



Government of the Republic of Trinidad and Tobago

Ministry of Public Administration

MINISTRY OF PUBLIC ADMINISTRATION

ANNUAL REPORT

2014 - 2015

OCTOBER - SEPTEMBER



DIAMOND
STANDARD
TRINIDAD & TOBAGO

MINISTRY OF PUBLIC ADMINISTRATION

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The Ministry of Public Administration (MPA) has responsibility for the Public Service and National Information and Communication Technology (ICT). *(Source: Gazette No. 97 dated September 23, 2015).*

MPA's core business is centred on modernisation and renewal initiatives that improve the human capital and infrastructural capacity of the Public Service to better deliver government services. MPA also leads ICT initiatives to contribute to national economic diversification and sustainable development.

MPA

1. **Manages service delivery transformation projects including e-Government systems integration**
2. **Coordinates human resource management policies**
3. **Directs the modernisation programme**
4. **Provides organisational design services to improve structures and staffing**
5. **Coordinates sales, acquisition and rental of Government real estate**
6. **Facilitates training and development of public officers**
7. **Is a principal partner in strengthening Public Service governance**
8. **Leads business continuity management to ensure response to and recovery from interruptions to business operations**
9. **Leads ICT strategy and policy formulation at both the national and Public Service levels**
10. **Manages Government's ICT Backbone**

PREFACE

This report represents an account of the undertakings of the Ministry of Public Administration (MPA) over the fiscal period October 1, 2014 to September 30, 2015. This report was compiled from performance data collected by the Ministry and is produced in accordance with Section 66D of Act No. 29 of 1999 cited as the Constitution (Amendment) Act 1999 that states that Government Ministries:

“Shall submit to the President before 1st July, in each year a report on the exercise of its functions and powers in the previous year, describing the procedures followed and any criteria adopted by it in connection therewith and the President shall cause the report to be laid within sixty days thereafter in each House.”

For further information on the services, activities, projects and/or programmes outlined in this report, please contact:

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Port-of-Spain
Trinidad and Tobago, West Indies
Tel: (868) 625-6724 or (868) 623-4724 Extensions 31101, 31103
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On September 7, 2015, National General Elections were conducted in Trinidad and Tobago which resulted in a change in administration from the Peoples Partnership to the Peoples National Movement. Mr. Randall Mitchell was appointed Minister of Public Administration replacing Mrs. Carolyn Seepersad-Bachan who served from June 27, 2011.

Permanent Secretary Mrs. Jennifer Daniel, was reassigned to the Ministry of Labour and Mr. Richard Madray assumed duties as Acting Permanent Secretary for MPA effective September 14, 2015.

Other portfolio changes for the MPA were as follows:

- The responsibility for Scholarships and Advanced Training was transferred to the Ministry of Education
- The responsibility for National ICT was transferred to MPA from the (former) Ministry of Science and Technology
- The responsibility for Property and Real Estate Services was transferred to MPA from the Ministry of Housing

Refer to Appendix I – Extract of Gazette No.97 dated September 23, 2015 for the responsibilities of the Minister of Public Administration.

Ag	Acting	G2D	Gold to Diamond
AP	Associate Professional	GHRS	Government Human Resource Services Company Limited
BCM	Business Continuity Management	GoRTT	Government of the Republic of Trinidad and Tobago
BIR	Board of Inland Revenue	HRM	Human Resource Management
BPM	Business Process Management	IAP	Independent Advisory Panel
CCD	Corporate Communications Division	ICT	Information and Communication Technologies
CLP	Caribbean Leadership Project	IDB	Inter-American Development Bank
CMIS	Cadastral Management Information Systems	IhRIS	Integrated Human Resource Information System
CoP	Community of Practice	IRD	Inland Revenue Division
CPO	Chief Personnel Officer	IT	Information Technology
CSD	Corporate Services Division	ITEC	Indian Technical and Economic Cooperation Programme
CSO	Central Statistical Office	LMS	Learning Management System
DPS	Deputy Permanent Secretary	LSD	Legal Services Division
eGIS	Enterprise Geographic Information Systems	MFE	Ministry of Finance and the Economy
EGKBP	E-Government and Knowledge Brokering Programme	MHLMA	Ministry of Housing Land and Marine Affairs
EWMSC	Eric Williams Medical Sciences Complex	MNS	Ministry of National Security
Exec Sec	Executive Secretariat	MNSIB	Ministry of National Security Interconnectivity Backbone
F & A	Finance and Accounts Division	MoH	Ministry of Health
FMS	Faculty of Medical Sciences	MOHUD	Ministry of Housing and Urban Development
FY	Fiscal Year		

MoLA	Ministry of Legal Affairs
MPA	Ministry of Public Administration
MPSD	Ministry of Planning and Sustainable Development
MPSD	Ministry of the People and Social Development
NALIS	National Library and Information System Authority
NAMDEVCO	National Agricultural Marketing Development Company
NCRHA	North Central Regional Health Authority
NIBTT	National Insurance Board of Trinidad and Tobago
NIHERST	National Institute of Higher Education, Research, Science and Technology
NSI	National Statistical Institute
NWRHA	North West Regional Health Authority
OGP	Open Government Partnership
OLP	Opinion Leaders Panel
OSH	Occupational Safety and Health
PD	Personnel Department
PDP	Professional Development Programme
PMCD	Public Management Consulting Division
PMD	Programme Management Division
PMU	Programme Management Unit
POSGH	Port of Spain General Hospital
PS	Permanent Secretary

PSA	Public Service Academy
PSRIP	Public Sector Reform Initiation Programme
PSTD	Public Service Transformation Division
RFP	Request for Proposal
RIM	Records Information Management
SATD	Scholarships and Advanced Training Division
SCD	Service Commissions Department
SFGH	San Fernando General Hospital
SHRM	Strategic Human Resource Management
SIDSTEC	Small Island Developing States Technical Cooperation Programme
SSITD	Strategic Services & Information Technology Division
SWRHA	South West Regional Health Authority
T&T	Trinidad and Tobago
TAC	Technical Advisory Committee
TCU	Technical Co-operation Unit
TEST	Tertiary Education and Skills Training
TTDS	Trinidad and Tobago Diamond Standard
UAV	Unmanned Area Vehicles
UWI	The University of the West Indies
WASA	Water and Sewerage Authority

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MINISTER'S FOREWORD

I am honoured to present the work of the Ministry of Public Administration for the fiscal year 2015 as contained in this report on behalf of my predecessors.

The staff and stakeholders of the Ministry of Public Administration and the former Ministry of Science and Technology are especially acknowledged for the work that they have done and continue to do. I greatly look forward to working with these valued persons towards the national development of our country.

It is indeed a privilege to take up the mantle for public service modernisation and renewal and National ICT. I pledge to work with due diligence and great passion to continue to realise a fit for purpose Public Service and a vibrant ICT sector.

The Honourable Maxie Cuffie, M.P.

Minister of Public Administration and Communications with effect from March 17, 2016

Acknowledgement

The Honourable Randall Mitchell, M.P.
Former Minister of Public Administration
September 11, 2015 to March 16, 2016

Executive Summary

The theme for this Annual Report is “The Diamond Revealed” since in this fiscal year 2015 the Ministry held its inaugural Trinidad and Tobago Diamond Standard (TTDS) Awards. At the ceremony in January 2015, the Ministry showcased the many Public Services that are providing the highest quality services and their journeys in service improvement since 2013. MPA warmly congratulates the eleven (11) Public Services that attained Diamond Standard certification.

Another highlight under the Service Delivery programme was the work which was undertaken as part of the Business Process Management (BPM) initiative in which there are nine (9) projects to enable more cross-Ministry coordination and integration. Among the services that will achieve service delivery improvements are: the approvals for land development and building plans, primary and public health care and the payment of pensions to public officers.

Performance highlights under our Human Capital Management programme include the building of an e-Based Competency Development programme, institutional strengthening of the Service Commissions Department, review of several organisational structures and staffing, training and development of eight hundred and fifteen (815) public officers via the Public Service Academy, and the award of scholarships.

Twenty-eight (28) projects undertaken as part of the IDB-funded E-Government Knowledge and Brokering programme are outlined in the Infrastructure section. Most of these projects involve ICT solutions to enhance service delivery at various public agencies. The work undertaken in the Business Continuity Management (BCM) project to increase the resilience of the Public Service is also highlighted in the Infrastructure section.

Hosting of the first CARICAD-CLAD Ministerial Symposium on Public Administration in July 2015, work undertaken as part of the Open Government programme and the 5K walk/run in observance of United Nations Public Service Day are three of the highlights presented in our Governance programme.

In Part Two of this report, we will provide insight on the internal operations of the MPA such as MPA's human resource management, intranet, staff engagement and finances.

We wish to acknowledge the staff of the MPA for their continued commitment to public service modernisation and renewal. We also acknowledge our stakeholders, many of whom are our Public Service colleagues, for their cooperation and support to make Trinidad and Tobago a more developed and service-driven society.

Overview of the MPA

About MPA

The portfolio of Public Administration was first established in 1991 under the remit of the Office of the Prime Minister. Since then the portfolio has undergone several changes in name, size and configuration involving the addition and removal of Information/Communication, as well as the removal and addition of ICT, Telecommunications and Broadcasting and Property and Real Estate.

The business of Public Service Modernisation, however, has always been the core focus of the Ministry of Public Administration. Public Service Modernisation involves improving the way the Public Service operates and enhancing the quality of services it provides. This drive for improvement is fuelled by:-

- (a) heightened citizens' demands for better services, and
- (b) the key contributory role that public services play in promoting socio-economic development

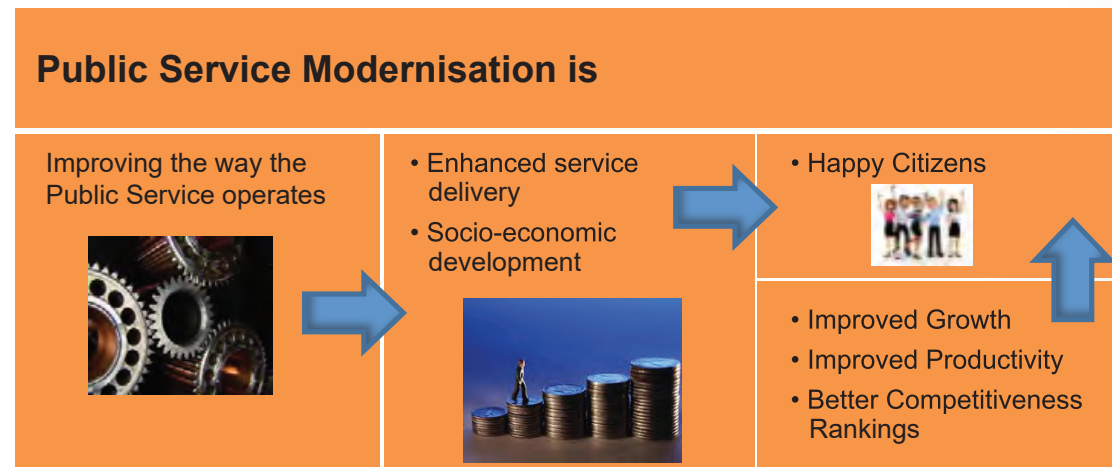


Figure 1 - Public Service Modernisation

With respect to our National ICT mandate, our work programme is built around the five (5) thematic areas of SmarTT. The National ICT Plan 2014-2018 is as follows:-

SmarTT National ICT Plan (2014 - 2018)

Innovation and Human Capital Development	Access and Digital Inclusion	e-Business and ICT Sector Development	e-Government	Infrastructure Development
<ul style="list-style-type: none"> • Building an e-Ready Society through ICT Enriched Learning • Creating and promoting Local Digital Content • Establish a Culture of Research and Development 	<ul style="list-style-type: none"> • Providing ICT Services for Digital Inclusion • Increasing the Accessibility and Affordability of Technologies • Increasing ICT Learning and Awareness • Facilitating R&D Focused on Bridging the Digital Divide 	<ul style="list-style-type: none"> • Stimulating ICT Demand to Encourage eCommerce Adoption • Developing e-Business Capacity • Enabling the Production, Distribution and Promotion of Local ICT Products and Services • Enabling Other Sectors through ICT • Facilitating Leadership and Coordination of efforts among Key Stakeholders 	<ul style="list-style-type: none"> • Migrating to Transactional e-Services • Collaborating to Implement Shared ICT Systems and Services • Building Government Infrastructure to Develop and Support a Vibrant 3-Government Ecosystem • Securing the ICT Environment 	<ul style="list-style-type: none"> • Enhancing Infrastructure, Access, ICT Policies and Regulatory Oversight to Facilitate Sustainability • Instituting Appropriate Governance Structures to Drive Infrastructure Planning and Development • Building Information Society Capacity to Ensure Availability of Internet Resources and Viability of the Internet Economy

