

ABSTRACT

An Analysis of the Role and Effectiveness of the Human Resource Management Strategy within Four Executive Agencies in Jamaica: A Case Study

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The government of Jamaica continues to grapple with a rule-bound, input-focused bureaucratic structure of public administration amidst the impact of globalisation, mounting criticism and public demand for change. Any proposal for reform will require changes in the organizational structure and human resource performance. This study explores the Government's efforts at modernising the public sector during the period 1999 – 2010. The study which is exploratory and historically comparative, uses the case study method to examine four Executive Agencies – Registrar General Department, Management Institute for National Development, National Land Agency, and the Passport Immigration and Citizenship Agency. The methodology applied is elite semi-structured interview, literature review, and findings from analyses and reports. The findings revealed that there needed to be concomitant change in organizational structures and processes to all the agencies studied. Each institution associated its improvements to this aspect as well as to development of its human resources. Consistent with the mixed picture found elsewhere, each of the agencies made a reasonably successful transition while one was still experiencing difficulties. It is anticipated that the body of knowledge represented by this work will influence government's aims towards achieving public sector change, as an outgrowth of the evolving efforts at reform.

Keywords: Patrick Dave Sterling; public administration; civil service; organizational change, public management.