdrop in collaboration with this Ministry, Love Foundation and Galen University. Thirty-seven (37) public officers, identified by their respective line Ministries, successfully completed the course. This cadre of officers will provide GGTE Training to the wider public service, under the supervision of this Ministry.

Galen University has initiated other new opportunities for our public officers, such as the IOM Training Modules.



## 5. Training Needs

### i. Completion of Draft Priority Training Needs List 2021-2023 for the Belize Public Service



Circular Memorandum Number 17 of 2021, referenced TRA/05/21 (48) Vol. V, dated 23rd March 2021 was sent to the various ministries for the development of a training and development priority list. Ministries/Departments were tasked to identify performance requirements or needs within their respective ministries/departments to direct resources to the areas of greatest needs. The circular advised that this Ministry will be using the information provided when considering requests for study leave.

A copy of the final document: Priority Training Needs List 2021-2023 for the Belize Public Service

will be distributed to each line ministry.

### ii. Training Needs Assessment

Completed the Terms of Reference for the contracting of a consultant to carry out the Comprehensive Training Needs Assessment.

As with any process, having a solid foundation helps safeguard success. The Comprehensive Training Needs Assessment is a priority outcome for the Training Unit within the Ministry of the Public Service, Constitutional and Political Reform (MPSC&PR). This training needs assessment will set the foundation for the Unit to identify true needs of the service and how public officers can best receive the required training. This is a long overdue activity and thus it is included in the Strategic Plan for 2023 and will be realized in the new fiscal year.

## 6. Processing of Public Officers Requests

Table 5 presents a snapshot of the number of the estimated request and correspondences processed by the Unit within the specified period:

Table 5: Correspondences processed

Type of Request	Memos	Minutes	Letters		General	Bonds
			Approved	N/Approve		
Study Leave	77	88	108	12		36
Financial Assistance	8	17	15	6		
Increment for Higher Qualification	35	163	61	85		
Warm Clothing	1	4	2	0		
Reinstatement of Salaries	14	14			10	
Indebtedness	5	13				
Total	140	299	186	103	10	36



# 2021

## Building a Culture of Appreciation



### *E. CUSTOMER SERVICE AND QUALITY ASSURANCE UNIT (CSQAU)*

Enhancing Customer Orientation across the Public Service is a principal function of the Ministry of the Public Service (MPS). On this premise,, the Government’s Plan Belize Agenda to “return principles and probity to public life thus modernize the public service and enhance customer orientation and quality service delivery,” is being supported by the work of the Customer Service Quality Assurance Unit of the MPS. The primary responsibilities of CSQAU is to improve and assure the quality of the end-to-end experience of citizens and customers. As such, the Unit collaborates with ministries and departments to develop and implement customer service policies and programs, monitor, and ensure that the quality of services provided through the day-to-day functions of the public service are aligned with the needs of the customer.

#### ***Objectives of the Recognition and Reward Program:***



Emanating from the Recognition and Meritorious Award Policy for the Belize Public Service, this program aims to:

➡ **CELEBRATE** and give recognition to the work and worth of the public service and the public officers

➡ **ENCOURAGE** and reward service excellence and commitment to the Public Service

➡ **MOTIVATE** public officers to modernize and innovate to achieve service excellence



 **PROMOTE** and instill the cultural values and principles of the Public Service **BUILD** employee morale and contribute to a positive and customer-focused organizational culture

## What we did

We engaged in a strategic mixture of collaborative and individual activities to motivate officers to achieve service excellence.

1. We conducted consultation sessions relating to the program and provided customer service training.
2. We fostered inclusivity and built morale through the annual theme competition for the public service week.
  - a. We developed and organized promotional campaigns for Public Service Day and the award competition. This includes the production and distribution of circulars, flyers, videos, etc.
3. We organized and executed the highly anticipated annual award ceremony and luncheon.
4. We organized and executed an outreach event to bring COVID relief to those in need.

We collaborated with the Belmopan City Council for the first extension to the Walk of Recognition and Appreciation.

In June of 2021, we recognized over 1,800 public officers. Of these officers, approximately 800 were awaiting recognition from 2020 due to a halt resulting from the COVID-19 pandemic.

The recognition was done via our regular collaborative approach, wherein the line ministries held activities to recognize those public officers who accumulated ten to twenty years of service to the Government of Belize. Those public officers with 25 years of service attended an official ceremony hosted by the Ministry of the Public Service, where they were presented with a certificate of appreciation by the Governor General and the Minister of MPSCPRRA.



In 2021, the Belmopan City Council endorsed the existing MOU with the Ministry of the Public Service. The council continues to collaborate on the Public Service Walk of Recognition and Inspiration.

The support of the council allows public officers to be prominently recognized on the walkway, leading up to the National Assembly in the City of Belmopan. It also encourages others to strive for commitment and outstanding service, while improving the aesthetics of the city and the tourism product of history and culture.

In support of the Training Unit and in collaboration with other departments, namely the Transport Department, over 300 public officers received customer service training. This sensitization session focused on the importance of developing and maintaining standard operating procedures. Recognition and appreciation initiatives continue to be the focus of the Customer Service/Quality Assurance Unit to promote a customer-centric culture.

Both face to face and virtual training sessions were conducted. This allowed many public officers to participate at the same time, while ensuring the safety of all participants given the threat of the COVID Pandemic.

“

300

Public officers  
participating in  
customer  
service training

*Thank you so very much for the thought, little  
would one know how much this helps.* ”

*The old but relevant proverb still holds true of  
charity beginning at home.*

*A key principle of the UN Sustainable Development Goals*



As a part of the outreach sub-program of the Public Service Day commemoration, the Public Service Day National Committee collaborated with an international charity. This partnership was able to source sanitary items, which were distributed to public officers across the country.



## **2. EMPLOYEE ASSISTANCE PROGRAMME (EAP)**

In March of 2015 the former Minister of the then Public Service and Elections of Boundaries, Hon Charles Gibson launched the Employee Assistance Programme (EAP) for the Belize Public Service. Today, in 2022, the Employee Assistance Programme is still active under the now Ministry of Public Service, Constitutional and Political Reform and Religious Affairs.

The Government of Belize encourages a Public Sector that is no longer straddled by outmoded mechanisms of long ago, but one that is a modern, vibrant and a proactive force that promotes and enables the sustainable socio-economic development of Belize. Based on this precept, Government has embarked on a Modernization Programme for the Belize Public Service. This programme focuses on people (human resources), organizational processes and structures as they relate to the realization of the modernization goals. Thus, the programme highlights several strategies for transforming and changing, in fundamental ways, the policies, systems, structures, attitudes and habits that pervade the public service. A main goal is to provide the support necessary to deliver quality service to all our customers.



In the broadest sense, an Employee Assistance Programme is a management support programme that recognizes that there can be extraneous factors that may detract employees from performing their best in the workplace. Some of these factors/stresses may include personal or job-related stress, family, or marital problems, legal or financial difficulties, alcohol/drug abuse and other behavioural problems. While not necessarily originating from the workplace, these factors can grossly affect productivity. The EAP looks at the wellness and well-being of the employee to ensure productivity. When productivity is not related to a training deficiency, the system is employed to the employee.

## Programme Status 2020/2021

Due to the transition between Administrations, the Employee Assistance Programme was



grounded for a month and was not a part of the priority areas for the first 100 days. Therefore, taking such transition into consideration, public officers accessing the EAP services decreased. However, the re-introduction of the EAP to the new administration was made, which resulted in the increase of utilization of the programme by Public Officers, with service returning to a sense of normalcy.

During the early months of 2020, the entire world, experienced major setbacks because of Covid-19, which changed the course of action for many. Given the challenges with Covid-19 during the early months of transitioning, the Employee Assistance Programme had to find new and innovative ways to provide services to Public Officers. The former Coordinator of the EAP met with several EAP Practitioners, including direct regional partner in St. Lucia, to discuss a plan forward. This meeting gave birth to the introduction of “Teletherapy”, which placed focus on the provision of psychosocial /counselling services using the internet and telecommunication technologies.

## Main Achievements of the Employee Assistance Programme 2020/2021

1. Introduction and utilization of Teletherapy services by Public Officers, in an effort to facilitate easy access to support and services, to combat the impact of COVID-19 to the Employee Assistance Programme. Below are actions taken to promote the teletherapy:
  - Creation of a poster that entails the basic information of the EAP and “What is Teletherapy.”
  - Poster was circulated via CITO Network, GOB Press Office and MPS’ Facebook Pages.

- There was free advertising via COVID watch on Channel 7, which ran for a couple of days.
  - Coordinator appeared as a guest on the COVID Watch to hold discussion about the EAP and the services available during the pandemic.
2. Numerous Departmental Support: Significant increase in group therapy request from various governmental departments, including:
    - i. The Belize Police Department
    - ii. The Belize Defence Force
    - iii. The Belize Coast Guard
    - iv. The Belize Tax Service
    - v. The Treasury Department
    - vi. The Ministry of Human Development
    - vii. The Ministry of Health and Wellness
    - viii. The National Fire Service
  3. The Employee Assistance Programme experienced a great level of exposure due to heightened sensitivity of services.
    - During COVID 19, the Unit experienced an increase in requests from departments and ministries regarding group sessions for public officers. The requests were specific to stress management related to coping processes for COVID and the transition to the “new normal.” The group sessions were done virtually; the comments were medium-level regarding effectiveness due to the use of the new teletherapy platform, which in turn provided exposure for the Employee Assistance Programme.
  4. Introduction of Financial Management of Programme
  5. Total Number of Public Officers who benefited from the Employee Assistance Programme 2020/2021



## Public Officer's Access to EAP 2020

A total of 207 public officers including families were served by the EAP for 2020

A total of 196 contracts were entered with private practitioners who are registered as service providers to the EAP

Of the 196 contracts, 49 were contract (B) this is an additional 8 hours of therapy for the public officers and/or family sessions.