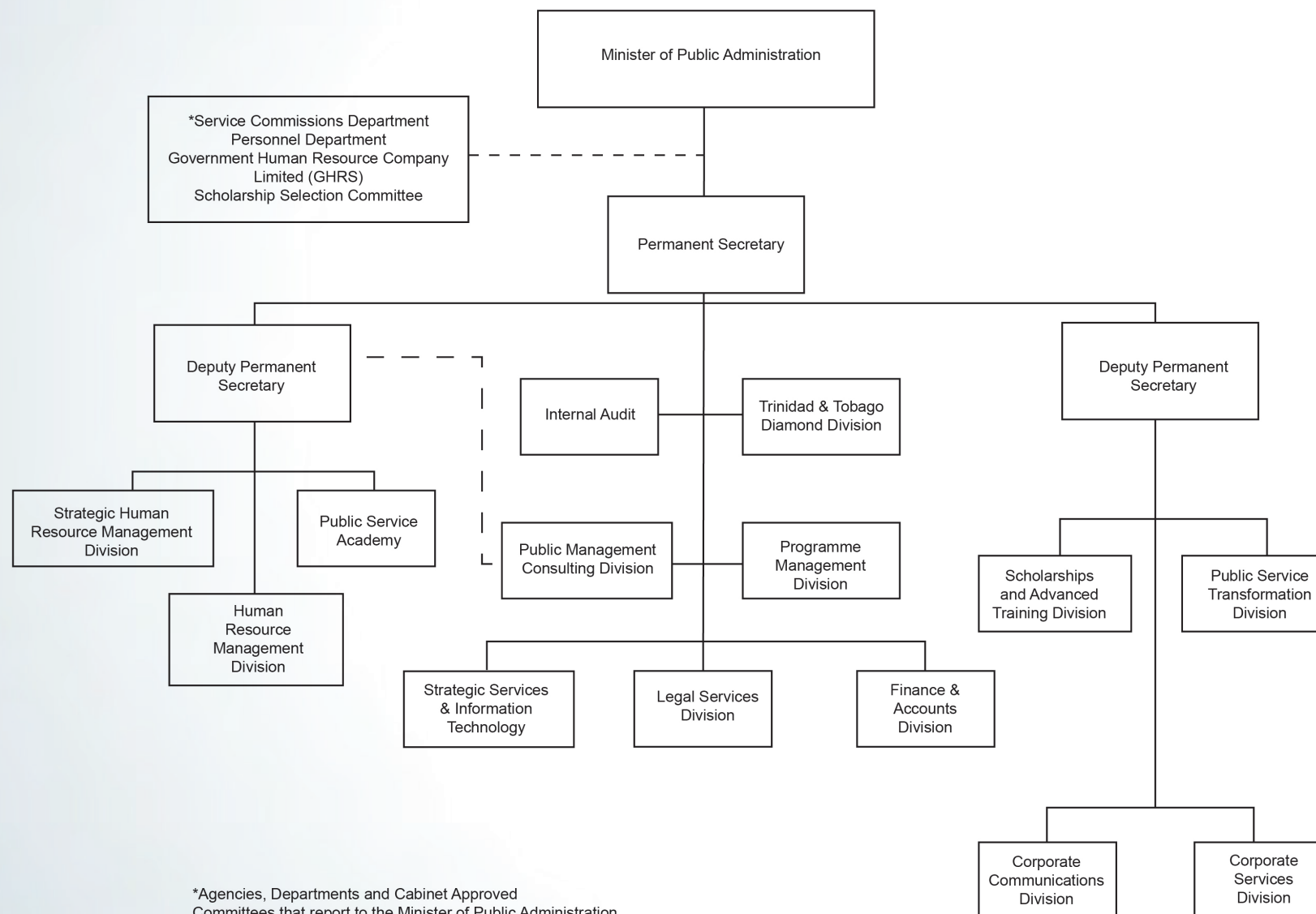
Table 1 - SmarTT National ICT Plan

For information on work undertaken in this area, please refer to the Ministry of Science and Technology's Annual Administrative Report for fiscal 2015.



Mr. Richard Madray, Permanent Secretary
Effective September 14, 2015

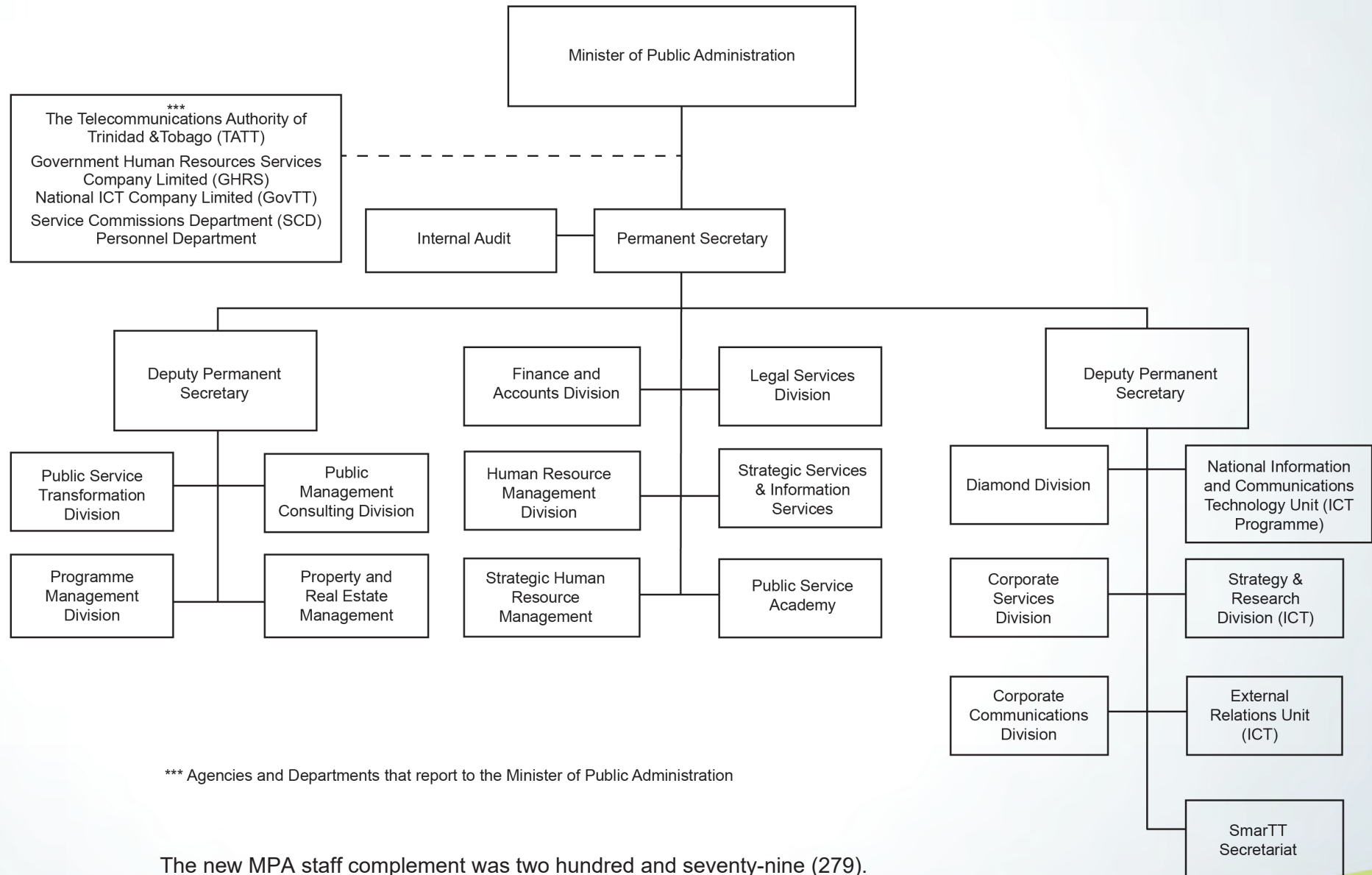
MPA Organisational Structure as at September 6, 2015



*Agencies, Departments and Cabinet Approved
Committees that report to the Minister of Public Administration

The MPA staff complement was three hundred and fifty (350).

MPA Organisational Structure as at September 30, 2015





The Leadership Team: From center - Mr. Richard Madray, Mr. Kurt Meyer, Mrs. Angela Lum-Joseph, Ms. Denise Phillip, Mrs. Indira Frank, Ms. Colleen Gallazzi, Ms. Rae-Ann Harper-Walters, Mr. Rupert Antoine, Mr. Gary Turpin, Mr. Pernel Roberts and Ms. Denise Mohammed-Coker

The Ministry of Public Administration comprises the following core Divisions and support Divisions:

Divisions and Services of the MPA

Core Divisions and their services are as follows:

MPA Division	Service	Description
Public Service Transformation Division	Facilitation of change and transformation within the Public Service of Trinidad and Tobago by conducting activities that guide and support the development of innovative solutions for the delivery of consistently high quality public goods and services	<ul style="list-style-type: none"> • Policy Management (includes proposed Knowledge Centre) • Business Process Management • Change Management • Service Alignment • Monitoring and Evaluation (includes Opinion Leaders Panel and Public Service Employees Surveys and Innovation Awards) • Transformation Support
Diamond Division	Coordination of the Trinidad and Tobago Diamond Standard (TTDS) Certification Programme and consultancy services/ advice on service delivery improvement	<ul style="list-style-type: none"> • Service Delivery research and planning • Service delivery advisory services • Coordinating Training programmes based on the needs of services in each TTDS cohort • Assessment of Public Services • Change Management
Public Management Consulting Division	Provision of management consulting services to the Cabinet, Ministries/Departments and associated agencies. Its primary mandate is the review of submissions from Ministries relating to their organisational structures.	<ul style="list-style-type: none"> • Rationalisation and restructuring of Ministries and Departments • Organisational design, review and redesign • lhrIS position management • Management Consulting support

MPA Division	Service	Description
Public Service Academy	Responsible for training and development within the Public Service. It aims to maximise the human potential for excellence and high performance through the provision of flexible learning opportunities in collaboration with strategic partners. The Academy is charged with the responsibility for reviewing the training plans of Ministries and Departments. It also administers offers of technical cooperation training from foreign governments and international agencies to the Government of Trinidad and Tobago.	<ul style="list-style-type: none"> • Public Service Training Policy • Review and approval of Ministry and Department Training Plans • Conduct of Training Programmes for enterprise-wide and agency specific needs • Administration of Technical Cooperation training from foreign governments and international agencies • Provides consultancy services on training matters to government Ministries/Departments/Agencies
Strategic Human Resource Management Division	Coordination of a programme for the enhancement of the Public Service Human Resource Management (HRM) function. These responsibilities will be achieved through collaboration with the central HRM agencies and the line HRM Divisions in the Public Service. The Division's mandate is the renewal and modernisation of the HRM Architecture (structures, systems, processes and people) in the Public Service.	<ul style="list-style-type: none"> • HR Policy Research and Planning • HR Policy Design and Development • HR Policy Monitoring and Evaluation • HR Advisory Services • HR Audits • Implementation of HR best practices • Management and Leadership Development
Property and Real Estate Services Division (transferred to MPA wef September 23, 2015)	Responsible for all Government real estate with emphasis on sale, acquisition and rental.	<ul style="list-style-type: none"> • Sale of Government property to Public Officers and the Public • Acquisition of Private Property by the State • Lease or Rental of Private Property for Government Use

MPA Division	Service	Description
National ICT Unit (transferred to MPA wef September 23, 2015)	Implementation of the National ICT Strategy to ensure the delivery of the various projects that are aimed at reinventing governance, delivering integrated electronic services, creating a proactive and responsive society using Information and Communication Technology (ICT) with new capabilities and capacities for innovation with ICT.	<ul style="list-style-type: none"> • Strategic ICT Advisory Services to Government of the Republic of Trinidad and Tobago (GoRTT) Ministries & Agencies • Strategic Alignment of GoRTT & National ICT Programmes & Projects • Oversight of Implementation of GoRTT (Enterprise-wide) & National ICT Programmes & Projects • Co-ordinating, Monitoring and Evaluating the National ICT Plan in collaboration with GoRTT Ministries and Departments • National & GoRTT ICT Technical Standards & Policy Development • Design, Development & Implementation of MST-specific National ICT Programmes and Projects • Development of a GoRTT Centre of Excellence for ICT
Scholarships and Advanced Training Division (transferred to the Ministry of Education wef September 23, 2015)	Management of the award of scholarships on a competitive basis to citizens who wish to pursue studies in key areas targeted for national development. These scholarships are offered by the Government of Trinidad and Tobago or in partnership with foreign governments and international organisations.	<ul style="list-style-type: none"> • Management of the scholarship application and selection processes and secretariat to Cabinet appointed Selections Committee • Provision of support services to scholars during their period of study • Management of the job placement of returning scholars to meet contractual obligations and to maximise the return on investment • National skills-gap needs assessment and planning • Policy review and development

