

Conclusion

Any new practice or system introduced into the public service is being implemented because it adds value to effective and efficient public service delivery. The decision by many island countries to use the contract system in employing permanent secretaries emanates from good intentions – the principal objective to change the culture of public service to a performance driven work place managed by ethical and professional people. However, given the complexities surrounding contract employment, some tend to believe the initiative has been instituted too early without thorough analysis of possible contingencies to ensure the process is fair and so that the appointee(s) are managed in a fair and professional manner.

Everyone consulted agreed that there were potential gains from investments made in contracting permanent secretaries. Practical systems and processes, simple regulations and policies, supportive and enabling work environment, satisfactory work incentives and remuneration together with inspiring leaders contributed to a bankable contract system of employment where all parties would benefit.