Of the 196 contracts, 7 were contract (C) this is an additional 8 hours of therapy for the public officers and/or family sessions.

**FYI:** From the numbers above, a total of 11 cases were dealt with “inhouse” at the MPSCPR

### Contracts B and C is designed/assigned to public officers with clinical diagnoses inclusive of comorbidity

Terminal diagnosis

Psychosis

Chronic alcoholism

Extreme domestic or family violence

The figures below shows total referrals (including self-referrals) to the EAP Unit from 1st January to 24<sup>th</sup> September 24,2021. These are public officers who were willing for EAP to document and treat their cases.



## Documented Presenting Problems



## Documented Presenting Problems



## Country-wide Group Sessions

Countrywide group sessions related to psychosocial training and presentations = 27

Financial Management sessions = 13

Total Group Sessions = 40

### 3. ACCOUNTS SECTION



The main objective of the Accounts and Finance Unit within the Ministry of the Public Service, Constitutional and Political Reform and Religious Affairs is similar to any other Government Ministries or Departments. The Unit promotes efficiency within the Ministry, as it relieves the Accounting Officer (Chief Executive Officer) of a significant amount of routine work relating to financial and stores matters, in accordance with Financial Orders, 1965 and the Finance and Audit Act.

The Accounts and Finance Unit provides financial information and advice to the Chief Executive Officer which assists in directing other Heads of Unit in the implementation of the Ministry's goals and objectives. As a vital part of the Ministry's structure, our mission at the Accounts and Finance Unit is to serve our clients with the utmost of professionalism, efficiency, and effectiveness. We manage the Recurrent Expenditure for the following units – Ministry's Administration (which also includes the Job Classification Compensation Unit, Customer Service Quality Assurance Unit and Employee Assistance Program), Human Resources and Management Information Systems (HRMIS), Training & Development, and Public Service Commission, and the newly established Constitutional and Political Reform – Governance Unit.

Each Unit's goals and objectives are directly related to the approved budget for the fiscal year. These include the daily processes of payables and purchasing, semi-monthly payroll processing and approvals. One of the major tasks of this unit includes the Rental of Office Space and Dwelling quarters. Additionally, the Accounts Unit conducts activities for the wider public service, such as the payment of: Salary commitments for public officers on study leave; Financial assistance for approved courses of studies for public officers;

Transfer Grant/Commuting Allowance for public officers between June to August of each year; and Warm Clothing Allowance for public officers.



## 4. ELECTIONS AND BOUNDARIES DEPARTMENT

### *1. BRIEF HISTORY OF ELECTIONS AND BOUNDARIES DEPARTMENT*

The Elections and Boundaries Department was established in 1989. Subsequent to the constitutional amendments to Section 88 of the Belize Constitution, amendments were made to the Administrative Provision of the Representation of The People Act (Statutory Instrument 26 of 1988). All staffing matters were then transferred from the Elections and Boundaries Commission to the Public Services Commission. An amendment to the Belize Constitution by Act No. 2 of 2001, dated February 23, 2001, transferred jurisdiction over the Chief Elections Officer to the Public Services Commission. The responsibility for the direction and supervision of the registration of voters and the conduct of elections, referenda and all matters connected therewith remained with the Elections and Boundaries Commission. The Chief Elections Officer is responsible for the day-to-day administration and all phases in the electoral process. The Chief Elections Officer reports to the Ministry of the Public Service and the Elections and Boundaries Commission on a timely basis.

The **Elections and Boundaries Department** is national in scope. It has **one Central Office in Belize City** which serves as the administrative hub of the department. There are **fourteen (14) Branch Offices** located as follows: three (3) in Belize City, one (1) in Ladyville Village, one (1) in each of the six (6) district towns, except for Orange Walk Town which has two (2), and also one (1) in Santa Elena Town, Benque Viejo Town, San Pedro Town, in the capital City of Belmopan, and **one (1) Sub-Office** located in Independence Village. The branch offices and sub-office are responsible for the processing of applications for registration, publication of supplemental lists and other matters related to registration of voters. Each Branch Office is staffed with Registering and Assistant Registering Officers.

## 5. MAIN ACHIEVEMENTS

### 2.1 VOTER REGISTRATION

The Elections and Boundaries Department (EBD) continues to fulfil its mandate by ensuring that all qualified persons who wish to be registered as electors can register and vote unhindered. Between the November 2020 to February 2022, a total of four thousand one hundred and twenty-three (4,123) persons registered. As of January 2022, one hundred eighty-six thousand, eight hundred and ninety-three (186,893) persons are registered in all thirty-one electoral divisions. The EBD continues to ensure strict adherence to the COVID-19 Regulations at all its offices countrywide to prevent the spread of the infectious disease.

### 2.2 COROZAL BAY BY-ELECTION AND MUNICIPAL ELECTIONS

Following the general election on 11<sup>th</sup> November, 2021, the EBD immediately began preparations for the upcoming municipal elections which was to be held on 3<sup>rd</sup> March 2021 in all nine municipalities. Due to the unfortunate passing of Hon. David “Dido” Vega on 11<sup>th</sup> December 2021, a by-election for the Corozal Bay electoral division was pending. The Governor General of Belize issued the WRIT of election for the Corozal Bay electoral division on 4<sup>th</sup> February 2021. Nomination Day for both elections were held on 15<sup>th</sup> February 2021. Election workers successfully conducted both elections on 3<sup>rd</sup> March, 2021. The Village Council Elections are currently scheduled, and the EBD is currently undertaking preparations for these elections.

*Staff hard at work for election*



### **2.2.1 Corozal Bay By-Election**

Nomination Day was held on 15<sup>th</sup> February 2021 between the hours of 10:00a.m. and 4:00pm., at the Magistrate Court Building, Corozal Town. Two candidates were nominated, one from each of the two major political parties. These candidates were Elvia Vega Samos, for the People's United Party (PUP) and Hilberto Campos for the United Democratic Party (UDP).

In addition to the By Election in the Corozal Bay Electoral Division, voters in Corozal Town also had the opportunity to cast their vote to elect their Mayor and Councillors for the Corozal Town Council.

Polling stations were located at St. Francis Xavier Roman Catholic School, Corozal Methodist School, and St. Paul Anglican School. Buildings were organized to accommodate both elections. Strict Covid-19 protocols were enforced at all polling and counting stations. The Belize Police Department assisted in enforcing these protocols. A total of five thousand, seven hundred and twelve (5,712) registered voters were eligible to participate in this election.

### ***ELECTION DAY***

Polls opened at 7:00 a.m. and closed at 6:00 p.m. Of the five thousand, seven hundred and twelve registered electors (5,712) eligible to cast their vote, a total of four thousand, one hundred and thirty-two (4,132) voters casted their ballots. This represents a 72.34 % voter turnout (**see Annex 2**).

### **Municipal Elections**

In accordance with the Cities and Town Councils Acts, Municipal Elections were held on 3<sup>rd</sup> March, 2021.

### **Nomination Day**

Nomination for candidates wishing to contest the 3<sup>rd</sup> March, 2021 Municipal Elections was held on 15<sup>th</sup> February 2021 between the hours of 10:00a.m. and 4:00p.m. At the close of nominations, a total of one hundred and sixty (160) candidates were nominated (**see Annex 3**).

A total of two hundred and seventy-two (272) polling stations were utilized for the municipal elections to ensure that electors were kept to a minimum of four hundred (400) voters per polling station to ensure social distancing and strict adherence to the COVID-19 protocols.

### **Elections Results**

The results indicate that the People's United Party (PUP) captured eight (8) of the municipalities, except for one (1) municipality where the United Democratic Party (UDP) retained the mayorship and one (1) councillor seat, whilst the remaining five councillors were won by the People's United Party (**see Annexes 4 to 12**).

### **Covid -19 Elections Protocols**

To prevent the spread of the COVID-19 virus, the EBD ensured that all election officers were provided with the necessary personal protective equipment. Officers were trained in enforcing the COVID-19 election protocols at all nomination, polling and counting stations. In addition to the airing of advertisements on the radio and television stations, posters were developed and displayed at all polling and counting stations.

The EBD website was also constantly updated with these advertisements and notices.

### 2.3 CARIBBEAN STATISTICS DAY

On the 15<sup>th</sup> of October 2021, the EBD was invited by the Statistical Institute of Belize (SIB) to deliver a short video address for Caribbean Statistics Day which was held under the theme: “**Leave No one Behind, Everyone Counts!**” This was the first time that the EDB was invited to this event.

The address highlighted the following list of statistics which management utilizes for planning:



*Mrs. Fatima Gordon  
Registering Officer Supervisor  
Caribbean Statistics Day*

- (1) Monthly Cumulative Total of Registered Electors by Electoral Divisions, polling areas and sex
- (2) Monthly Cumulative Total of Electors by the Nine Municipalities
- (3) Semi-annual Cumulative Total of Registered Voters by Age Cohort
- (4) Monthly Cumulative Total of Electors by Pie Chart and Bar Graphs
- (5) Breakdown of Hourly Voter Turnout by Hourly Report and Overall Elections

### 2.4 PROPOSED AMENDMENT – VILLAGE COUNCILS ACT, CHAPTER 88 AND STATUTORY INSTRUMENTS NO'S 134 OF 2009 AND 31 OF 2010

#### Collaboration with EBD/EBC and Ministry of Rural Transformation, Community Development, Labour and Local Government (MRTCD)

The EBD/EBC in collaboration with Ministry of Rural Transformation, Community Development, Labour and Local Government continues to hold meetings in preparations for the 2022 Village Council Elections. Proposals for amendment to the Village Council Act and Regulations, Statutory Instruments No's 134 of 2009 and 31 of 2010 in reference to the conduct of elections were submitted to the Ministry of Rural Transformation, Community Development, Labour and Local



Government, which is expected to forward all proposals for amendments to the Attorney General's Ministry for drafting of legislation.