MPA Division	Service	Description
Programme Management Division	Management of a portfolio of interdependent projects aimed at advancing public sector transformation and e-government services. It is the Executing Agency and focal point for the Inter- American Development Bank (IDB) Loan Programme, Public Sector Reform Initiation Programme (PSRIP) and the e-Government Knowledge Brokering Programme (eGKBP). The Division provides project management and oversight support for these projects. The Division also reviews all of the Ministry's (Public Sector Investment Programme) PSIP projects to ensure proper design, implementation and monitoring and evaluation mechanisms are in place.	<ul style="list-style-type: none"> • Management of projects developing Public Sector transformation and e-Government • Execution arm for various projects and programmes • Review of Ministry's PSIP projects

Table 2 - Core Divisions and Services

The Support Divisions of the MPA are:

- Corporate Communications Division
- Corporate Services Division
- Finance and Accounts Division
- Human Resources Management Division
- Internal Audit Division
- Legal Services Division
- Strategic Services and Information Technology Division

The Leadership Team for the period October 1, 2014 - September 30, 2015

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
Executive Secretariat	Permanent Secretary	Mr. Richard Madray	September 14, 2015 - present
		Mrs. Jennifer Daniel	April 7, 2015 - September 13, 2015
		Ms. Gillian Macintyre	October 1, 2014 - April 6, 2015

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
Executive Secretariat	Deputy Permanent Secretary	VACANT	June 1, 2015 - September 30, 2015
		Ms. Prabhawatie Maraj	October 1, 2014 - May 31, 2015
		Mr. Kurt Meyer	March 16, 2015 - present
		VACANT	October 1, 2014 - March 15, 2015
Corporate Services Division	Director (Ag.)	VACANT	September 1, 2015 - present
		Ms. Dhanmatee Ramdath	October 1, 2014 - August 31, 2015
Human Resource Management Division	Director (Ag.)	Mrs. Margaret Morales	November 3, 2014 - September 13, 2015
Scholarships and Advanced Training Division	Director (Ag.)	Mrs. Marcia London-McKellar	October 1, 2014 - present
Public Service Academy	Director (Ag.)	Ms. Denise Phillip	March 21, 2015 - present
		Mr. Claudelle McKellar	October 1, 2014 - March 20, 2015
Public Management Consulting Division	Director (Ag.)	Mrs. Savitri Balkaran	March 16, 2015 - present
		Mr. Kurt Meyer	October 1, 2014 - March 13, 2015
Finance and Accounts Division	Director	VACANT	September 14, 2015 - present
		Mrs. Angela Lum-Joseph	October 1, 2014 - February 8, 2015
		Mr. Christopher Ramsey	February 9, 2015 - September 13, 2015
Strategic Services and Information Technology Division	Director	Mrs. Angela Lum-Joseph	October 1, 2014 - present
	ICT Director	Mr. Gary Turpin	October 1, 2014 - present
Public Service Transformation Division	Director (Ag.)	Mrs. Denise Mohammed-Coker Research and Development Coordinator	October 1, 2014 - present
		VACANT	March 21, 2015 - present
		Mr. Claudelle McKellar	October 1, 2014 - March 20, 2015
Internal Audit	Auditor II (Ag.)	Mrs. Indira Frank	October 1, 2014 - present

DIVISION	POSITION	OFFICER	PERIOD OF LEADERSHIP
Corporate Communications Division	Director	Ms. Rae Ann Harper-Walters	October 1, 2014 - present
Legal Services Division	Director	VACANT	October 1, 2014 - present
	Senior Legal Officer	Mrs. Candace Hicks	October 1, 2014 - present
	Senior Legal Officer	Ms. Annalisa Sankar	October 1, 2014 - present
Programme Management Division	Senior e-Government Advisor	Mr. Pernel Roberts	October 1, 2014 - present
	Programme Manager	Ms. Muriel Lezama	October 1, 2014 - November 30, 2014
Property and Real Estate Services Division	Coordinator	Ms. Shelley Sultanti-Maharaj	October 1, 2014 - October 1, 2015
Diamond Division	Programme Director	Ms. Colleen Gallazzi	October 1, 2014 - present
Strategic Human Resource Management Division	Head	VACANT	October 1, 2014 - present
	Senior Project Management Coordinator	Ms. Carol Mapp	October 1, 2014 - present

Table 3 - The Leadership Team



Staff of the Diamond Division

THE DIAMOND MODEL FOR PUBLIC SERVICE MODERNISATION AND RENEWAL

MPA's vision is that by the year 2022, the Public Service will comprise strong, flexible, responsive, appropriately structured and staffed institutions, delivering efficiently and effectively the calibre of services to meet the demands of our citizens, and all others who require services. This aspiration will be achieved through the "Gold to Diamond" (G2D) Journey:- a ten (10) year – transformation and modernisation programme (2012-2022) that focuses on improving and enhancing the capability, connectedness and culture of the Public Service, thus ensuring a more dynamic and customer-focused entity.

We imagine a Public Service that observes the principles of accountability, transparency, fairness, ethics and social responsibility; a Public Service known for its responsiveness to customer needs in an increasingly sophisticated society with high performing, competent and committed employees; a Public Service that is a resilient driver of economic growth through its support for and governance of the public sector.

The quest for service delivery excellence – the Public Service Renewal and Modernisation Programme – was formally launched by the sitting Prime Minister of Trinidad and Tobago, the Honourable Kamla Persad-Bissessar SC, at the Public Service Gala Awards Ceremony on December 5, 2012.

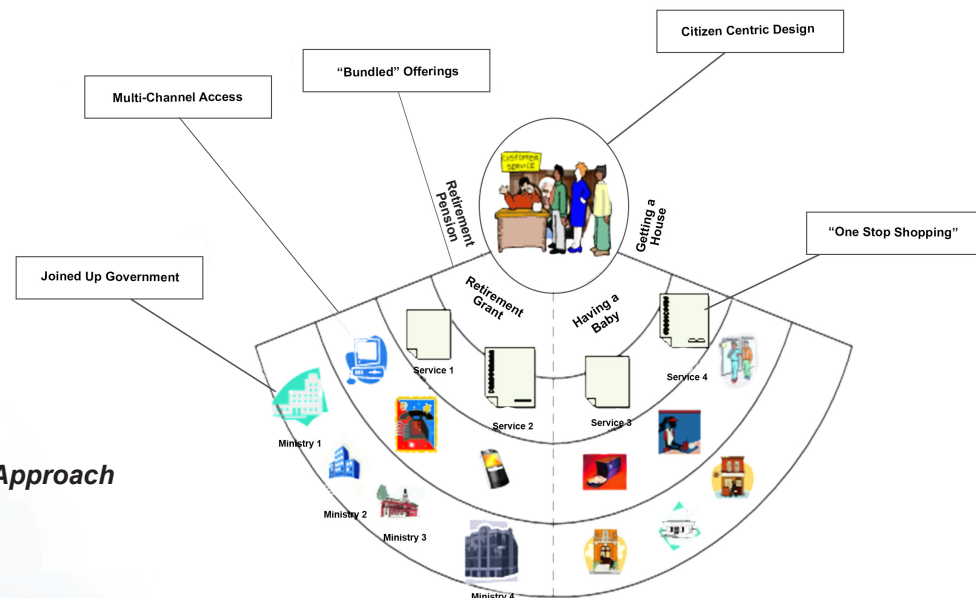


Figure 2 - The No Wrong Door Approach

The No Wrong Door Approach, allowing access to public services anytime and anywhere, via our smart devices, computers, or even public spaces not too far from one's doorstep and at the lowest possible price.

The Diamond's Three "C"s

Capability, Connectedness and Culture are the core drivers of the Diamond Model for Public Service Renewal and Modernisation. Just as a diamond's worth is a factor of its cut, carat and clarity, so too will the value of a Diamond Public Service be measured by its:

1. **Capability** - The enhancement of the competencies of our public servants and building our leadership capacity, as well as improvements in the systems and processes used by our institutions;
2. **Connectedness** - The promotion of human networks focused on citizen-centricity, using technology and communications as enablers to improve the way we work with the global environment; and
3. **Culture** - The promotion of a change in public management thinking and encouragement and endorsement of innovation, entrepreneurship, performance accountability, transparency and change orientation.

As the Diamond's core is strengthened, the transformation will reflect outwardly through improvements in:

1. **Governance** – A participatory culture and strengthened institutions to support accountability, transparency, consultation, consensus-building and more meaningful representation;
2. **Human Capital Management** – Effective leaders, capable organisations and strong human capital management in order to maximise organisational performance;
3. **Infrastructure** – Quality, reliability and maintenance of the physical and virtual / digital assets of the Public Service; and
4. **Service Delivery** – Citizen-centricity, i.e. citizens' needs are at the centre of service planning and delivery.

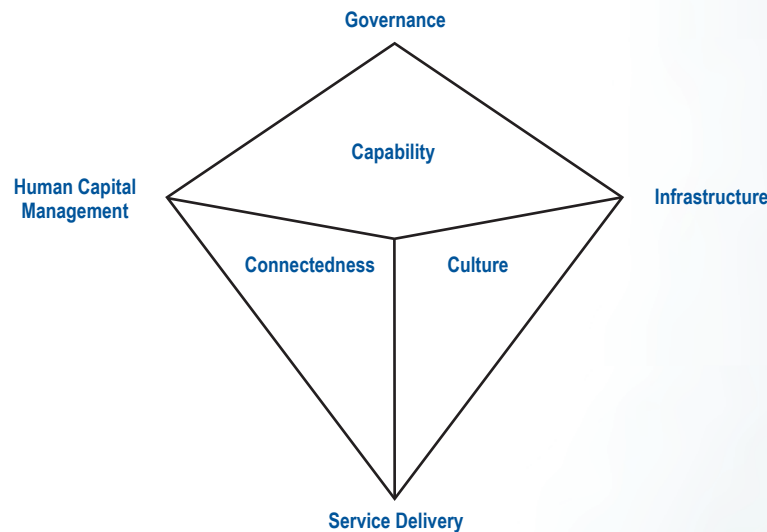


Figure 3 - The Diamond Model for Public Service Transformation

G2D programmes are not confined to one of the above four dimensions. In fact, many of the projects affect multiple dimensions as the dimensions are all inter-related.

This report outlines the progress made by the MPA, as we facilitate and encourage advancement in the Public Service, over the period October 1, 2014 to September 30, 2015.

SERVICE DELIVERY



Prime Minister Mrs. Kamla Persad-Bissessar and Minister Carolyn Seepersad-Bachan with all winners at the TTDS Awards Ceremony, January 2015

PART I: SECTION ONE – SERVICE DELIVERY

Citizens' needs are at the centre of service planning and delivery. This section therefore focuses on service delivery and highlights work undertaken in respect of TTDS and Business Process Management.

The Trinidad and Tobago Diamond Standard

1.1 TTDS - Certified Services and Awards

The Trinidad and Tobago Diamond Standard (TTDS) Certification Programme continues to be a National Standard for Excellence in Service Delivery within the Trinidad and Tobago public sector. When people think about the idea of transformation in the Public Service, it may appear to be a tough challenge. To make light work of this mammoth task, MPA commissioned the TTDS Programme to support one Service at a time, one Unit at a time; motivating small groups to be champions of change.

In June 2013, thirty four (34) services were registered for the TTDS Programme. Workshops were conducted to train public officers in customer journey mapping, engaging external users, handling complaints, and service improvement planning. These efforts resulted in twenty (20) services being registered to participate in Cohort I of the TTDS Programme.

The Diamond-certified services were given the assurance of support from the Diamond Division. This support was demonstrated in the form of TTDS Customer Service Training Workshops and detailed Monitoring and Evaluation exercises which included recommendations for new service improvement initiatives.

The eleven (11) services that received Diamond Standard Certification at the inaugural TTDS Awards ceremony held on January 21, 2015 are as follows:-

No.	MINISTRY	AGENCY	SERVICE
1	Ministry of Trade and Industry	TTBizLink Division	TTBizLink
2	Ministry of Trade and Industry	Trade Licence Unit	Trade Licensing
3	Ministry of Health	ERHA (Sangre Grande Hospital)	Accident and Emergency
4	NIDCO	Water Taxi Division	Water Taxi Service
5	Tobago House of Assembly	Tobago Information Technology Limited (TITL)	Community Walk-in Centre
6	Tobago House of Assembly	Tobago Emergency Management Authority (TEMA)	Emergency Unit, CERT (Community Emergency Response Team)
7	Tobago House of Assembly	Tobago Regional Health Authority (TRHA) - Scarborough General Hospital	Outpatient Clinic
8	Ministry of National Diversity and Social Integration	National Archives	Research and Outreach Department
9	Ministry of Health	NWRHA	St. James Women's Clinic
10	Ministry of Education	Naparima College	Technology and Service Environment
11	Judiciary	Family Court	Case Management System

Table 4 - Services Receiving Diamond Service Certification

All participants were applauded for their efforts as the first pioneers in service delivery excellence. Highlights of the participating services are as follows:-

(1) Ministry of Trade, Industry and Investment

Trinidad and Tobago Business Link Division

TTBizLink

TTBizLink (Trinidad and Tobago Business Link), is an e-government initiative of the Ministry of Trade, Industry and Investment. It is based on the concept of a Single Electronic Window (SEW) or a single entry point that allows for the efficient exchange of information and transactions between and among businesses, traders and government agencies.

