

ABSTRACT**PERSONNEL ADMINISTRATION AND ADMINISTRATIVE REFORM
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This is an analysis of the several attempts to reform the Personnel systems of the central departments of the Public Sector of Trinidad and Tobago. An examination of the current relevant theories on the reform of Personnel systems, however, has revealed that the dominant issues in such reform derive from the structure of authority and the cultures which emerge within organisations. In this regard, there can be little doubt that Crown Colony Government was the most decisive experience for Public Administration in Trinidad and Tobago. Crown Colony Government was a system in which power, initiative and control were centralised in the person of the Governor and in the institution of the Colonial Secretariat. As a result, the structure of Personnel Administration was hierarchical, and ethnic bias and colour considerations played a major role. Various enquiries conducted in the post-independence period were intended to motivate public servants, reform existing structures and enhance productivity. Success was, however, limited, largely because of the power exerted by culture and structural rigidity.

The urgency of the advent of Structural Adjustment, however, forced government to adopt techniques of Personnel Administration reform which have been described as "New Management Philosophy". These planned reforms were clearly backed by political will and included decentralisation, deregulation, and some centralisation of Human Resource functions. These strategies combined a selective mix of policies of centralisation and decentralisation. The result, however, was that the Public Services were soon overtaken by fear and loss of morale and motivation among its personnel. There was also increasing distrust based on ethnic differences. A survey based on three representative Ministries revealed that there was widespread fear that the reform exercise was a prelude to the separation of public servants from their jobs. The study suggests that it may be advisable to focus the reform effort on one department which may then be used as a laboratory for experiments in others.

Key words:

Public Sector Management; New Public Management; Human Resource Management; Administrative Reform; Personnel Administration