One major recommendation is to amend the qualifications for persons to vote in the Village Council Elections to allow only electors whose name appear on the official voters' list to be eligible to vote. This entails using traditional boundaries to develop the voters list due to the fact that the Ministry of Rural Transformation, Community Development, Labour and Local Government has informed that only three villages have legally defined boundaries these are: Santa Clara (Corozal District), Mahogany Heights and Western Paradise (Belize District). Presently, field work is being conducted alongside the Rural Community Development Officers to compile the list of communities/settlements that have traditionally participated in Village Council Elections. This is necessary to enable EBD to produce an accurate voters list for each village/community.

## **2.5 BOUNDARY REDISTRICTING**

The Elections and Boundaries Commission (EBC) is committed to ensuring that a re-division exercise is conducted in accordance with Section 90 of the Belize Constitution. The Government of Belize has approved a supplementary budget for the fiscal year 2021/2022 in the sum of one hundred and fifty-nine thousand and twenty-nine dollars (\$159,029.00). The entire exercise is expected to cost approximately four million dollars (\$4M). As such, the Government of Belize is expected to approve the remainder of the funds during the fiscal years 2022/2023 and 2023/2024.

Since December 2021, the EBC commenced appointment of members to the task force. These includes persons with technical expertise in the areas of geographical information systems, legal studies, statistical analysis and electoral management.

These members are:

- Josephine Tamai, Chief Elections Officer, Elections and Boundaries Department – Chairperson
- Paula Hender, Crown Counsel, Attorney General's Ministry – Member

- Shirley Humes, Principal Planner, Ministry of Natural Resources, Petroleum and Mining – Member
- Alfred Cal, Senior Lands Officer, Ministry of Natural Resources, Petroleum and Mining – Member
- Martin Aldana, Statistical Analyst, Private Sector – Member

The task force has been given a 15-point terms of reference (**see Annex 13**) which they will use to set the groundwork, advise, and provide a detailed report with recommendations to the EBC on the redivision of electoral boundaries. The task force held its first inaugural meeting on 21<sup>st</sup> February 2022. Members have since actively commenced the exercise and subsequent meetings have been held. The first report of the task force is expected to be submitted to the EBC in July/August of 2022. The final report is expected to be submitted in 2023 after which the EBC is expected to review the report and make recommendations to the National Assembly for approval. It must be noted that any re-division of electoral boundaries will come into effect at the next general election.

## **2.6 TOTAL TRANSACTIONS BY ELECTORAL DIVISION**

The tables at **Annexes 14-16** display the total transactions conducted for each electoral division for the period November 2020 to February 2022. This report is recorded and updated on a monthly basis to allow the department to plan effectively and efficiently. Transactions vary by months or seasons. For instance, if an election date is approaching, the workload increases in different areas depending on the type of election (village council, municipal or general elections). The EBD equips staff members with the necessary tools and resources to get the job done. The department conducts in-house training and audits on a constant basis. During the less hectic periods, staff members are encouraged to take their earned vacation leave, as such vacation leave must be placed on hold due to the workload during the busy periods..

## 2.7 INFORMATION TECHNOLOGY

The department has made some improvements to its process flow by digitizing its proxy applications, proxy registers, transfer applications, and transfer transactions. These new features that have been generated in the existing system have improved the quality of work, reduced extended working hours, and have assisted in readily flagging of persons attempting to register/transfer more than once.

**Proxy Application** - Enhancing the database system allows the department to capture, record, and link proxy application to generate electronic records to produce proxy registers that are used at polling stations on election day. This has been a major upgrade from a manual system. The changes to the system have allowed us to automatically generate proxy registers. The system allows the department to identify any person who attempts to appoint more than one proxy voter. With the enhancement of the system, staff are less likely to make errors when accepting proxy applications. The system ensures that only persons who are registered can be linked to a proxy application after verification of their information.

- **Transfer Applications** – The enhancement of the EBD database system allows for electors to be automatically selected in the system which allows for officers to generate and print reports after various approval steps have been done.
- **Elections and Boundaries Application (EAB App)**- Enhancement of the EAB application allows returning officers and election clerks to report accurate information for election results. It also assists with the capturing of data to give accurate hourly counts throughout the election day.
- **Registration Application** – The Central Information Technology Office (CITO) had been creating a registration application to operate a real-time registration process. This application was very near completion. This system was to be solely managed by the Elections and Boundaries Department. The technical staff from CITO who were developing

the application were transferred from CITO to the newly created E-governance Unit. As a result, the department has been unable to move this process forward.

### **Recognition of Partners and Donors to EBD**



**Staff receiving long service award**

The EBD recognizes the assistance of Total Business Solutions Limited (TBSL) for their assistance in creating an app for the hourly voter turnout and election results for the Corozal Bay By-Election.

The Central Information Office (CITO) assisted with the application for the 3<sup>rd</sup> of March 2021 Municipal Elections. The EBD is most grateful for the usual assistance given by the staff of the CITO.

The EBD would not be able to provide such timely information to the public without the support of both TBSL and CITO.

Finally, the EBD would like to acknowledge all public officers who willingly gave their service during the past elections. A huge thank you to the entire staff of EBD, who tirelessly dedicated their time and energy throughout, even in the midst of the Covid 19 pandemic. Without their contributions, the successful outcome of these elections would not have been possible.

### **Virtual Supervisors Meetings**

The Covid 19 Pandemic has significantly curtailed the face-to-face interaction of staff. Therefore, the innovated use of technology, such as Microsoft Teams has compelled managers to conduct their business uninterrupted.

The EBD held virtual supervisors' meeting to address key management issues, preparations, and post Corozal Bay By-Election and Municipal Elections. Thus far, similar meetings have already been held in preparations for the upcoming 2022 Village Council Elections.

### **Verification of applicant information at the Vital Statistics Unit (VSU)**

The Representation of the People Act (ROPA) makes provision for EBD to verify the correctness of the particulars of an applicant for registration as an elector from the VSU and Immigration Departments.

To facilitate the verification process, in 2018, a Wide Area Network (WAN) was established between the EBD and VSU; however, this was abruptly discontinued in June 2021 without prior notice to the EBD. Such action was deemed to be regressive to the EBD, especially at a time when the proper mechanism should have been in place to ensure that legitimate persons are not disenfranchised. Removing EBD from this platform, created major backlogs as the department was required to submit hard copies of documents to VSU for verification. The department is obligated to adhere to deadlines as stipulated by the ROPA. Delays in the receipt of the verifications resulted in applicants' names not being published in the monthly supplementary lists, as without the verification EBD cannot confirm correctness of information and nationality.

Communication with VSU and the Attorney General's Ministry was established; however, we continue to experience delays until a solution is identified. It must be noted that any applicant whose name cannot be verified by the relevant entity, such as the VSU or Immigration Department, can be deemed as deprivation of a person's right to vote in an election.

### **Community Outreach**

Community outreach is a segment of EBD's Voter Education program. Dangriga Registration office took that initiative to visit the communities of Sittee River, Pomona, and Seine Bight Villages as a community outreach, to issue voter identification cards. These cards were for electors who have registered to vote and have not yet picked up their ID cards.

These communities were receptive of the outreach. All other offices plan to undertake this drive as an ongoing exercise with the intention of distributing majority of the identification cards that are on hand.

### Revenues Collected by Registration Offices for Replacements of Voter's Identification Card

The ROPA makes provisions for registered electors to apply for replacements of voter's identification card in circumstances where it was lost or damaged. A fee of five dollars is payable in case of first issue, and ten dollars in the case of any further issue.

**Table 6: Revenue Collected and Allowances Paid**

<b>Revenue Collected/Allowances Paid</b>		
November 2020 - February 2022		
<b>Offices/Divisions that collect revenue</b>	<b>Amount</b>	<b>Revenue Collectors Allowances Paid</b>
Collect, Mesopotamia & Lake Independence	\$200.00	\$800.00
Toledo East, Stann Creek West	\$270.00	\$800.00
Belize Rural North, Belize Rural Central	\$0	\$800.00
Caribbean Shores, Fort George, Pickstock, Freetown	\$105.00	\$800.00
Cayo West	\$140.00	\$800.00
Belize Rural South	\$90.00	\$800.00
Albert, Queen's Square, Port Loyola	\$60.00	\$800.00
Belmopan, Cayo South	\$185.00	\$800.00
	<b>\$1,050.00</b>	<b>\$6,400.00</b>
<b>Office/Divisions that do not collect revenue</b>		
Corozal Bay, North, South East, South West	Electors pay directly at Treasury Department	
Orange Walk North, South, East, Central	Electors pay directly at Treasury Department	
Cayo North and North East	Electors pay directly at Treasury Department	
Cayo Central	Electors pay directly at Treasury Department	
Dangriga, Stann Creek West	Electors pay directly at Treasury Department	
Toledo East, Toledo West	Electors pay directly at Treasury Department	

The fees that are payable by the elector are far below the cost associated to produce the current polyvinyl chloride (PVC) which is coloured printed and enhanced with security features. The cost of each PVC is approximately (\$20) each (see Table 6). In addition, the monthly revenue collector's allowance provided to the Assistant Registering Officers who are responsible for the collecting the

revenue and subsequently pay-in of the revenues to Treasury Department, far exceeds the revenue collected by the department.

Consideration may need to be given to possibly increase the fees for the replacements. It must be noted that Benque Viejo Town (Cayo West) and Independence Village (Stann Creek West/Toledo East) do not have a Treasury Department that electors can access to pay for their replacements.

## **2.8 Elections and Boundaries Commission (EBC)**

The EBC is a five member constitutionally appointed body consisting of persons of integrity and high national standing. They are responsible for the direction and supervision of the registration of voters and the conduct of elections, referenda, and all other matters connected therewith.