Since receiving the Diamond Standard Certification in January 2015, TTBizLink has demonstrated growth from collaborative initiatives. These initiatives include eighteen (18) new e-services to customers. These include two (2) new e-services under the Water and Sewerage Authority (WASA): application for building development approvals, and application for Plumbing Approvals. Collaborations with the Trinidad and Tobago Electricity Commission (T&TEC) also resulted in new e-services for customers, including application for electricity supply and inspection. Significant growth was also demonstrated in partnership with the Ministry of Health with fourteen (14) new e-services for customers. These services are:

Pesticides and Toxic Chemicals Inspectorate	Pharmacy/Drug Inspectorate
License of Premises - Pesticides	Antibiotic Storage license
License of Premises - Toxic Chemicals	Narcotic Storage license
License to Withdraw - Toxic Chemicals	Antibiotic Import license
Import license - Pesticides	Narcotic Import license
Import license - Toxic Chemicals	License to Withdraw Antibiotics
Export license/Permit - Toxic Chemicals	License to Withdraw Antibiotics from Bond
	License to Withdraw Narcotics
	Antibiotic Export license

Table 5 - New e-services for customers in Ministry of Health

(2) Ministry of Trade, Industry and Investment

Trade Licence Unit (TLU)

Trade licensing

The Trade License Unit (TLU) is responsible for administering the import and export of goods in and out of Trinidad and Tobago. The overall objectives of the Unit are to facilitate investment and promote trade through the administration of Government policies as they relate to business development, trade facilitation and investment.

Under the guidance of the TTDS Programme, TLU hosted consultations with both staff and customers to develop a Service Charter which reflected the standards and quality of their service. The document not only outlined expectations when accessing their service, but also captured the roles and responsibilities of the users.

TLU is not just a recipient of the Diamond Standard Certification, but is one of the pilot agencies for Business Continuity Management (BCM) spearheaded by MPA. Since obtaining certification, TLU has demonstrated continuous improvement by establishing a 'Trade Online Committee' (TOC) to ensure all information for applying for various categories of licences are placed online and updated promptly. Additionally, the Unit hosted in-house Customer Service Training and attended Customer Service workshops hosted by MPA.



(3) Eastern Regional Health Authority (ERHA)

Sangre Grande Hospital

Accident and Emergency (A&E)

The Accident and Emergency (A&E) Department of the Sangre Grande Hospital has demonstrated its commitment to service excellence by participating in the TTDS Programme and achieving the Diamond Standard Certification. The TTDS Programme is designed to work with agencies to circumvent challenges. One such challenge occurred in March 2015 where industrial relations action was taken by staff at the ERHA.

During this time, the A&E Department did not shut down, but attended to emergency cases only. The Diamond Division team met with the Management Team of the A&E in March 2015 with the aim of offering advice to ensure that service to citizens was not compromised. Promoting a customer service culture is an integral part of the TTDS excellence framework and the Diamond Division highlighted this area to reinforce the importance of both customer and staff satisfaction. Arising from this exercise, the A&E Management Team promised to consider incentives to keep staff motivated in spite of existing tensions. In addition, the plans to improve internal communications were discussed. Since then, the A&E has demonstrated growth in the following ways:

Consultations were held with staff, customers and partners to develop a User Panel. Under the guidance of the TTDS Assessment Specialist Team, it was equipped with new insights and documentation on how to provide better service for both customers and partners. A list of goals was developed at their first User Panel Meeting and they are now working towards implementing some of these ideas.

The A&E has now commissioned the services of a paediatrician to ease the difficulties of children who require medical care. The parents are very pleased with this demonstration of continuous improvement as the paediatrician diagnoses and treats infections, injuries, genetic defects and organic diseases and dysfunctions. The Diamond Division found this resourcefulness laudable and the Team continues to work with the Service towards developing new service improvement initiatives.

(4) The National Infrastructure Development Company Limited (NIDCO)

Water Taxi Division

Water Taxi Service

NIDCO is a Special Purpose State Enterprise established by the GoRTT in 2005 to undertake major infrastructural projects. Under this portfolio, NIDCO introduced the Water Taxi Service in 2008 as an alternative and complementary mode of transportation for both citizens and visitors. The initiative was initially geared to the North-South Corridor (namely, Point Fortin to Diego Martin) and ultimately along the East-West Corridor to ease traffic congestion along major routes.

The first phase of the project, a ferry service between San Fernando and Port of Spain was launched in December 2008, followed by the Port of Spain Chaguaramas Service with the Chaguaramas Development Authority (CDA). The Service also supplies group sailings and private charters for regional sailings. Participation in the TTDS Programme allowed the Water Taxi team to experience the operations of the Service from a customer's perspective.

Apart from developing a Service Charter, NIDCO has established a Service Improvement Plan which focuses on new initiatives such as developing a feedback group known as a User Panel. This Panel will assist in obtaining feedback to determine if they have maintained standards aligned to the TTDS Programme. Since their Diamond Standard Certification, the Service has experienced challenges with two vessels requiring repair and had been working zealously to bring the vessels back to the customers to ensure that they are operating at their optimum efficiency. The Service has dedicated, competent and professional staff who has received additional on-going customer service training from MPA. For one of its recent service improvement initiatives, NIDCO is working with an internal MPA Information Technology Team (known as Diamond Buzz) to incorporate technology solutions to their ticketing system.

(5) Tobago House of Assembly

Tobago Information and Technology Limited (TITL)

Community Walk-In and IT Literacy Programme

The Community Walk-In and IT Literacy programme is an initiative of Tobago Information and Technology Ltd., a special purpose company of the Tobago House of Assembly. In furtherance of its commitment to the development of the human resource capital of Tobago, TITL offers free computer literacy classes to residents from as young as five (5) years of age. They provide information technology training in MS Office (basic and advanced) as well as preparation classes for more advanced certification.



This Service began the process of obtaining Diamond Standard Certification with great expectations of renewing and modernizing the services provided to the citizens of Trinidad & Tobago. Through TTDS process mapping exercises, they had the opportunity to dissect the services rendered to the public and strengthen the services offered, resulting in a better customer experience. Their success story lies in their day-to-day operations, which have been transformed with the implementation of clearly defined systems, protocols and policies, from which users, and frontline staff have greatly benefited.

(6) Tobago House of Assembly (THA)

TEMA (Tobago Emergency Management Agency) Emergency Unit, CERT

TEMA is an innovative agency of the Tobago House of Assembly dedicated to providing emergency services in Tobago in preparation for and in response to disasters such as hurricanes, earthquakes and tsunamis. TEMA's highly trained staff uses the latest technology to communicate with the public and liaise with other emergency providers. Their Virtual Vision application is a reporting platform that offers at a glance views of the Tobago landscape via their database information. In addition, TEMA constantly updates their website and social media accounts to present up to date information to the public.

(7) Tobago House of Assembly

Tobago Regional Health Authority (TRHA) – Scarborough General Hospital Outpatient Clinic

The Outpatient Clinic of the Scarborough General Hospital has embraced continuous improvement through its development of a User Panel. The User Panel includes key stakeholders who consult with and provide feedback to the service, implementing ideas that boost service delivery for patients.

The User Panel has made several recommendations for improvements for the hospital; for example, they suggested using a Block Appointments System for the Surgical Ward and also recommended appropriate signage to inform clinic patients of any new procedural or policy changes.

In addition, the Panel arranged with the kitchen staff to have breakfast available to doctors working early shifts. This incentive served as a motivation to boost performance of the medical staff members. Since then, the TRHA User Panel has been an example for other RHAs participating in the TTDS programme.



(8) Ministry of National Diversity and Social Integration

National Archives of Trinidad and Tobago (NATT)

Research and Outreach Department

National Archives of Trinidad and Tobago's Reference and Outreach Services was a division of the Ministry of National Diversity and Social Integration when it received Diamond Standard Certification. This Service is responsible for acquiring, preserving and providing public access to the documentary heritage of the nation and the management of all Government records throughout the Public Service.

Under the guidance of the TTDS Programme, NATT developed a systematic approach to service improvement by developing a detailed Service Improvement Plan. Following this plan, staff was encouraged to obtain resources to provide washrooms equipped for persons with disabilities, computers and telephones installed on each staff member's desk, surveillance cameras and a cozy lounge area for their researchers.

NATT has demonstrated continuous improvements by dedicating resources to their service environment and by deepening collaborative initiatives. An organization's service environment is one of the TTDS service excellence criteria and inculcates an awareness of customer safety needs and customer journey requirements. In this area, NATT has erected new signage, provided refurbished facilities and improved customer parking. In addition, they have acquired a fifteen (15) seater bus which is now being used for outreach programmes.

As a result of its participation in the TTDS Programme, NATT has also deepened partnerships and integrated innovation to demonstrate its commitment to continuous improvements. One significant change is the development of a regional web portal in collaboration with the Caribbean Archival Association. This new and exciting initiative allows customers a chance to look at shared records within the Caribbean. Shared records include: Slave registers, Indian indentureship, and Chinese indentureship. National Archives is also seeking sponsorship as they have started a project to digitise these records.

(9) Ministry of Health

North West Regional Health Authority (NWRHA)

Women's Clinic: St. James Medical Complex

The St. James Women's Clinic offers two separate services, namely, the Breast Clinic and Gynaecology Unit which provide services to patients with symptomatic breast disease and gynaecological problems. A multi-disciplinary team works together to ensure patients are seen quickly and receive the highest quality of investigation and care. The goal of the clinic is to ensure that the patients being attended to are satisfied with the level of care they receive. All patients attending the clinic are referred to the clinic either internally or externally via a referral letter.

The TTDS Programme provided a unique experience to break boundaries that exist in the public health care system. The journey to certification allowed the Clinic to focus its attention on the foundation of good service delivery. The staff benefited from stakeholder consultations and engagement including surveys, focus groups and customer/patient journey maps. This allowed the Service to identify their gaps in service delivery excellence and take corrective actions to improve service within the Clinic.

(10) Ministry of Education

Naparima College

Technology and Service Environment

Naparima College (known as NAPS) is a denominational secondary school for young men that provide holistic education in a spiritually enriched and caring environment. The College's quest for Diamond Standard Certification challenged the staff and students to improve their service delivery to their primary clients (the students), and other stakeholders and to strive for more than just academic excellence. Under the TTDS Programme, NAPS hosted valuable consultations through focus groups with staff, members of the Parent Teacher Association (PTA) and the student body. The institution also facilitated exciting discussions and brainstorming sessions which led to the successful implementation of their Service Charter.

Since they obtained Diamond Standard Certification, NAPS has demonstrated continuous improvement in the following areas:

- Technology

There is now access to Wi-Fi on NAPS compound.

- Service Environment

There is now controlled hours of access to the back gate of NAPS compound and speed bumps were installed along with a speed limit implemented (20km/hr.). There has also been an increase in the number of classrooms with air-conditioning units to make students more comfortable and three (3) new taps were installed with a water purification system.

(11) Judiciary of Trinidad and Tobago

Family Court

Case Management System

The Case Management System of the Family Court is a division of the Judiciary of Trinidad and Tobago and is an institution unlike any other: from the physical layout of the building, with its refreshing colors and finishes designed to soothe, to the excellent quality of service delivered by highly trained, competent and courteous staff members. The family court is the first problem-solving court introduced in the country, resolving disputes as they relate to family law. Their philosophy of this institution is “to encourage the parties to resolve their family disputes themselves with specialist assistance and support.”

The Diamond Standard process was particularly useful as the Chief Justice (CJ) participated in a ‘Back to the Floor’ exercise which allowed him to learn about the realities of front line service delivery and the experiences of users and staff. With this kind of leadership support, the staff was motivated by the fact that the CJ was able to see the reality of their policies and systems. Under the TTDS Programme, the experience was used to develop new initiatives on their Service improvement Plan. Since they obtained Diamond Standard Certification in January 2015, the Family Court has continued working towards improvements in technology and staff incentives. Additionally, they have reintroduced feedback systems/ instruments to internal stakeholders, such as magistrates, judges and attorneys at law, using this feedback to improve processes.

