

ABSTRACT

Transforming the Traditional Operational Culture of the Public Service of Jamaica through the Executive Agency Model Concept: Achievements, Challenges and Future Prospects

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The urgent need for the transformation of the GOJ, Public Service is addressed in this dissertation through its exploration of the implementation of the GOJ, EA Model. Significantly, even though the model was established with high aspirations there has been limited empirical research regarding its influence. This thesis has therefore broken new ground in that it has comprehensively explored the impact of executive agencies on their parent ministries and central government.

A mixed methods approach with a thematic/multiple comparative case study design was employed. Four cases were explored utilising the following themes: New Management/Leadership; Results-Oriented rather than Procedural; Customer Service-Focused; and Market-Oriented.

Findings verified that the GOJ, EA Model's conceptual Governance framework was well-formulated. It is appropriate to address managerial deficiencies, particularly - those pertaining to performance and 'implementation deficit.' The model's Governance framework has been however inadequately operationalised. Findings further indicate that it is highly improbable for a productivity culture to be nurtured without the active involvement of transformational management/leadership at all levels and in all implementation phases. Therefore, had the model been provided with the requisite enabling environment and purposefully monitored/evaluated, the achievements and future prospects, specifically pertaining to service delivery and market orientation, significant achievements may have occurred.

This dissertation has contributed to expanding the general literature through the inextricable links made between the EA Model Concept and the Implementation Theory as well the concept's contribution to the evolution of New Governance. Though *post facto* this dissertation provides recommendations regarding amendments to retrofit the existing GoJ, EA Model and offers an approach for achieving better outcomes.

Keywords: Leonie Barbara Harris; Content; Public; Service; Traditional; Transforming; Through Executive Agency Model Concept; Jama