The EBC held a total of seventeen (17) meetings. These meetings were for the purpose of discussing matters relating to the registration of voters, the conduct of elections (post General Elections, Corozal Bay By-Election, Municipal and Village Council Elections). They also processed approvals for nomination centres, polling and counting stations in addition to the appointment of election workers for the Corozal Bay By-Elections and Municipal Elections. Logistics were discussed for a non-governmental organization from Ghana to visit and understudy EBD/EBC. All matters, relating to the redistricting of electoral divisions, were discussed to ensure that the exercise commenced as soon as possible.

## Lessons Learnt

While the Ministry achieved many accomplishments, as highlighted above, it is important to reflect on how the Ministry could have enhanced the effectiveness and impact of the various programs. This section does precisely that, in providing an overview of lessons learnt.

### ***A. HUMAN RESOURCE MANAGEMENT UNIT (HRMU)***

The main lesson learnt during this period is that innovation and novelty require time for development to reach a desired status quo. For example, the Job Search Portal which has posed challenges for the AOs in collating applications. Therefore, appropriate solutions must be identified and applied to ensure efficiency.

The reduction in turnaround time to process cases within this Ministry has proven a bit difficult. It has been determined that the current Process Flow and certain procedure need revisiting.

Collaboration with relevant stakeholders to revise the regulations and the manuals pose a challenge in terms of expediency. Deadlines for completion can be a good guide to complete this task

### ***B. JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)***

The following are some of the lessons learnt from the various programme of activities:

- Requests for upgrades to positions that exists across the Service should not be done on a case-by-case basis, as it builds inequities within the classification and compensation systems and disenfranchise other similar positions across the BPS.
- The MPSCPRRA should make sure that the pre-existing conditions and requirements are favourable before undertaking any Classification and Compensation Project. Additionally, a policy should be developed, outlining the frequency for the conduct of such an exercise; e.g. every ten years.



### ***C. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)***

The initial plan was to develop and launch the website within the first 100 days. Therefore, the decision was made to utilize a professional version of an opensource application. The time constraints did not afford much opportunity to explore various applications or the development of a customized application for recruitment in the public service. While the website does satisfy many needs, it limits the scope of customization for the Belize Public Service, due to time schedule.

### ***D. TRAINING AND DEVELOPMENT UNIT***

#### ***1. Development of effective Impact assessment strategies***

Monitoring and Evaluation mechanisms are in place to assess how the training programmes are evolving over time during the implementation process. Final evaluations are conducted with participants upon completion of the training programmes. However, effective impact assessment strategies are needed to assess whether there are gaps between the planned and achieved results, and whether the changes in performance are due to the programme alone.

#### ***2. Expand E-Learning Environment for sustainability***

The COVID-19 Pandemic served as a catalyst in allowing us to embrace virtual training. Modernizing the Public Service is one of **#planBelize's** pledge, which seeks the ***“transformation of government services and spur technological innovation...”*** This involves the digitization of its services. As the Training Unit embraces the e-learning environment and opportunities, more investment is needed to ensure a reliable and sustained e-learning platform.

#### ***3. Fostering of relationships with relevant stakeholders within the training and development community (Public/Private/local/regional and international)***

The Unit needs to be more proactive in identifying and engaging public and private partners both locally and internationally in the training and development sector. Training and Development has endless possibilities and opportunities; therefore, it is important to establish key relationships and partnership to maximize and optimize resources. The Unit will continue to strengthen our existing partnerships while securing new linkages, locally and internationally for training and development opportunities within the private and public sector.

#### **4. Creating Training Profiles and Skills Records Database**

Some line Ministries have created and sustained relationships with key training and development stakeholders and entities, both locally and regionally. The Unit applaud such initiatives; however, an inhouse inventory needs to be conducted with the line Ministries within the Belize Public Service to capture training and development opportunities that currently exist for their officers. This is currently lacking, and Ministries are operating in silos. As a result, this Ministry is not capturing Professional Development Training of all Public Officers.

#### **5. *Comprehensive Training Needs Assessment***

A comprehensive Training Needs Assessment is long overdue. Thus, it is included in the Strategic Plan for 2023 and will be realized in the new fiscal year.

#### **6. Need to review and restructure Inservice Training Programmes: Secretarial and Clerical Programmes**

The Clerical and Secretarial Programmes needs to be reviewed, updated and restructured. Currently, most of the materials are repetitive across the dual level programmes. The opportunity exists to expand the current curriculums to include other relevant Modules such as Good Governance, Conflict Management, Emotional Intelligence, to name a few.

## **7. Processing of Public Officers Requests**

### **i. Incomplete submissions**

An estimated one hundred and forty (140) memos were sent to the various line Ministries during this period. These memos sought additional information based on public officers' request. When incomplete requests are received by the Unit, it significantly impacts the turnaround time for the officer's request to be processed. The Training Unit is currently working on a list of required information for the various request to be included in the AO's Manual that is currently in its draft stage. The establishment of this all-inclusive manual will guide ministries and departments when forwarding submissions to this ministry; thus, the number of memos sent by the Unit will drastically be minimized.

### **ii. Increment for Higher Qualification**

The Training Unit continues to see an increase in the number of requests for increment for higher qualifications whether public officers received approval from this Ministry or not. However, the Government's ability to financially sustain the approval of additional increments for higher qualification continues to be a growing concern. A full costing associated with increments for higher qualification for the period 2017 to 2021 was generated by HRMIS in collaboration with this Unit. The total cost was estimated at **One Million, Nine Thousand, Two Hundred and Two Belize Dollars and Three Cents (\$1,009,202.03)**. This estimate does not include the recurring cost of those approved prior to 2017.

### **iii. Study Leave**

Emerging from the Covid-19 Pandemic opportunities, several universities now offer fully online studies. While this is an opportunity for many public officers who wishes to pursue studies, they are not eligible for Study Leave in accordance with Regulation 184 (2) of the Belize Constitution (Public Service) Regulations, 2014, which does not allow approval of study leave for fully online studies. Thus, public Officers pursuing online Master Degree Programme are not qualified for increment for higher qualifications in accordance with

Regulations 114 Schedule 2 4 (i) which underscores that **approved study leave** from this Ministry is one of the criteria for increments for higher qualification at the Master Degree level.

There is an urgent need for a revision of the BCPSR, 2014 to respond to the evolving conditions that impacts the governance of the Belize Public Service.

**8. Need for an Onboarding Process and Induction of new entrants into the Belize Public Service.**

No structured Induction or Orientation activity currently exist. This Ministry as the human resource arm of the Belize Public Service is responsible for the development and implementation of this process.

**9. Training and Development Unit Structure**

Due to limited staffing in the Training and Development Unit, staff needs to be positioned differently to respond to the demands of the Unit while maintaining fairness.

***E. EMPLOYEE ASSISTANCE PROGRAMME (EAP)***

The consistent rebranding/remarketing of the EAP plays an important factor in promoting the existence of the services provided to the wider public service. Taking into consideration the challenges of 2020/2021, rebranding the EAP during this period was not as successful. The overall aim of the EAP is to not only provide proactive interventions, but also preventative mechanisms to identify, early detection and resolution of both personal and work-related stressors, that may adversely pose threat to the job performance of Public Officers. Therefore, rebranding countrywide is imminent for the existing Employee Assistance Programme. Rebranding would have made a big difference in enhancing the effectiveness of the EAP in 2020/2021. Promoting the EAP is a collaborative effort that should include all Ministry units.

## ***F. ELECTIONS AND BOUNDARIES DEPARTMENT***

The budgetary constraint continues to limit the EBD in exercising its mandate to satisfactorily achieve free and fair elections. The EBD humbly appeals to the Ministry so that consideration can be given to the allocation of adequate resources to the Department which would ensure that successful elections are conducted.

The COVID-19 Pandemic has created many challenges and opportunities. In a democratic country such as ours, the conduct of elections cannot be an exception. As a result, the EBD was compelled to re-align its paradigm to minimize the exposure of electorates to this pandemic.

The selection and appointment of Public Officers for election duties continue to be a nightmare. This causes delay in sending the list of names to the Elections and Boundaries Commission for approval, formal appointments and training. Furthermore, the exorbitant medical papers exempting the public officers from performing election duties are unbearable. Such practices are considered disingenuous to those officers who willingly volunteered themselves for almost every election. To compound this issue, EBD continues to face resistance from Chief Executive Officers and Head of Departments in providing an accurate list of names of public officers under their supervision. Updated staff lists are to be submitted to the EBD on a quarterly basis for the department to update its database. It is paramount that cooperation is received from all entities within the public service to allow the EBD to fulfil its obligations in conducting a free and fair elections.

## Future Priorities and Plans

Considering the lesson learnt, the MPSCPRRA seeks to improve its current processes to create more success stories. This section offers a preview of the Ministry's future plan, by program, based on its strategic focus:

### ***A. HUMAN RESOURCE MANAGEMENT UNIT (HRMU)***

The following are future priorities that fall under this Unit:

- i. Process re-engineering will be a priority to address the efficiency of this Ministry to respond to its customers in a timely manner.
- ii. Updating of HR Manual to modernize our HR processes, policies and practice will be undertaken almost immediately.
- iii. The digitization of records as part of establishing an Electronic Records Management System is also a priority that will complement the new process flow for this Ministry's activities.
- iv. Development of a policy document – “The Management of Active Personal Records of the Belize Public Service” will be undertaken in collaboration with BARS.
- v. Recruitment of the Good Governance Staff – a total of 6 persons comprising of a Director, Good Governance, Legal Counsel, Good Governance Officer, (2) Research/Legal Assistant and a Secretary II is already in process.

### ***6. JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)***

To achieve its objective of strengthening the institutional and human resource management capacities within BPS, the JCCU must include the following in its workplan:

- Completion of the ongoing organizational development exercise, job analysis, job description writing, job evaluation and the setting of authorized manning levels for all ministries/departments by March 2023.