(12) Ministry of Health

St. James Accident and Emergency: St. James Medical Complex

All the team members of the St. James Accident and Emergency Department acknowledge that they gained valuable experience during the Diamond Standard Certification process. The team was able to set standards and review processes and procedures to examine areas that could be improved in the best interest of their clients and stakeholders. The staff continues to share ideas not only as it relates to customer service improvement, but all aspects of the Unit’s daily activities and service delivery. They are also part of the Cohort II participants as they have been working feverishly to improve all aspects of their customer service delivery systems.

(13) Trinidad and Tobago Electricity Commission (T&TEC)

The Timely Compensation of Breaches of the Guaranteed Electrical Standards

(TTEC GES)

The Service is one of T&TEC’s Guaranteed Electrical Standards and falls under the purview of the Distribution Unit which manages Distribution Centres and Customer Service Centres throughout the country.

Coming out of the TTDS Programme, the Team gained a deeper understanding of the Service Improvement process and the value of putting themselves in the customers’ shoes. The Service also benefitted from TTDS Innovation seminars which were held to further inculcate a culture of innovation and creativity across the Public Service.



Ministry of Education and Naparima
College Representatives

(14) Port of Spain City Corporation

Green Spaces (Parks and Squares) and Scavenging Services:

These two (2) Services under the Port of Spain City Corporation felt that the TTDS Programme afforded them the opportunity to look at their Services with a fresh new outlook focused on both internal and external service delivery. The all-encompassing nature of the process also allowed them to gauge the reliability of their processes from the perspective of users, suppliers and partners. In addition, they developed a deeper appreciation of customer feedback through surveys and focus groups.

(15) Ministry of Housing and Urban Development

Neighbourhood Upgrade Programme (NUP) & Home Improvement Grant (HIG)

These two (2) services highlighted the following benefits under the TTDS Programme:

Review of Processes and Procedures

Participation in the TTDS Programme resulted in NUP being able to set standards and review its operational processes and procedures. The process of continuous improvement also resulted in the establishment of satellite offices in Couva, Ste Madeleine, El Dorado and Tobago.

Close Gaps in Service Delivery

The TTDS Programme enabled the HIG Unit to assess objectively the systems and processes and find ways to close gaps in their service delivery. The entire process encouraged a greater awareness and better understanding among the HIG team members.

(16) Ministry of Public Administration

Scholarships and Advanced Training Division

For the Scholarships and Advanced Training Division, the TTDS Programme presented the ideal opportunity to address and improve systems within the Division. They were able to implement policies that positively impacted their stakeholders to place them in a better position to match the demands of our national scholars.

(17) The Ministry of Health

Mount Hope Women's Clinic & San Fernando General Hospital

Medical Records

Medical Records at Mount Hope Women's Clinic and at San Fernando General Hospital both accepted the challenge to improve under the TTDS Programme.

Infrastructure and Technology

The Mount Hope Women's Clinic started the process by ensuring that all files were delivered on a timely basis and that all patient records were safe and secure. The Service deepened their understanding on the impact of their personal interactive services and continues to strive towards improvements for both staff and clients through infrastructure and technology innovation.

Creation of Patient Service Charter

The Medical Records Department of the San Fernando General Hospital gained valuable experience by creating a new Patient Service Charter. The document was developed using both patient and staff feedback and inspired the internal team to find new ways to improve the quality of health care to their large clientele.

1.2 Cohort II TTDS

Agencies participating in the TTDS Programme continued to undergo service improvement in accordance with the requirements of the TTDS criteria. The length of the service improvement phase is dependent on the service delivery maturity of the agency and to what extent TTDS criteria are met and therefore can span a number of months ranging typically from 12 to 24 months.

During the service improvement phase MPA's Service Improvement Specialists continued to provide support and guidance in the following areas:

- ✓ Establishment of Steering Committees and Service Improvement Teams
- ✓ Development of Service Improvement Plans
- ✓ Establishment of a User Panel
- ✓ Stakeholder consultations and engagement including surveys, focus groups, customer journey maps
- ✓ Preparation and analysis of process maps
- ✓ Conduct of Wait Time Analyses, Service Safaris, Mystery Shopping and the application of other service improvement tools
- ✓ Development of Service Charters

Once the agency has demonstrated the required growth and improvement in accordance with the prescribed criteria during the Service Improvement Phase, the agency can then advance to the Assessment Phase. During this phase, the agency is pre-assessed by Assessment Specialists assigned to the Division and thereafter, formally assessed by external Assessors using specific TTDS instruments to provide an in-depth analysis of each area of the criteria.

Since the TTDS Awards Ceremony in January 2015, forty-seven (47) public sector agencies have been engaged. Following Pre-Assessments, some of these agencies will be recommended for formal assessments by the end of the calendar year. Some of the highlights were:

Ministry of Health

Out Patient Pharmacy

The South West Regional Health Authority (SWRHA) registered its Out-Patient Pharmacy located in the new San Fernando Teaching Hospital in 2014. Their quest to attain the Diamond Standard has been an exciting journey for staff and users of the Pharmacy.

Communication

The Pharmacy team conducted primary research in collaboration with the Diamond Division, which comprised focus groups with both staff and customers. One of the main findings from their consultations with staff was that other departments did not have a complete understanding of the Pharmacy's services and policies. Recognising that inter-departmental communication was key to the successful execution of their Action Plan, the team brainstormed ideas to engage and educate their colleagues. The winning idea was a **'Know Your Pharmacy'** competition and the activity was featured as an interactive and fun way to share information with colleagues about why the Pharmacy functions as it does.

Responsiveness and Service Standards

Under the guidance of the Diamond Division, the Pharmacy collaborated with patients and staff to create and test the Pharmacy's first Customer Service Charter. During this exercise, employees examined users' expectation and devised strategies for meeting these expectations.

Staff also used the opportunity to share some of their resource constraints and to outline the main requirements for consistently providing great service. Both groups brainstormed on how the quality of service provided to customers could be improved. As a result of this document, customers now have a deeper understanding of the Pharmacy's role.

Customer Involvement and Understanding

The TTDS' approach has encouraged the birth of several new initiatives which resulted in greater management involvement in frontline activities, additional focus on customer needs, interdepartmental solutions, and even shorter waiting time for customers.

To intensify the Pharmacy's outreach to customers, the staff participated in health fairs coordinated by SWRHA at different locations across the region. The Team also visited medical schools to inform graduating students about the organisation and to recruit possible quality interns.

Ministry of National Security

Responsiveness and Service Standards

Under the TTDS programme, the Belmont Police Station mandated that all new officers are to introduce themselves to residents within the district. This exercise is conducted to deepen relationships between police and residents and is part of their ongoing Crime Prevention measures through which improvements in communication will assist in crime detection and prevention.

Consultations were held between the Station and the customers which enriched the Service with new insights which encouraged deeper partnerships with members of the public. This was demonstrated through the implementation of fifteen (15) minute "beat patrols" in the communities.

Innovation and Creativity

The Belmont Police Station displayed their capacity for innovation by implementing a day-care centre to offer staff a place to care for their babies and toddlers. This initiative also serves as an incentive to law enforcement officers who sacrifice a lot of family time to protect and serve our citizens.

Ministry of Education

Six (6) schools were part of the TTDS programme and the TTDS service excellence framework was applied to develop and improve their services. Sacred Heart Girls' R.C. Primary School and five (5) Early Childhood Care and Education Centers (ECCE) benefited from the following services under the leadership of the TTDS Programme:

Customer Involvement and Understanding

In collaboration with the Diamond Division, the participating schools held focus groups for the first time. These consultations allowed them to develop a deeper insight into their customers and the services that they value most. Both positive and negative feedback were used to enhance the quality and delivery of services and this experience added value to the educational landscape of our society.

Responsiveness and Service Standards

Under the guidance of the TTDS Programme, the participating schools are in the process of developing Service Charters. These documents are clear statements or promises to parents about what they can expect when accessing services at these educational institutions.

Charters for public services provide an opportunity to create a new partnership between the government services and members of the public. The documents also guide and manage expectations whilst developing an excellent service culture.

1.3 Business Process Management

A core focus for the transformation of the Public Service of Trinidad and Tobago is Service Delivery Improvement. The Ministry of Public Administration is guided by its mission to facilitate and lead the renewal and modernisation of a citizen-centric Public Service.

It is in this context that a Business Process Management (BPM) programme was launched to enable Ministries/Departments/Agencies to improve their operational performance by rationalizing and re-designing processes, systems and procedures, thus enabling more effective cross-Ministry/Department/Agency coordination and integration. It is anticipated that such improvements will allow the Ministries/Departments/Agencies to achieve responsive, effective, and accountable service delivery.

Goals of BPM

The goals of BPM are to:-

- Reduce human error and miscommunication and focus stakeholders on the requirements of their roles
- Enable an organisation to be more efficient, more effective and more capable of change than a functionally focused, traditional hierarchical management approach
- Leverage software and services to provide total visibility into an organization
- Discover, document, automate and continuously improve business processes to increase efficiency and reduce costs
- Deliver business value

BPM Consultancy

The Ministry of Public Administration (MPA) engaged the services of KPMG Consultants for the Business Process Management (BPM) Initiative. This consultancy is for one (1) year and it commenced on January 30, 2015.

The consultant was required to deliver the following major deliverables:

- A Framework for institutionalizing BPM as a transformational tool in the Public Service
- Sensitization sessions to key stakeholders to iterate and validate the objectives of the BPM Initiative
- Seven (7) BPM workshops
- Technical support to Ministries/Departments/Agencies on their respective BPM projects

Work undertaken during the fiscal year included:-

- Orientation/Marketing Sessions with Ministries were conducted during the period January 13, 2015 to March 11, 2015
- An Executive Sensitisation Session was conducted on March 12, 2015
- Seven (7) BPM workshops
- Technical support by KPMG to Ministries/Departments/Agencies on their respective projects which commenced on April 15, 2015

The following table provides further details on the BPM Workshops held:-

Nos.	Training Period	Agencies	Project	Expected Results/ Outcomes
1.	March 23-27, 2015	<ul style="list-style-type: none">• Ministry of Public Administration• Ministry of Foreign Affairs• Treasury Division• Central Bank	Payment of Scholars' University Fees and Allowances to scholars who are studying abroad.	Scholars will be paid on time.
2.	April 20-24, 2015	<ul style="list-style-type: none">• Ministry of the People & Social Development	Develop a Case Management Approach for Clients at the Ministry of the People & Social Development.	Clients will benefit from having to submit one application for the determination of their eligibility for multiple grants as opposed to submitting an application for each grant.

Further details on the BPM Workshops held:-

Nos.	Training Period	Agencies	Project	Expected Results/ Outcomes
3.	April 27-May 1, 2015	<ul style="list-style-type: none"> • Ministry of Public Administration • Treasury Division • Judiciary • Ministry of Trade, Industry & Investment • Office of the Parliament • Ministry of Community Development • Service Commissions Department 	Payment of Pensions to Public Officers.	The process for the preparation of the file for Public Officers' pension will improve resulting in retirees receiving their pensions in a timely manner.
4.	May 11-15, 2015	<ul style="list-style-type: none"> • Arima Borough Corporation • Princes Town Regional Corporation • Port of Spain City Corporation • San Juan/Laventille Regional Corporation • San Fernando City Corporation • Ministry of Planning 	Approval Process for Land Development and Building plan Approval	Streamlined the process at all Corporations which will result in an improved delivery process.
5.	May 25-29, 2015	<ul style="list-style-type: none"> • Ministry of Legal Affairs • Trinidad & Tobago Police Service 	<p>Computerisation of Land Registration documents and Valuation Division Database.</p> <p>The early retrieval of firearm exhibits from the Forensic Science Centre</p>	<p>A computerised system which records all registered Deeds and Certificates of Titles for an effective delivery to the customer.</p> <p>Improvement in the timely processing of court cases.</p>

Further details on the BPM Workshops held:-

Nos.	Training Period	Agencies	Project	Expected Results/ Outcomes
	May 25-29, 2015 cont'd	<ul style="list-style-type: none"> • Ministry of Gender, Youth & Child Development • Ministry of Housing & Urban Development • Service Commissions Department 	<p>Review the process of all incoming requests to the Ministry</p> <p>Housing Grants</p> <p>The Recruitment and Selection Process of the Service Commissions Department</p>	<p>Minimised processing time for all incoming requests.</p> <p>Improved processing time of applications by moving from a paper-based system to an electronic system.</p>
6.	June 29-July 3, 2015	<ul style="list-style-type: none"> • Ministry of Health: <ul style="list-style-type: none"> • NWRHA • SWRHA • ERHA • NCRHA • TRHA 	Streamline Primary Health Care and Public Health Care	Remove the overlap that currently exists between Primary Health Care and Public Health Care.



Staff of Strategic Human Resource
Management Division (SHRM)

SECTION TWO - HUMAN CAPITAL MANAGEMENT

As mentioned in the Diamond model for Public Service Modernisation and Renewal, effective leaders, capable organisations and strong human capital management are needed to maximise organisational performance. This section on human capital management highlights work undertaken in respect of HRM modernisation and renewal projects, organisational structures and staffing, training and development and the scholarships programme.