- Identify existing anomalies within the current classification and compensation system and complete 30% of adjustments to standardize the pay system for Belize Public Service by March 2023.
- Undertake the aborted classification and compensation project since all the updated structures and job descriptions would be in place for it to be successfully carried out. This exercise could be complete within 13 months (403 days).
- Undertake a Labour Market Survey to establish external competitiveness.
- Review and Redesign existing Performance Management System for greater effectiveness.
- Compile a listing of the academic requirements for all job positions within the various career paths which could be used to aid the review of current policy regarding promotion for all graded positions. A promotion should stem from a vacancy, and where an employee is elevated to a higher position/grade, there should be a significant increase in duties and/or responsibilities. In most cases, the current practice is to promote incumbents after three to five years performing the duties and having them carry out the same duties and having the same responsibilities.
- Assist in strategic development to ensure that the BPS can attract, engage, and retain top talent and remain competitive within the labour sector.

## ***7. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)***

Regarding plans for the Job Search and Employment Application website, continuous improvement will be conducted to expand the scope of service to allow for the uploading of more certification.

As part of the HRMIS Unit's strategic plan for the fiscal year 2022 to 2023, several initiatives will be undertaken relating to strategic Goal #6 of the #planBelize. These goals, which are expected to strengthen good governance, include the following:

- **GOAL #1:** Ensure 30% of verification checks and updates of data profile (for Permanent Establish Staff and Positions) are completed by the end of March 2023 to increase the level of accuracy of HR data in three of the HRMIS modules in SmartStream: Employment, Skills, and Jobs Module.

The objectives of this goal are: to schedule and conduct an extensive review of data in the Employment, Skills, and Jobs Modules for the purpose of identifying discrepancies and inaccuracies by December 15, 2022; to correct discrepancies or update records in the HRMIS by March 2023; and to establish an operational control to maintain data integrity. This exercise is important as data is a vital part of decision making. The information from the system will be more useful for decision making, comparative analysis and to determine the status of persons working in the public service. This will also highlight areas of weakness in the input of data which may require training or areas for improvement in the system/process to make the system more reliable.

- **GOAL #2:** By March 2023, to identify 100% funding and select a developer for the proposed project for the development of an electronic records management system to modernize the records management process for the Public Service.

The Belize Public Service operates using a paper-based records management system. At MPSCPRRA, there is a listing of over seven thousand plus paper-based files. The MPSCPRRA explore the idea of creating a comprehensive electronic records management (ERM) system that can eventually be rolled out to the wider public service. In addition, with the advent of COVID-19, it was quickly realized that indeed a comprehensive web application system is needed, not only to track correspondences but to facilitate telecommuting with the use of digitized documents.

The HRMIS Unit proposed to convert paper-based documents into a digital format and develop an Electronic Records Management platform which provides an online



environment for HR business processes. The intent of this goal is to have an approved project proposal document by 30th April 2022 which will be used to acquire the project funds; identify project funding by 31st July 2022; and select a developer for the project by 31st October 2022. A well-developed records management system will significantly redefine the way documents are managed and routed from one officer to another. Working with a developer to develop of an electronic records management system would give us to opportunity to ensure that system is configured to meet the needs of the Public Service. It is expected that the response time to customers will be increase as the turnaround time decreases.

- **GOAL #3:** to get an approved project proposal document by March 2023, for a web-based system to facilitate HR functions not available in SmartStream to provide self-service capabilities to public officers and for data integrity.

The objective of this project is to prepare for the utilization of a system that include functionalities (which are not afforded by SmartStream) but that are vital to HRM such as vacation leave management. SmartStream is not web-based and creates many challenges for the functionality of the HRMIS, hence the need for a web-based system that can facilitate employee self-service, provide immediate access to information, and keep employees engaged with their personal record. The objective of this goal includes the completion of a project proposal by 30 November 2022 and securing an approved project proposal document by 31 December 2022.

- **GOAL #4:** To establish an inventory management and maintenance scheduling system for computer and computer peripherals at MPSCPRRA, by June 2022, to monitor and maintain serviceable ICT equipment.

The use of the system will help to ensure availability of stock; assist the budget process by providing a record of stock purchased and its use from one fiscal year to the next; and will promote well maintained computer and related peripherals.

## **8. TRAINING AND DEVELOPMENT UNIT**

The ultimate goal of the Training and Development Unit is to institutionalize capacity building through the establishment of a Public Service Training Institute that provides trainings that are customized for the Service. In November - December, 2021, the Training and Development Unit team met to develop the strategic direction for the Unit for 2023. Table 7 below are the Strategic Goals, Objectives identified, and main strategies to realize these objectives:

**Table 7: Training and Development Unit Strategic Goals**

<b>Strategic Goal 1: To institutionalize capacity building for an improved Public Service performance by 2025.</b>		
<b>Strategic Objective 1</b>	<b>Strategic Objective 2</b>	<b>Strategic Objective 3</b>
Execute a Training Needs Assessment, inclusive of a final report for the Belize Public Service by March, 2023	To develop and gain approval of Training Procedures and standards for professional development of public officers by March, 2023	To create an Onboarding Programme for New Public Officers by March, 2023
<b>Main Strategies</b>	<b>Main Strategies</b>	<b>Main Strategies</b>
Contract a consultant to conduct a comprehensive Training Needs Assessment	Create the Clerical Promotional Programme and Secretarial Promotional Programme in-service training manuals by July, 2023.	Create a draft Onboarding Handbook by involving all MPS heads of unit in the sharing of relevant materials by May, 2022.

Launch (media and on MPSCPRRA's website and social media pages) Training Needs Assessment Report to Public Officers and the public by December, 2022.	Complete the draft Training Unit Desk Manual, which governs the administrative functions of the Training Unit and sets standardize processes and guidance for Administrative Officers by January, 2023.	Train Administrative Officers/Heads of Departments/Heads of Unitson the Onboarding process by September, 2022.
	Finalize the Draft Training Procedural Manual by December, 2023.	Develop a prototype by December, 2022, for the Virtual Onboarding Programme, using an online platform with an asynchronous approach, created in-house or by CITO, for self-pace learning by Public Officers.
Strategic Goal 2: Develop collaborative private/public partnerships to optimize resources for Training and Development opportunities by 2025.		
Strategic Objective 1	Strategic Objective 2	
To create a contact and resource database with professional development collaborators from the public and private sector by March, 2023.	To establish an Advisory Committee for the Training Unit to support Training and development initiatives by March, 2023.	
Main Strategies	Main Strategies	

Create a contact database with private and public sector contact and resource information by September, 2022.

Formation of Advisory Council by Selection of members for the Advisory Council with approval from CEO by December, 2022.

#### Long-Term Proposals:

1. The creation of a Virtual Learning Center
2. The construction of a physical training center

### **9. CUSTOMER SERVICE AND QUALITY ASSURANCE UNIT (CSQAU)**

What are our plans?

**1** We want to see the effects of the recognition and training program trickling over to how citizens and customers of treated and the quality of the services that are delivered.

**4** It is our plans to more than triple the number of public officers reached in the next fiscal year, thus reaching closer to the Plan Belize agenda of making the Public Service more customer oriented.

**3** To evaluate and increase by 20% three (3) aspects of customer-centricity: customer satisfaction, ease of business and customer loyalty in (4) government entities: MPSCPR, Vital Statistics Unit, Immigration and Lands Departments by March 2023.

**2** To establish a Government Contact.

In 2022, we want to strengthen the consistent and systematic collection of data, to monitor and evaluate the improvement of services across the public service and to determine areas that require further improvement. Therefore, the engagement of a consultancy is required. This consultancy will work along with the team, to develop quality assurance structures and systems. As an immediate action, the establishment of a baseline on customer satisfaction and experience

is very importance. This will help us to identify the needs of customers and will help to determine customer satisfaction as it relates to service delivery of government entities.

Next, the Customer Service Quality Assurance Unit needs to be complimented with adequate staffing, to ensure both the transfer of knowledge and the effective delivery of the different programs.



## ***10. EMPLOYEE ASSISTANCE PROGRAMME (EAP)***

Given the unsuccessful attempt at rebranding (remarketing) the EAP in 2020/2021, please find below plans and objectives of the proposed EAP rebranding:

1. Rebranding (Remarketing) of the EAP: (Proposal for rebranding is in its beginning stage of development)

Objectives of Rebranding (Remarketing) existing EAP:

- To increase Public Officers utilization of the Employee Assistance Programme.

- To make the EAP more relevant to the public service and overcome obstacles to using the EAP
  - To identify the consistent issues that have occurred in the past that resulted in the failure to effectively engage service users.
  - To improve and redefine and enhance the relationship between the EAP and public officers by changing the face that it presents, and services provided to existing users.
  - To rebuild confidence between the Public Service and public officers which would in turn increase service usage.
  - To build trust and confidence amongst service users. Although public officers know about the EAP, one of the main reasons that many do not access the offering is often based on the lack of trust in the scheme or whether their issues will be kept confidential from their supervisors/managers and personal file. EAPs deal with highly personal issues. Therefore, if your people don't trust you, they will not seek help.
  - To reduce the existing stigma, stereotype and prejudicial beliefs, public officers holds about the Public Service.
  - To avoid the utilization of the EAP for punitive measures by managers/supervisors.
  - To prevent the premature diagnosing of public officers' issues by supervisors/managers.
2. To introduce a support and mentor group for public officers with addiction problems (MPS- AA).
  3. Network with the PSU and APSSM to combat workplace bullying.
  4. Continuation of the branding and promotion of EAP to the wider- public service.
  5. Build a network of EAP providers regionally.
  6. Bridging the gap between Mental Health and Physical Health (Introducing a Health and Fitness component to the EAP).
  7. Preparation of proposal for the relocation of the EAP office away from the Public Service Hub.

- According to the Employee Assistance Policy for the Belize Public Service 2014, under confidentiality; a primary principle of the EAP is to maintain confidentiality throughout every level of the programme. The policy further highlighted, that consistent with the principle of confidentiality, every reasonable effort will be made to maintain the EAP office away from the major worksite. Such principle is not currently adhered to, as the EAP is located at a major worksite. Unless absolute confidentiality is kept at all levels, the EAP will not be successful.
8. The EAP plans to initiate a series of occupational stress workshops. Each programme will be designed to provide up-to-date theoretical as well as practical stress management information for participants. These stress workshops will carry an administration of an abbreviated stress audit at intake for the purpose of identifying specific stressors connected to various job categories. The start of this initiative is pending funding and planning with the receiving uniformed departments.
  9. Conduct “pop up” information booths at countrywide Governmental organizations to promote EAP.

Partner with Ministry of Health and Wellness to participate in various health fairs throughout the year 2022/2023.

The Employee Assistance Programme is interdisciplinary in nature, utilizing concepts, theories and strategies from social work, psychology, community and occupational health, human factors, organizational behaviour, and allied areas in practice. We seek to improve the health, safety, well-being, and quality of work life for each public officer and their families. It is our goal to continue to develop and execute innovative ideas to continue to provide public officers with the support they deserve.

We are concerned about public officers and institutional/environmental exposures to a variety of stressors, that if not properly addressed, may result in significant distress for all. Our interventions are aimed at the work, personal and social contexts with a desired outcome of a coherent, healthy Public Service. The EAP efforts are also designed to advance employee capacity and efficacy. No matter the institutional or personal challenge, EAP can provide meaningful support resulting in positivity for all. The success of the EAP depends significantly on the contribution and support of top management and supervisors. Maintaining strict confidentiality and having policies and procedures respected and supported by management all play an important role in the EAP functioning at its full potential.

## ***11. ACCOUNTS SECTION***



### **WAY FORWARD NEW FISCAL YEAR:**

- Awaiting Budget Approval for new fiscal year 2022/2023
- Major Recurrent Expenditure under this Ministry's Rental of Office Space and Dwelling Quarters utilizes 43% of our total budget on a yearly basis
- 2022/2023 Programs to include Public Service Awards; Training Programs such as Clerical and Secretarial; ongoing Job Classification and Compensation; creation of the Governance Unit



- Capital II Projects – Electoral Re-districting; upcoming Village Council Elections; Relocation of Elections and Boundaries Department from Belize City to Belmopan

**Table 8: BUDGET SUMMARY FOR THE MINISTRY:**

	FY 2021/2022 APPROVED	FY 2021/2022 PROJECTED EXPENDITURE	FY – 2020/2021 ACTUAL EXPENDITURE	FY – 2019/2020 ACTUAL EXPENDITURE
<b>14 – Ministry of the Public Service – RECURRENT</b>	\$15,435,416	\$16,607,092	\$14,847,252	\$15,033,201
<b>14 – Capital Expenditure</b>	\$120,000	\$314,029	\$1,619,443	\$1,861,407
	FY 2022/2023 MOF CEILING	FY 2022/2023 OUR SUBMISSION	FY – 2021/2022 MOF CEILING	FY – 2021/2022 OUR SUBMISSION
<b>14 – Ministry of the Public Service – RECURRENT</b>	\$17,747,883	\$17,719,145	\$19,501,207	\$18,821,738
<b>14 – Capital Expenditure</b>	\$3,000,000	\$3,000,000	\$5,098,250	\$2,376,172

## ***12. ELECTIONS AND BOUNDARIES DEPARTMENT***

- 1) Increase the number of registered electors by doing more community outreach and voter education. Potential voters should have the necessary information not only to exercise

their right to vote, but also to understand and have confidence in the entire electoral process.

- 2) Reduce the number of identification cards on hand. The elector must return to collect his/her identification card after his/her name has been approved on the voters' list. Unfortunately, many electors do not return to collect their cards. As such, the need exists for the department to visit particular areas to deliver the cards.
- 3) Propose amendments to the ROPA to improve modernization, as several terms and terminologies are archaic.
- 4) Ensure that EBD is given access to VSU network (view only) for the purpose of timely verification of particulars/demographic information of applicants within the same registration cycle. This is especially important for cut off dates leading to an election.
- 5) Follow up on request for approval for the granting ArcGIS license to be used in the electoral process. This would allow for EBD to have accurate information, such as addresses in respective electoral divisions for all individual applicants. Additionally, this technology will enhance any redistricting exercise.
- 6) Introduction of biometric technology in the electoral process with the aim of preventing multiple voter registration, multiple voting, improve identification of the voter at the polling station and mitigate the incidence of voter fraud.
- 7) Train staff in electoral laws, court etiquette and investigation procedures with the aim of empowering them to be better prepared for court preparations and hearings. Additionally, training is needed for customer service to ensure excellent, efficient, and timely service delivery.

- 8) Upgrade server machines with increase memory and larger internal hard drives to expand the capacity of storage. This is necessary as EBD's database stores demographic data, including photograph and signature for each elector.
- 9) To replace the tower machine (desktop version) serving as the firewall server to a more modern rack server.
- 10) To work with the ministry responsible for E-governance to allow their technical staff to complete the registration application which is approximately 90% completed.

It is noted that there has been a significant growth in the number of registered voters since the 2018 re-registration of electors. This indicates that eligible persons, who are entitled to be registered as electors, are participating in the process. However, there is room for improvement to further increase this quantum among the youths and the rural communities. Furthermore, to enhance the application process for registration, efforts are being made to upgrade the registration system.

Despite the challenges faced with the Covid 19 pandemic during the Corozal Bay by-election and the Municipal Elections, the voters participated in these elections undeterred. Similar momentum is anticipated in the 2022 Village Council Elections. To empower the voters of these villages, the EBC has proposed to amend the Village Council Election Regulation in regards to the qualifications for voting. This will allow only persons whose names are on the official voters list for a respective village/community to vote in that respective village/community.

The EBD has embarked on several technological upgrades since 2020. The much-anticipated completion of the registration app by the ministry responsible for E-governance will greatly enhance the registration process. It is expected that improvements in the presentation of reports will be achieved. This includes the voter turnout and resulting information disseminated to the public during elections.

The future projections for the EBD will be to ensure that all the necessary steps and measures are in place to safeguard the security and integrity of the database system. Furthermore, the introduction of the ArcGIS will create and implement a user-friendly data entry point for its users. It will also assist its users to record real time and accurate information.

It must be heralded that funds have been provided for the much-anticipated redistricting exercise. Upon the completion of this exercise, it is anticipated that the EBC will make proposals to the National Assembly for boundary redistricting changes to ensure equal voting power.

### ***RECOMMENDATIONS***

Being cognizant of the accomplishments that have been achieved, it is however deemed important to highlight the following recommendations which are critical for the effective functioning of the EBD:

1. Availability of adequate funding to meet the needs of EBD to carry out its functions as stipulated by the laws.
2. Intervention is made in the blatant abuses in acquiring medical certificates by public officers when they are appointed to perform election duties.
3. Better coordination is established with CEOs/HODs to ensure that the EBD is provided with updated staffing information in order for the requisite number of public officers to be appointed to perform election duties.
4. Adequate transportation is provided to registration offices to ensure 100% of investigations are carried out, without having to wait on assistance from other ministries/departments. In some cases, ministries and departments are not willing to assist. By law, investigations shall be conducted by the Registering Officer to satisfy him or herself that an applicant meets the required qualifications to become an elector.

5. Revised criteria for promotion within the department should be finalized and modules should be offered for staff development.
6. A solution to resolve the issue with the EBD and VSU is critical. The verification of the particulars of person desirous of being registered as an elector plays an integral role in the integrity of the electoral process.

## Staffing and Financial Considerations

Human capital and financial resources are key elements to achieving strategic goals. This section provides a snapshot of the current situation, as it relates to resources, at this Ministry and the desirable changes needed to achieve its strategic goals.

### *A. HUMAN RESOURCE MANAGEMENT UNIT (HRMU)*

As mentioned previously, **Annex 1** provides a staff list for this Ministry's Headquarter which highlight the number of officers working and their years of service in the Public Service.

**Annex 17** highlights the skill set for staff at MPSCPRRA.

**Annex 18** shows the assignment of work to administrative officers at MPSCPRRA, based on the ministry/offices designated to each.

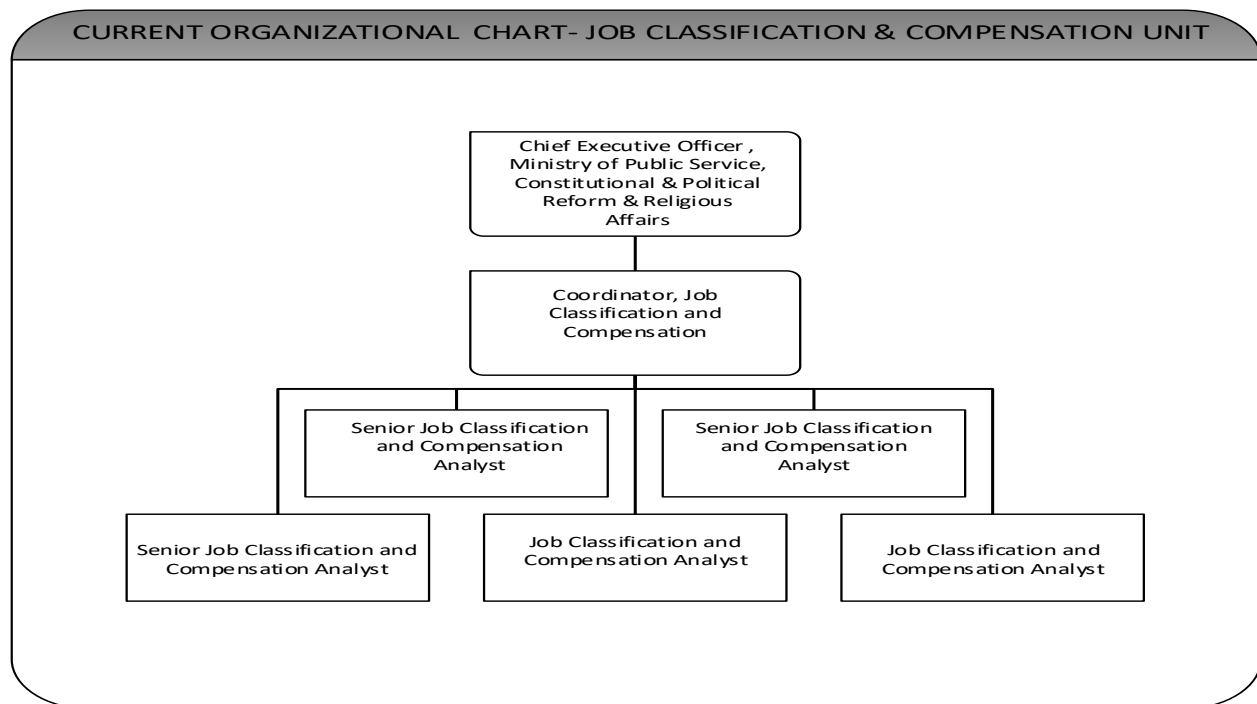
### *13. JOB CLASSIFICATION AND COMPENSATION UNIT (JCCU)*