2.1 HRM Modernisation and Renewal

E- Based Competency Development Programme

The Ministry of Public Administration has been charged with leading the renewal and modernisation of a citizen-centric Public Service. Based on extensive focus group meetings across Ministries to determine the concrete professional development needs for entry level, mid-level and supervisory-level public servants, the Government Human Resources Services Company Limited (GHRS) issued a proposal to provide a holistic programme of training and development for secretarial, clerical and administrative staff through online delivery in December 2014.

The University of Trinidad and Tobago (UTT) was successful in winning the bid in May 2015 and set out to **develop a scalable online training environment** as an alternative to face-to-face professional development instruction.

Initial training modules focused on four competencies: computer Skills, business writing, customer service and supervisory skills. The content modules were developed so they could be delivered as stand-alone units of instruction, with an open architecture that avoided the use of proprietary sources and thus allows for facile modification in the future and in accordance with the specific training needs identified by MPA.

There were seventy-two (72) participants in the pilot course, with roughly an equal number of participants representing the three job families: entry level, mid-level and supervisory.

The feedback from participants about the usefulness and effectiveness of the online training was generally very positive with seventy-nine percent (79%) of the respondents agreeing or strongly agreeing that the training materials allowed them to improve their on-the-job performance, and seventy-eight percent (78%) of respondents confirming that they have a deeper understanding of the subject matter after going through the training exercise.

Standardisation of Job Descriptions

In March, 2012, the Ministry of Public Administration initiated a project titled “Review of the processes and procedures involved in the management and administration of contract employment within the Public Service”. This project was aimed at addressing the delays experienced by Permanent Secretaries and Heads of Department in:

- 1) Obtaining the comments of the PMCD on requests for the creation of contract positions within their Ministries/Departments prior to seeking the approval of the Cabinet;
- 2) Having salaries and other terms and conditions of service determined by the CPO for persons employed, on contract, in Ministries and Departments;
- 3) Having contracts of employment prepared by the Department of the Chief State Solicitor in good time before the expiration of the term of engagement of persons serving on contract.

These difficulties arose largely as a consequence of the significant growth in the number of persons employed, on contract, in the Public Service – rising from less than 200 in 1990 to more than 10,000 in 2010 – and critical shortages of staff, in the Personnel Department and PMCD, in particular.

In order to deal with these challenges, a review of the systems, processes and procedures governing contract employment in the Public Service was undertaken and the following new arrangements were recommended and approved by the Cabinet:

- a) Standardisation of job descriptions and job designations in respect of the more common positions in the Clerical/Secretarial, Manipulative, Human Resource, Communications and Legal streams;
- b) Pre-determination by the Chief Personnel Officer of the salaries and terms and conditions of employment of such positions;
- c) Preparation and execution of contracts of employment by Legal Divisions/Units of Ministries and Departments instead of by the Department of the Chief State Solicitor;
- d) Preparation of a six-year contract employment staffing plan by all Ministries and Departments – which would serve to eliminate the need to approach the PMCD each and every time that contract positions need to be renewed or created.

Phase 2 of the “Standardisation Project” is on-going. Standardised Job Descriptions and Designations have been developed in respect of positions in the following streams:

1. Facilities Management
2. Procurement
3. Monitoring and Evaluation
4. Project Management
5. Legal (Central Agencies)
6. Information Technology

Forty-seven (47) job descriptions have been drafted after a review of approximately four hundred and seventy-two (472) job descriptions. These were submitted to the Chief Personnel Officer for review and determination of terms and conditions of employment as at April 2014. Communication with the Personnel Department around the finalisation of the job descriptions and determination of terms and conditions has been on-going. It is expected that these will be finalised and approved in the near future.

Backlog of the Outstanding Terms and Conditions of Persons Employed on Contract In the Public Service Compensation Backlog Project (Phase II: June 16, 2014 to October 31, 2014)

Following the closure of the Compensation Backlog Project (Phase I) in mid-May, 2014 and the determination of some 1400 requests (outstanding as at September 30, 2012) for the terms and conditions of service which should apply to persons employed, on contract, in Ministries and Departments, there were over 900 similar requests submitted to the Personnel Department over the period October 1, 2012 to December 31, 2013 which were yet to be addressed. Accordingly, it was decided that these additional matters should also be dealt with by the Compensation Backlog Project Team and thus, Phase 2 of the Project was born. This phase commenced on June 16, 2014 and was approved for a period of six (6) months in the first instance. The services of twenty two persons, involving three (3) Team Leads, six (6) persons at the supervisory level and thirteen (13) at the operational level, were retained.

A total of 928 matters were received from the Personnel Department and as at October 31, 2014 some 300 matters were determined and replies issued to the relevant Ministries and Departments. Meetings were held with some Ministries in order to expedite the process of securing required information but the delay in receiving critical information from a number of agencies hampered the progress of the project.

Communities of Practice

Cabinet by Minute No. 1202 of May 2, 2013, agreed to the establishment of a number of Communities of Practice in the Public Service. Communities of Practice are groups of people who share a concern, a set of problems, or a passion about a topic and who deepen their knowledge and expertise by interacting on an ongoing basis. This initiative seeks to encourage collaboration, improve overall organisational performance, generate exposure and facilitate integration to new systems and foster inter-connectedness and collaborative methods which would enable the valuable sharing of knowledge.

To date, a Community of Practice (CoP) for Human Resource Management Leaders and other Human Resource Officers in the Public Service has been successfully established by the MPA. Collaborative efforts between the Strategic Human Resource Management (SHRM) Division and the Public Service Academy have led to the development of a team of Public Service Human Resource Directors into a functional Community of Practice referred to as the Human Resource Leaders Network Forum (HRLNF).

Since its official launch on June 23, 2015, the HRLNF, as a CoP, now conscientiously liaises with each other on HRM issues, finding solutions, standardising processes and is progressing steadily to the institutionalizing of agreed common procedures. In doing so, cultural barriers which have been highlighted between Ministries and Divisions are being addressed. Organisational learning and knowledge management within the HRLNF occurs physically, on a monthly basis and is efficiently supported via an IT Platform which enables a single, secure and accessible repository that allows for the upload and storage of relevant information and the communication of ideas and information within the Community. The underlying purpose of this community therefore is to accelerate the growth of HR Professionals and Human Resource Divisions towards the achievement of their full potential, through a process of shared and experiential learning.

Institutional Strengthening of The Service Commissions Department

The Government of the Republic of Trinidad and Tobago through the Ministry of Public Administration (MPA) is seeking to modernise the Human Resource Management (HRM) architecture and function as a key precursor to Public Service transformation. A critical element of this Modernisation programme is the strengthening of the institutional capacity of the central HRM agencies to facilitate the improved performance and effectiveness of the HRM function. Institutional strengthening is recommended as a result of increased attention to sustainability of organisations through HRM, increased attention to localised capacity building, a rapidly changing technological environment, the professionalization of HR management, and an increased need for coordination of activities.

The HRM function in the Public Service is administered by three (3) central HRM Agencies, namely the Service Commissions Department (SCD), the Personnel Department (PD) and the Ministry of Public Administration (MPA).

The SCD provides administrative support to the four (4) Commissions established under the Constitution of Trinidad and Tobago viz:-

- i. The Public Service Commission (PSC) responsible for the Civil Service, the Prisons Service and the Fire Service;
- ii. Judicial and Legal Services Commission (JLSC);
- iii. Teaching Service Commission; and
- iv. Police Service Commission.

The SCD executes the following key human resource functions on behalf of the Commissions:-

- i. Recruitment
- ii. Promotions;
- iii. Appointments;
- iv. Transfers;
- v. Confirmations; and
- vi. Exercises disciplinary control overall public officers in scheduled positions.

The SCD currently has a staff of approximately four hundred (400) employees who provide support services to the Commissions with jurisdiction over approximately fifty thousand (50,000) public officers.

The SCD faces a number of challenges when attempting to execute its day-to-day operations. These include, but are not limited to the following:

- Outdated Regulations, systems, processes and procedures;
- Irrelevant job descriptions - vs current job needs in the Public Service;
- Lack of capacity and competency in the Public Service to treat with growing demands;
- Shortage of staff to cope with workload;
- Changing work ethic and Culture;
- Poor record keeping and records management processes;
- Low compensation packages;
- Occasionally challenging political environment; and
- Leadership and accountability gaps at the operational levels;
- Reliance on other central HRM agencies (Personnel Department/Public Management Consulting Division).

Objectives of the Institutional Strengthening of the Service Commission Project

This project will assist in strategically repositioning the Service Commissions Department to more effectively contribute to the success/achievement of Government's national objectives and will enhance the capacity of the Service Commissions Department to provide quality HRM service and facilitate improved service delivery to its clients/stakeholders.

The specific objectives are:

- i. To assess the operating environment of the Service Commissions Department and make recommendations for addressing shortcomings and improving organizational performance
- ii. To define the strategic direction of the Service Commissions Department in relation to the Public Service HRM function
- iii. To prepare the Strategic Plan of the Service Commissions Department
- iv. To design an appropriate governance structure for the Service Commissions Department in the context of the broader Public Service HRM function

- v. To design and lead the implementation of an organisational structure aligned to the revised Strategic Plan of the Service Commissions Department
- vi. To prepare and lead the implementation of HR, change management, communication, ICT, facilities and transition plans for the Service Commissions Department

The contract was awarded to Deloitte & Touche on December 10, 2014 in association with the Institute of Public Administration Canada (IPAC), and commenced on March 8, 2015 for a value of TT\$ 9,068,089.60 Vat Inclusive. The expected completion period is twenty-four (24) months.

The Project Steering Committee was established on March 18, 2015 and consists of the following members:

- Minister of Public Administration
- Chairperson, Judicial and Legal Services Commission - Chief Justice Ivor Archie
- Chairperson, Public Service Commission - Dr. Majorie Thorpe
- Permanent Secretary, Ministry of Public Administration - Mr. Richard Madray
- Director of Public Administration (DPA), Service Commission Department - Ms. Anastasius Creed
- Chairperson, Teaching Service Commission - Dr. Fazal Ali
- Chairperson, Police Service Commission - Dr. Maria Gomes
- Permanent Secretary, Ministry of National Security
- Permanent Secretary, Ministry of Education

The responsibilities of the Steering Committee are as follows:-

- Keep the project aligned to the consultancy project's vision and goals
- Champion the project - Is active in promoting and representing the programme's outcomes
- Manage scope - directly responsible for determining what features and scope are included in the project
- Approve any changes to the project's work plans, deliverables and milestone schedule
- Approve the project deliverables and reports
- Manage project issues and risks

PROJECT ACTIVITIES COMPLETED IN THE PERIOD ARE AS FOLLOWS:-

Phase	Date
Signing of Contract	March 10, 2015
Project Plan and Inception Report	May 19, 2015
Stakeholder identification and analysis, Engagement Plan, Comparative Analysis Report, Needs Assessment Reports, OD Knowledge Transfer Plan	August 19, 2015
Current and future state process maps, Proposed Organizational Structure and detailed jobs description, completed short term strategies - Phase I Report.	September 19, 2015

Table 7 - Summary of project activities completed in FY2015

2.2 Organisational structures and staffing

Work completed by the Public Management Consulting Division (PMCD) for fiscal 2014/2015 included the preparation of comments affecting the creation, abolishment, suppression, reassignment, extension, and renewal of four thousand, seven hundred and sixteen (4716) establishment permanent, temporary and contract positions.

PMCD collaborated with thirty-seven (37) Public Service agencies to review strategic mandates, business processes, workflows, job descriptions, actual work undertaken, workloads and other organisational factors towards improving service delivery in these organisations.

The overall summary of the change in positions from the work completed by PMCD for fiscal 2014/2015 is as follows:-

Established Positions				Temporary		Contract Positions	
Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
452	17	14	23	10	109	1715	2376

Table 8 - Summary of positions affected by work completed by the PMCD

A detailed list of the projects/proposals with the respective Ministry/Department is at Appendix II.