The JCCU currently is currently staffed with the following positions:

- Coordinator, Job Classification and Compensation, Ms. Michelle Gill
- Senior Job Classification and Compensation Analyst, Mrs. Coral Lord
- Senior Job Classification and Compensation Analyst, Mr. David Hernandez
- Senior Job Classification and Compensation Analyst, Mr. Leshawn Tucker
- Job Classification and Compensation Analyst, Mrs. Beverly Tillett Sambula
- Job Classification and Compensation Analyst, Ms. Shanalee Buckley



Figure 3 below is an organizational Chart for JCCU



#### ***14. HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)***

The staff of the HRMIS Unit consist of seven (7) persons who are versed in the areas of HR/payroll maintenance, database management, and information technology.



Members of the HRMIS Team are as follows:

**Table 9: HRMIS Unit Staff Composition**

Positions	#	of Names
		Officers
Coordinator HRMIS	1	Radisha Simpson
Database Administrator II	1	Byron Tesecum
HR Data Supervisor (First Class Clerk performing duties)	1	Arlee Garcia
IT Technician II	1	Albert Bradley
First Class Clerk	1	Charlene Ramos
Second Class Clerks	2	Abisai Pena Kimberly Spence
<b>Total</b>	<b>7</b>	

To achieve Goal #1, expressed in section above, the employment of an additional clerk would be ideal to assist in achieving this strategic goal, however, physical space is a huge challenge. The current workspace provides for little social distancing.

Both Goal #2 and Goal #3, which involve the development of new systems, requires funding that is not presently available. The required funding also encompasses the need for additional staff in specialize areas, such as web developers and managers. Assistance has been sought from the Ministry of Economic Development to identify the necessary funding.

In relation to Goal #4 and the continuous improvement of the Job Search and Employment Application website, little funding is required. Such funding can be acquired from the recurrent expenditure for 2022/2023. Additionally, the current IT personnel possess the competencies needed to complete the activities.

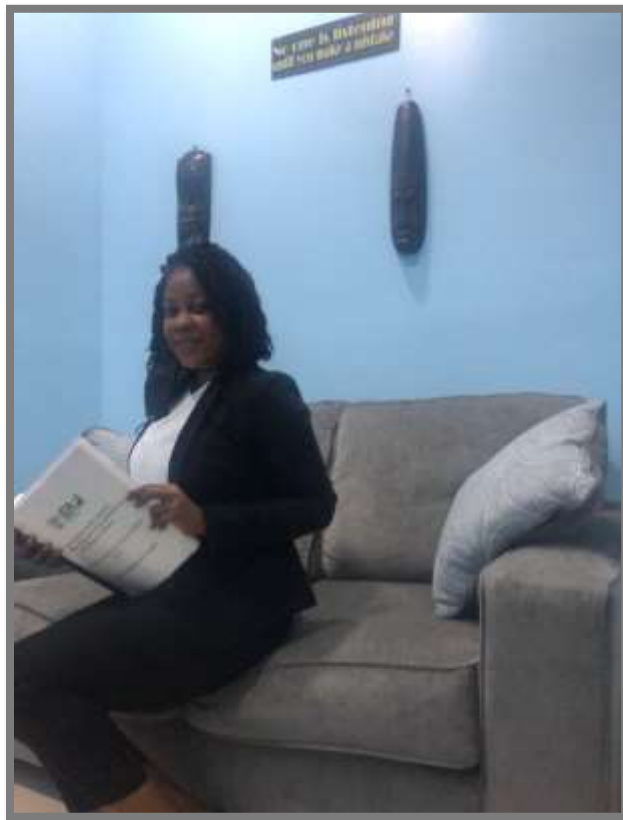


## ***15. TRAINING AND DEVELOPMENT UNIT***

### *Staffing constraints*

The Training Unit is comprised of a small staff composition. On 1<sup>st</sup> September, 2021, the Unit welcomed an additional technical staff, one (1) Senior Training Officer. Plans are in process to re-organize the current staffing composition to meet the demands of the Unit. A minimum of one additional staff to deal with clerical/administrative duties is currently needed.

## ***16. EMPLOYEE ASSISTANCE PROGRAMME (EAP)***



### **Present Situation**

Currently the Employee Assistance Programme consists of one (1) staff member, namely the Coordinator of the EAP. The EAP Coordinator is required to assist Public Officers who might have personal problems that may directly or indirectly affect their job performance. The programme allows these officers to solicit the help they need to improve the overall efficiency and effectiveness of the Public Service.

The EAP was designed specifically to serve the psychosocial, wellness and welfare needs of Public Officers. The EAP Coordinator is required to oversee the programme's viability and manages the provision of services in a professional and confidential manner that will help employees to develop coping skills and accept a greater responsibility for improving their job performance.

### **Challenges with staffing**

The task of the EAP can be extremely stressful, considering its workload and the lack of adequate staffing. Despite the normal day-to-day responsibilities, tasks seem to increase faster than one can complete them. At times, there are oversights that may result in limitations. The unit consists of one (1) officer. This has severe ramifications on one's ability to perform.

Presently, the Coordinator travels countrywide conducting face to face assessments with Public Officers, accessing the services provided amongst other responsibilities. There are times when emergencies arise, and a swift decision must be made. Unfortunately, however, one emergency may arise in Corozal District, while the Coordinator is in the Cayo District conducting another assessment; it would be impossible to leave one district for the next, taking into consideration the time and distance to get there.

If the EAP Coordinator becomes overworked, the turnaround time in making certain submission, referrals and providing services can decrease significantly. The Employee Assistance Programme should not be a "one-man" job, which would ultimately be a "recipe" for disaster especially during emergency cases. It is impossible for one (1) individual to be in two (2) places at the same time. Therefore, hiring new employee(s) would help to get the work done in a complete and prompt manner, while maintaining a high quality and alleviating the burdens of the job.

### **Importance of hiring new staff for EAP**

The EAP has reached its capacity to undertake new tasks. A lot of valuable time is being spent on menial administrative tasks. Thus, the hiring of new staff can bring many benefits to the programme. The appropriate number of desired staff would be one to two, one being the minimum. Taking into consideration the workload of the EAP, hiring additional staff can redistribute tasks and project deliverables. This will lighten the load of the existing team and make it easier for EAP to provide high-quality work. Together, the team, will then be able to focus on essential tasks that best fit their skills, allowing them to operate more efficiently and effectively.

Since the EAP focuses on the well-being of all Public Officers and how certain challenges play an important role in job performance, the same considerations should be given to the Coordinator of the Programme. There is an emotional impact in reducing someone's workload, especially if their current task volume has the potential to result in burnout, stress and even depression. By hiring additional staff, the level of work-related stress will be reduced significantly. Relief can improve morale and allows employees to work at their full potential. If a team has asked for help, managers can improve their morale by listening and hiring the help they need.

Additionally, the lack of human resources has been very costly. If the EAP coordinator is occupied with another case, when emergency cases arise, an emergency referral has to be made. Emergency referrals cost a total of \$100.00Bz. Therefore, bringing on new team members can help mitigate these costs. When discussing expense-reduction, emergency referrals would be one of them. An important factor to consider when an employee must go on vacation leave is to have another member of the team serve as a replacement rather than paying EAP Practitioners for emergency referral assessment.

### **Financial Resources**

Considering request for the possibility of a new staff member, please find below the proposed requirements.

### **Qualification and Experience**

Minimum: Bachelor Degree in Social Work or any related field.

Plus: Specialized training in Case Management, Client Assessment, Psycho-education sessions, principles, methodologies, ethics and clinical techniques involved in social worker. Extensive knowledge of laws, regulations, policies; knowledge of a wide range of community resources, outside agencies and services they provide.

Plus: At least five (5) years' post-degree experience conducting in-depth interviewing, making psychosocial/case assessments, counselling with and assisting clients with goal formation and realization and making referrals. Ability to establish and maintain effective professional relationships with clients; plan and implement programmes work effectively and remaining composed under stress and in crisis situations would be an asset.

**Proposed Salary:** Government Pay Scale 18

**Table 10: Employee Assistance Programme Strengths and Weakness**

Strength	Weakness
<ul style="list-style-type: none"> <li>• Available to all public officers and immediate family.</li> <li>• EAP Practitioners available in 5 out of 6 districts.</li> <li>• Cost effective to public officers</li> <li>• Leads to increased employee productivity</li> <li>• Encourages positive working environment</li> <li>• Leads to employee retention</li> <li>• Availability of 24 hours support to public officers</li> <li>• EAP Coordinator meets employee where they reside.</li> <li>• Healthy collaborative relationship with stakeholders</li> <li>• Increased access by public officers to the EAP</li> <li>• EAP serves as an early intervention to challenges that arise</li> </ul>	<ul style="list-style-type: none"> <li>• Understaff</li> <li>• Lack of proper mobility (vehicle access to effectively carry out duties of the EAP)</li> <li>• Threat to confidentiality</li> <li>• Location of the EAP office prevents officers from accessing services</li> <li>• Lack of EAP Promotion</li> <li>• Poor Communication between managers and employees about the EAP. For employees to be aware of the services available to them, managers serve as the “middleman” in pushing out the information to officers.</li> <li>• Low utilization. Despite the growth in utilization of services, those accessing the programme are mostly from the same ministry/department.</li> <li>• Challenges with <b>CONFIDENTIALITY</b>. An EAPs confidentiality is a huge concern to consider when choosing to utilize the</li> </ul>

<ul style="list-style-type: none"> <li>• Provides support for managers/supervisors</li> <li>• Promotes and respects confidentiality.</li> <li>• Virtual benefits to public officers who find it hard to attend face to face sessions</li> </ul>	<p>programme. Many public officers worry that managers and supervisors would request access regarding the nature of their visits. This then creates uncertainty to access services.</p> <ul style="list-style-type: none"> <li>• Supervisors/managers utilizing the EAP as a punitive measure for punishment</li> </ul>
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## 17. ACCOUNTS SECTION

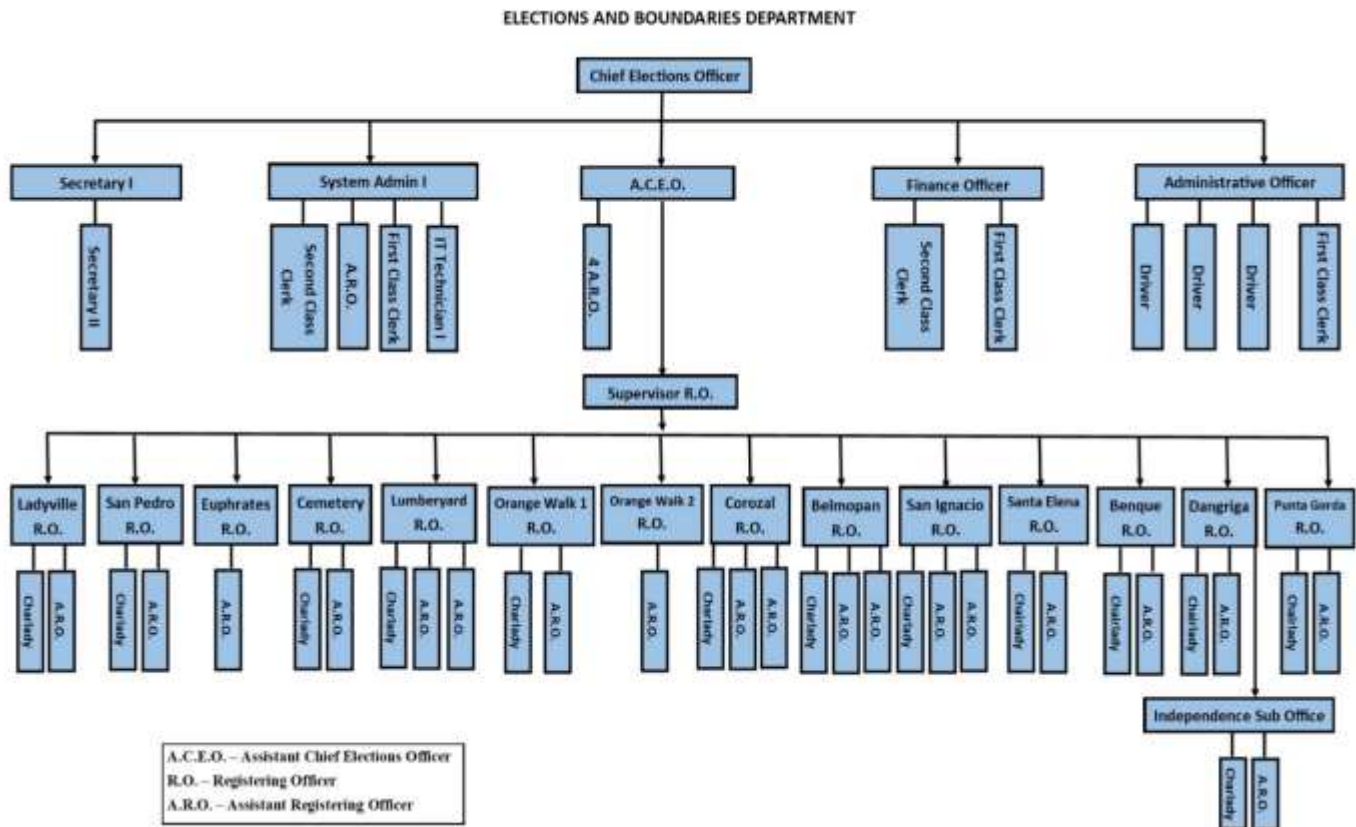


The team at the Accounts and Finance Unit has a clear understanding of the Ministry's strategic goals and objectives; each team member contributes in one way or the other to achieve these goals and objectives. They all have the knowledge, skills and experience to successfully achieve our Ministry's mission. The Accounts Staff includes: Mrs. Sonia B. Ojeda-Pat – Finance Officer I; Mrs. Eunice Aura Gonzalez-Palacio – Finance Officer II; Mr. Oscar Benedict – First Class Clerk and Ms. Marixa Robles – First Class, Clerk. Elections and Boundaries Department, which falls under this Ministry, have its own Finance Officer (Ms. Tricia Duran) who always seeks our advice and assistance whenever necessary.

## 18. ELECTIONS AND BOUNDARIES DEPARTMENT

As of February 2022, a total of seventy (70) staff members are employed at the EBD. See Organogram below and staff list at (see Annex 19).

Figure 4: Elections and Boundaries Organizational Chart



## Conclusion and Recommendations

Within the past year, the MPSCPRRA was able to accomplish several activities despite the many challenges faced due to the COVID19 pandemic, staffing and financial constraints. The Ministry was able to circulate quite a few human resource management policy decisions; assist several ministries through organizational reviews, digitize and transform the recruitment process, provided training and development opportunities to numerous public officers; embrace e-learning and recognize and award public officers for their dedicated years of service. In addition, technological upgrades and voters empowerment continued to advance within the Election and Boundaries Department. These activities were a bit challenging to accomplish, given the imposed austerity measures and increased cases of anxiety among public officers, caused by the pandemic. Even so, this Ministry was able to provide meaningful counselling support to public officers through the Employee Assistance Programme, virtually and in person, to ensure that the wellbeing of public officers remained paramount.

While several progresses have been made during the first year of this Government Administration, there is still a lot to be achieved. Considering that there is already a one-year strategic plan for this Ministry, it is envisioned that the activities will be more focused with the establishment of a Comprehensive Training Needs Assessment and a tool to monitor and evaluate achievements. The level of staffing may need to be reviewed considering that the Public Service has grown and new Ministries have been established. While IT solutions are interconnected with HR function, the existing gaps are worth analyzing, to improve efficiency.

For the year ahead, this Ministry seeks to continue the work set forth in #planBelize and its strategic plan towards transforming the public service and promoting good governance.

## Annexes

<b>ANNEX 1</b>	STAFF LIST - MINISTRY OF THE PUBLIC SERVICE, CONSTITUTIONAL AND POLITICAL REFORM AND RELIGIOUS AFFAIRS
<b>ANNEX 2</b>	COROZAL BAY BY- ELECTION OFFICIAL RESULT
<b>ANNEX 3</b>	TOTAL NOMINATIONS RECEIVED FOR MUNICIPAL ELECTIONS 2021
<b>ANNEX 4</b>	COROZAL TOWN COUNCIL ELECTION OFFICIAL RESULTS
<b>ANNEX 5</b>	ORANGE WALK TOWN COUNCIL ELECTION OFFICIAL RESULTS
<b>ANNEX 6</b>	BELIZE CITY COUNCIL ELECTION OFFICIAL RESULTS
<b>ANNEX 7</b>	SAN PEDRO TOWN COUNCIL ELECTION OFFICIAL RESULTS
<b>ANNEX 8</b>	BELMOPAN CITY COUNCIL ELECTION OFFICIAL RESULTS
<b>ANNEX 9</b>	SAN IGNACIO/SANTA ELENA TOWN COUNCIL ELECTION OFFICIAL RESULTS
<b>ANNEX 10</b>	BENQUE VIEJO DEL CARMEN TOWN COUNCIL ELECTION OFFICIAL RESULTS
<b>ANNEX 11</b>	DANGRIGA TOWN COUNCIL ELECTION OFFICIAL RESULTS
<b>ANNEX 12</b>	PUNTA GORDA TOWN COUNCIL ELECTION OFFICIAL RESULTS
<b>ANNEX 13</b>	TERMS OF REFERENCE FOR BOUNDARY REDISTRICTING TASK FORCE
<b>ANNEX 14</b>	TOTAL TRANSACTIONS BY ELECTORAL DIVISION NOVEMBER 2020 - FEBRUARY 2022
<b>ANNEX 15</b>	ELECTORS BY DIVISION AND SEX AS AT JANUARY 2022 - TABLE
<b>ANNEX 16</b>	ELECTORS BY DIVISION AND SEX JANUARY 2022 – GRAPH
<b>ANNEX 17</b>	MPSCPRRA STAFF LIST WITH QUALIFICATION
<b>ANNEX 18</b>	ASSIGNMENT – HRMU/ RMU AS AT 18 <sup>th</sup> FEBRUARY, 2022
<b>ANNEX 19</b>	ELECTIONS AND BOUNDARIES DEPARTMENT STAFF LIST