Six-year Contract Staffing Plans

The following table gives a summary of the Ministries/Departments and Agencies that have completed their 6-year contract staffing plans and/or received Cabinet approval for their plans during fiscal 2014/2015:-

Ministries/Departments/Agencies	Plans Submitted to Cabinet and Approved	Ministries/Departments/Agencies that completed Six Year Staffing Plans in Fiscal Year 2014-2015
Ministry of Public Utilities	✓	✓
Ministry of the People and Social Development	✓	✓
Ministry of Community Development	✓	
Ministry of Local Government	✓	✓
Ministry of Trade, Industry and Investment & Communications	✓	✓
Ministry of Planning and Sustainable Development	✓	✓
Ministry of National Security	✓	✓
Ministry of Justice (Prisons)	✓	
Ministry of the Attorney General (DPP, Sol Gen)	✓	
Ministry of Legal Affairs	✓	
Ministry of Sport	✓	✓
Ministry of Arts and Multiculturalism	✓	✓
Ministry of Public Administration	✓	✓
Judiciary	✓	✓
Equal Opportunity Commission	✓	✓
	15	11

Table 9 - Ministries/Departments/Agencies that received approval by Cabinet and those that have completed six year staffing plans during fiscal 2015

Projects undertaken in Fiscal year 2014-2015

IhRIS/Position Management

The inaccuracy of Position Data on IhRIS has resulted in unreliable position reports needed for strategic decision making. In order to provide an accurate listing of Position Numbers and Department IDs for the Positions of the various Ministries/Departments/Agencies, PMCD was required to prepare a project brief, charter and proposal, in addition to reviewing the Position Management documentation/processes, verifying Position Management Data and reviewing the realigned Ministries processes. This information was used to determine the next steps with respect to reimplementation and utilization of the other twelve (12) HR modules, procurement of PeopleSoft expert services etc.

Procurement Reform Exercise

This exercise commenced in July 2015. PMCD worked in collaboration with the Ministry of Finance (MOF) and a United Nations Development Programme (UNDP) Consultant hired by the MOF to formulate the organisational structure and job descriptions for the Office of the Procurement Regulator (OPR).

Restructuring of the Public Service

A paper was prepared describing the historical and current state of the Public Service with options for a future state Public Service that is leaner and more efficient.

2.3 Public Service Academy

The PSA is the Government's central agency with the responsibility for human resource development and training.

Training delivered

Outlined below are the training and development programmes delivered to public officers during the fiscal year 2014/2015 in alignment with the MPA's mandate and Public Service needs:-

LOCAL COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2014 - SEPTEMBER 30, 2015.		
Course	Date	No. of persons trained
Anger Management Technique	October 20-21, 2014	16
Internal Audit in the Public Service	October 20-22 & 24, 2014	21
Inventory Management	October 28-30, 2014	20
Supervisory Management Group 1	November 7, 12, 14, 18 & 25 2014	11
Supervisory Management Group 2	November 11, 13, 17, 20 & 27, 2014	15
Project Management Overview	November 13-14, 17-18 & 21, 2014	13
Ethical Issues in the Public Service	November 19-20, 2014	17
Presentation Skills for Senior Managers Group 1	November 19-20, 2014	11
Presentation Skills for Senior Managers Group 2	November 25-26, 2014	11
Disciplinary Procedures in the Public Service	November 17-18 & 21, 2014	21
Protocol for Senior Officers	December 4-5, 2014	15
Proposal Writing	December 8-9 & 11, 2014	20
Emotional Intelligence	January 7-9, 2015	18
Project Management Toolkit: Series: Preparation of Logical Frameworks	January 13-14, 2015	19
Ethical Issues in the Public service	January 15-16, 2015	20
Negotiation Skills	January 20-22, 2015	19
Registry Procedures	January 20-22, 2015	22
Registry Procedures	February 3-5, 2015	16
Effective Speech Writing	February 4-6, 2015	16
Critical Thinking	February 9-11, 2015	19
Preparation of Estimates	February 9-12, 2015	15
Developing Leadership Skills for Middle Level Officers Group 1	March 2, 4, 9 & 12, 2015	12
Developing Leadership Skills for Middle Level Officers Group 2	March 3, 5, 11 & 13, 2015	14
Administration of Government Contracts	March 16, 19-20, 2015	24

LOCAL COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2014 - SEPTEMBER 30, 2015.		
Course	Date	No. of persons trained
Cabinet Note Writing	March 16, 17, 19, 25 and 27, 2015	20
Financial Management for Non Accounting Officer	March 24 -26, 2015	16
Anger Management Techniques	March 26-27, 2015	17
Mediation Skills	April 8-10, 2015	18
Office Etiquette for Administrative Support	April 15-17, 2015	19
Conducting Effective Performance Appraisals	April 27 - 29, 2015	24
Ethics, Accountability and Good Governance	May 6 - 8, 2015	19
Strategic Communication	May 12 - 14, 2015	19
Preparation of TORs and RFPs	May 18 -20, 2015	24
Coaching and Mentoring	May 19 - 21, 2015	13
Internal Audit in the Public Service	May 25 - 28, 2015	22
Building Emotionally Intelligent Leaders	June 10 - 11, 2015	12
Preparation for Retirement	June 15 - 17, 2015	26
Project Management Toolkit Series: Stakeholder Analysis	July 7 - 9, 2015	10
Inventory Management	July 14 - 16, 2015	20
Presentation Skills for Senior Managers Group 1	July 16 -17, 2015	7
Managing Work Life Balance	July 21 -22, 2015	16
Critical Thinking	July 27 - 29, 2015	19
Cabinet Note Writing For Senior Officers	July 27 - 29, 2015	16
Presentation Skills for Senior Managers Group 2	August 6 - 7, 2015	10
Building Emotionally Intelligent Leaders	Sept 15 - 16, 2015	8
Project Management Toolkit: Planning & Scope Management	Sept 15 - 17, 2015	21
Negotiation Skills	Sept 21 -23, 2015	16
Ethics, Accountability and Good Governance	Sept 28 -30, 2015	18
Total		815

Table 10 - Local courses conducted for the period October 1, 2014 - September 30, 2015

Technical Cooperation Awards

The Public Service Academy is also responsible for the administration of the Technical Co-operation Awards, which are short-term awards offered to the Government of Trinidad and Tobago by foreign Governments and international funding agencies. These are posted on the ministry's website at www.mpa.gov.tt. The following are the Technical Co-operation awards administered by the PSA in fiscal 2015.

FOREIGN TRAINING COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2014 – SEPTEMBER 30, 2015.

TRAINING COURSE	COURSE DATES	PERSONS TRAINED
Effective Use of Industrial Water & Reuse of Wastewater	October 13 - October 30, 2014	1
Management of Sustainable Recycling Business in Island Areas	July 29 - August 29, 2015	
The Indian Technical and Economic Cooperation (ITEC)		
Standardization and Quality Assurance for Developing Countries	October 13 - December 5, 2014	2
Information Technology in Law Enforcement	October 13 - November 21, 2014	1
Advanced Fingerprint Science & Computers Training Programme	October 13 - November 21, 2014	1
International Training Programme on Managing Development & Social Security Measures	December 1 - December 19, 2014	1
Advanced Fingerprint Science & IT	January 5 - March 27, 2015	1
General Management Programme for Senior Executives	January 5 - January 30, 2015	2
Small Island Developing States Technical Cooperation Programme Singapore (SIDSTEC)		
Human Resource Management in the Public Sector	December 8 - December 19, 2014	1
Innovation and Change	January 5 - January 14, 2015	1
Public Private Partnership in Development of Infrastructure	January 1 - January 16, 2015	1
Port Management and Operations	January 26 - February 06, 2015	1
International Urban Search & Rescue	January 19 - January 30, 2015	1

FOREIGN TRAINING COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2014 – SEPTEMBER 30, 2015.

TRAINING COURSE	COURSE DATES	PERSONS TRAINED
Tourism Management & Destination Marketing	February 9 - February 13, 2015	1
Developing E-Government Strategies	March 2 - March 13, 2015	1
Sustainable Water Resources Management	April 6 - April 10, 2015	1
Enabling Private Sector Growth & Attracting FDIs	May 11 - May 15, 2015	
Singapore's 2015-Corruption Strategies	June 29 - July 3, 2015	1
Developing Government Strategies for Small & Medium Enterprise (SME)	August 17 - August 21, 2015	1
Transparency and Good Practices in Public Sector Management	September 21 - September 25	2
Malaysia Technical Cooperation Programme (MTCP)		
Best Practices for Sewer Network Inspection & Assessment	May 3 - May 13, 2015	1
Non-Destructive Testing (NDT) and Evaluation, Ultra Testing Level I	May 17 - June 13, 2015	1
Thailand International Development Cooperation Agency (TICA)		
Modern Technology for Sustainable Agricultural Systems	July 1 - July 16, 2015	1
Malta Common Wealth Third Country Training Programme (CFTC)		
Instruments for Internet Economy Building Capacity and Implement Regulation	September 14 - September 19, 2015	3
Total		29

Table 11 - Summary of TCU Training opportunities conducted for the period October 1, 2014 - September 30, 2015

Executive Leadership Development Programme (ELDP)

On April 15, 2010, Cabinet agreed to the development and implementation of an Executive Leadership Development Programme (ELDP) which will focus on initiatives that increase public service leaders' capacity in two (2) broad areas. One area is leadership competencies which have been the focus of the managerial performance section of the Ministerial Performance Management Framework (MPMF). The other is the established Public Service knowledge areas such as financial management, human resource management, public service procurement and project management.



From left - Mrs. Philomena Rego, Leadership Development & Coaching Specialist, Management Institute for National Development (MIND), Mrs. Ruby Brown PhD, Chief Executive Officer (MIND), Mrs. Jennifer Daniel, Permanent Secretary, Ministry of Public Administration, Ms. Denise Phillip, Ag. Director, Public Management, Public Service Academy, Mr. Winston Sutherland, Principal Organisational Development Specialist (MIND)

The ELDP was developed as a capacity building tool, in response to the results from the 2008 and 2010 MPMF and the recent and imminent retirement of Permanent Secretaries (PSs) and Deputy Permanent Secretaries (DPSs), which have created a dearth at the top leadership level in the Public Service. Leadership development has been identified as a key element in achieving Government's goal of sustainable national development. Consequently, the MPA has determined that it should be fostered at all levels, through the emerging leadership component of the programme.

The Leadership and Management Development Programme for Directors / Heads of Divisions is an example of the developmental initiatives targeted at emerging leaders in the Public Service. This programme, which will be implemented in two (2) phases, has been designed to build specific competences and critical knowledge areas to enhance the capacity of current and future leaders and managers in the Public Service.

The programme exposes participants to a number of critical knowledge areas as well as provides the opportunity for participants to share experiences, learn from each other and build camaraderie among peers in an atmosphere conducive to learning. The key objectives of this development programme are to:

- a) Provide Directors/Divisional Heads with the requisite knowledge to support their PSs and DPSs;
- b) Contribute to the development of a team of Directors /Divisional Heads capable of advising on and implementing Government's plans, programmes and priorities;
- c) Enhance the ability of Public Service Directors/Divisional Heads to contribute to sound decision making and policy development; and
- d) Provide the Directors/Divisional Heads with learning experiences that will allow for a seamless transition to the executive level

LEADERSHIP COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2014 - JUNE 15, 2015			
Course	Date	No. of persons trained	Position and Agency of Participants
Caribbean Leadership Project Leadership Symposium	December 3 - 4, 2014	130	PSs, DPSs, Directors and other Senior Public Officers from 17 MDAs

LEADERSHIP COURSES CONDUCTED FOR THE PERIOD OCTOBER 1, 2014 - JUNE 15, 2015			
Course	Date	No. of persons trained	Position and Agency of Participants
Harvard Kennedy Business School: Leadership for the 21st Century: Chaos, Conflict and Courage	February 2 - 7, 2015	2	Permanent Secretary, Ministry of Planning and Sustainable Development; Deputy Permanent Secretary (Ag.), Ministry of the People and Social Development
Harvard Kennedy Business School: Leadership for the 21st Century: Managing Change in a Dynamic World	June 1 - 12, 2015	6	Chief Administrator, Tobago House of Assembly; Permanent Secretary (Ag.), Ministry of Education; Permanent Secretary (Ag.), Ministry of Planning and Sustainable Development; Deputy Chief Personnel Officer, Personnel Department; Deputy Permanent Secretary, Ministry of Land and Marine Resources; Deputy Permanent Secretary (Ag.); Ministry of Arts and Multiculturalism
HR Leaders' Retreat 2015	September 16 - 19, 2015	28	
Total		166	

Table 12 - Leadership Courses conducted for the period October 1, 2014 - June 15, 2015

Caribbean Leadership Project Symposium

The Caribbean Leadership Project (CLP) hosted its third Leadership Symposium for both regional and local Civil Servants and CLP alumni held at the Hyatt Trinidad on December 3 - 4, 2014. The symposium is part of the Leadership Development Programme (LDP): a training and development initiative that is being coordinated by the Canadian International Development Agency (CIDA). The LDP has been designed to provide support to regional public service leaders in the development of their individual and collective capacities and thereby enable them to address some cross-cutting regional priorities such as public service transformation, shared economic, social, gender and environmental issues and current and future Public Service challenges.

During the two days, participants examined and attempted to resolve a number of critical issues that confront leaders in regional public services. These included:

- migration;
- economic diversification;
- supporting a regional economy; and
- the implications of national debt on Caribbean Economies.

HR Leaders' Retreat 2015

The Human Resource Leaders Retreat which was held during the period September 16 - 19, 2015, was used as a vehicle for strengthening the leadership capacity within the Public Service. As such, it focused on building a mix of competencies and knowledge in areas that would establish a framework that will chart the way forward for the Human Resource Leaders' Network Forum (HRLNF). The key developmental areas were as follows:

- Internal Alignment of the HRLNF;
- Establishment of a Community of Practice;
- Defining HRL Roles, Relationships and Influence;
- Building Trust among Stakeholders;
- Defining a Learning Agenda; and
- Understanding the HR Legislative/Regulatory Framework.

The expected outcomes of this Retreat included:

- A Sustainable Supportive Professional Learning Community
- Efficiency and Effectiveness in HR Practice and Service Delivery
- A Professional Group with Strategic HR Influence Across the Public Service
- Optimal Impact and Influence on the Public Service and National Community

HR Leaders' Forum

The HR Leaders' Forum is a network of senior Human Resource (HR) Practitioners (HR Managers and Directors) from Ministries and Departments in the Public Service. This forum was initially coordinated by the Personnel Department but from 2010 the forum has been coordinated by the Public Service Academy, Ministry of Public Administration, with the content and agenda being determined by the HR leaders themselves. The objectives of the Forum are to contribute towards the professional development of HR leaders in the Public Service and to assist in realising a more effective HR function and standardise HR practices in the wider Public Service. The Forum meets on a monthly basis. Forum dates were as follows:-



Stakeholders from Ministries, Departments & Agencies with the Executive of the MPA and the staff of the PSA and HR Management Division, attending the (Group 1) Strategic Review Exercise: A Workshop to Develop a Strategic Framework for the PSA

Date of Meetings	No. of Attendees
Friday, October 31, 2014	38
Friday, November 21, 2014	29
There was no scheduled forum in December 2014	
Friday, January 23, 2014	34
Friday, February 20, 2015	27
Friday, March 20, 2015	22
Friday, April 17, 2015	28
May 29, 2015	28
There was no scheduled forum in June 2015	
July 3, 2015	25
There was no scheduled forum in August 2015	
There was no scheduled forum in September 2015	

Table 13 - HR Forum Attendance for FY 2015

e-Learning

The Ministry of Public Administration, during Public Service Week June 14 – 20, 2015, launched an IT platform through the social network, YAMMER to facilitate the establishment of a community of practice among Human Resource (HR) Leaders in the Public Service. The platform is administered by the MPA.

In this regard, several end user interventions were held to familiarise the HR Leaders on the features and functions of the platform. Since its inception the HR Leaders have engaged in knowledge sharing and exchange of ideas on HR related matters in the Public Service of Trinidad and Tobago. Through the platform, HR Leaders have been able to:

- Internet chat in either open or private areas;
- blog, post comments and share information;
- conduct, post research and receive comments in addition to the administration of questionnaires;
- contribute to a repository where circulars and other documents relating to HRM have been scanned and stored. All registered users have access the repository and are able to download documents; and
- access web links to various HR sites that would enable the ease of research.

The IT platform has thus far allowed for improved networking among Professionals. It has been the driving force behind the advancement of the HR Forum.



2.4 Scholarships and Advanced Training

The MPA is dedicated to enhancing the capabilities of nationals by offering scholarships in various areas. This service is critical as scholarships are recognised as a key mechanism to assist in bridging the national skills gaps by facilitating the enhancement of nationals' talent.

Scholarships are also awarded to nationals by foreign governments and administered by the SATD. The list below provides further details of the scholarships awarded in fiscal 2015.

Further to the fiscal 2012/2013 report where six (6) policies were drafted, MPA in 2013/2014, acquired approval for three (3) of these policies and in 2014/2015 acquired approval for two (2) additional policies. There are two (2) more which are currently under review for approval. These policies are summarized below:-

No.	Name of Scholarship	No. of persons awarded
1	OAS Scholarship	3
2	UK Commonwealth (CSFP)	7
3	Postgraduate Scholarship	37
4	OAS/China	1
5	Cuba	4
6	Health Subspecialty	3
	Non – Nationals	
7	Grenada Scholarship	10
	TOTAL	65

Table 14 - List of Scholarships offered and awarded for the period October 1, 2014 – September 30, 2015

Policy Name	Status
Placement and Employment	Approved February 28, 2014
Extension of Scholarships	Approved February 6, 2014
Deferral of Obligatory Service	Approved February 6, 2014
Monitoring of Scholarship Obligations	Currently under review
Breach or repayment of the scholarship (previously known as the Termination Policy)	Currently under review
Policy on Requirements for Scholarship Cabinet Number	Approved August 6, 2015
Policy on Business and Entrepreneurial Development for Returning Scholars Cabinet Number	Approved August 6, 2015

Table 15 - Summary of SATD policies approved and awaiting approval

All SATD policies are developed based on stakeholder consultations and in consideration of scholars' interests and feedback, as well as employees' feedback on challenges in the administration of scholarships. Approved forms and policies are available at www.scholarships.gov.tt

Advanced Scholars Symposium for 2014 awardees

The Ministry of Public Administration's Scholarships and Advanced Training Division grants scholarships to the top academic achievers of the CAPE Examinations. The scholarships are awarded in three (3) tiers: President's Medal Winners, Open Scholarships and Additional Scholarships which can be pursued at local, regional or international institutions. Seven hundred and forty-six (746) persons inclusive of parents and scholars attended the symposium.

The SATD's last Advanced Level Scholarship Symposium took place on November 11, 2014 at the Hyatt Regency Trinidad and was geared towards sensitising and informing scholars, and their parents or guardians about the terms and conditions that govern the Advanced Level Scholarship Programme. It also focused on the main contents of the Scholarship Agreement as well as the administrative roles, responsibilities and expectations of both the scholar and the Ministry.

Associate Professional Programme

SATD coordinates the placement of returning scholars within contract/permanent positions in the public and private sectors. In fiscal 2015, one hundred and forty-six (146) returning scholars were placed on the Associate Professional (AP) Programme. This one (1) year programme allows Ministries, Departments and other agencies to gain skilled and competent human resources and is even successful in providing the participants with a viable transition into jobs at public or private sector agencies. The following Ministries and agencies benefitted from the AP programme:-

No.	Ministry/Agency	No. of APs
1	Auditor General's Department	7
2	BASEL Convention Regional Centre	1
3	Caribbean Airlines	2
4	CARIRI	1
5	Central Bank of Trinidad and Tobago	3
6	Central Statistical Office	2
7	Environmental Management Authority	3
8	Ministry of Arts and Multiculturalism	3
9	Ministry of Education	5
10	Ministry of Education - El Dorado East Secondary School	2
11	Ministry of Education - Lakshmi Girls' Hindu School	1
12	Ministry of Education - St Michael's School for Boys	1
13	Ministry of Energy and Energy Affairs	7
14	Ministry of Finance and the Economy	3
15	Ministry of Food Production	2
16	Ministry of Foreign Affairs	6
17	Ministry of Gender, Youth and Child Development	6
18	Ministry of Health	4
19	Ministry of Health - South West Regional Health Authority	2

No.	Ministry/Agency	No. of APs
20	Ministry of Health - St. Anns Hospital	2
22	Ministry of Labour and Small Micro Enterprise Development	1
23	Ministry of Labour - OSHA	3
24	Ministry of National Security	1
25	Ministry of Planning and Sustainable Development	7
26	Ministry of Public Administration	10
27	Ministry of the Attorney General	4
28	Ministry of Tourism	1
29	Ministry of Trade, Industry, Investment and Communication	7
30	Ministry of Works and Infrastructure	13
31	National Operations Centre	1
32	NIHERST	2
33	Trinidad and Tobago Securities and Exchange Commission	2
34	UDECOTT	2
35	United Nations Development Programme	1
36	University of the West Indies	27
37	University of Trinidad and Tobago	1
	Total	146

Table 16 - Placement of APs in Ministries/Agencies

Career Fairs and Caravans

In an effort to enhance the overall effectiveness of the Government's scholarship programme, it is imperative that the scholarships which are awarded are aligned to areas of strategic importance for national development. Students at the secondary level must be made aware of the gaps in the labour market so that the career development of students will be made more relevant and aligned to these areas.

Understanding this led to the realisation of the importance of public awareness and disseminating relevant information on job opportunities at career fairs and other promotional events. Over the fiscal period, there were a number of schools who were visited by career fairs and caravans for this purpose (see table below).

SATD Career Fairs and Caravans	
1	Canadian Career Fair
2	Career Youth Fest for Tabagite Constituency
3	Debe High School
4	Gasparillo Secondary School
5	Hillview College
6	Low lands Mall, Scarborough, Tobago
7	Mid Centre Mall
8	Movie Towne, Port-of-Spain
9	Naparima College
10	Providence Girls Catholic School
11	San Fernando Nursing Hospital
12	San Fernando Secondary School
13	Scarborough Secondary School
14	St. Francois Girls College
15	St. Georges College
16	Trincity Mall
17	Trinity Boys College, Maraval
18	Tunapuna Secondary School
19	UK Career Fair
20	UTT Orientation
21	UWI Open Campus

Table 17 - Institutions that were visited by Career Fairs and Mall Caravans during fiscal 2015



Staff of the Programme
Management Division

SECTION THREE – INFRASTRUCTURE

Quality, reliability and maintenance of the physical and virtual/digital assets of the public service are at the centre of infrastructural strengthening. This section on infrastructure therefore highlights the work undertaken in respect of the E-Government and Knowledge Brokering Programme and the Business Continuity Management Project.

3.1 EGKBP - E-Government and Knowledge Brokering Programme

Goal and Initiative

The EGKBP is a ten year Inter-American Development Bank (IDB) loan programme (IDB #1808/OC-TT) whose goal is to improve the quality of public services by strengthening the institutional and human capacities of the Public Service and by the provision of a more effective means to deliver public services through the use of ICT.

General Strategic Objectives

The EGKBP aims to increase the effectiveness and efficiency of public services via (i) the transfer of knowledge on international best practices (Knowledge Brokering) and (ii) the expanded and more effective development and implementation of e-government solutions.

The following is an outline of the key projects being undertaken in fiscal 2015 under the E-Government Knowledge Brokering Programme:-

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
1. Service Commission Department (SCD) - Procurement of Consultancy Services to assist with the design of an Electronic Document Management System for the Service Commission Department	A consultancy to conduct a needs assessment, gap analysis and design an Electronic Document Management System for the SCD.	To provide a layer of support to assist Service Commissions Department with the establishment of an enterprise-wide system for the management of documents and records. It is also intended that this consultancy will provide expertise and knowledge transfer to strengthen the project management capacity within Service Commissions Department.	July 1, 2013 to February 15, 2014 (7 ½ months) No formal contract extension was sought. However, work continued with the submission of a final invoice on August 20, 2015.	Electronic document management system designed to accommodate 120,000+ manual files Formulation of tender documents.

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
2. Ministry of Finance and the Economy (MFE) - Financial Management Reform Coordinator	Continuation of the Financial Management Coordinator position in the Project Management Unit in the Ministry of Finance and the Economy.	To manage the follow up processes of formalising the reform consensus derived from the diagnostic reports into an overall Reform Strategy for Public Financial Management.	January 20, 2014 to January 19, 2015 (12 months)	Provision of technical support to the Ministry of Finance and the Economy to manage the execution of the wide-ranging reforms in government's financial management systems.
3. Ministry of Finance and the Economy (MFE) - Change Management and Project Management for Electronic Services	A project for change and project management services related to Inland Revenue Division (IRD's) new initiative to upgrade its GenTax software and successfully introduce to taxpayers a suite of electronic services as outlined above.	<p>To provide project management, change management and communication services related to the introduction of electronic services to taxpayers by the IRD so to:</p> <ul style="list-style-type: none"> • Successfully manage the project so that IRD's business objectives are met • Deliver the project within time, specification, quality and budget • Adopt internationally accepted project management best practices • Adopt internationally accepted change management and communications best practices 	Project Terminated before Contract Generation	<p>The provision of Project Management Services to accomplish the e-service project's objectives.</p> <p>Identification and management of processes and tasks required to deliver the project on time and within budget.</p>
4. Ministry of Health (MOH) - Development of Individual Master plans for the Redevelopment of POSGH, SFGH, EWMSC	Master Plans to be developed for Port-of Spain General Hospital (POSGH), Eric Williams Medical Sciences Complex (EWMSC) and San Fernando General Hospital (SFGH). The aim of these Master Plans will be to transform and strengthen the development and infrastructure	To develop a Master Plan for the redevelopment of the Port of Spain General Hospital, San Fernando General Hospital and the Eric Williams Medical Sciences Complex that takes into consideration the current and future acute health care and hospital needs of the catchment population of the North West Regional Health Authority (NWRHA), the North Central Regional Health Authority (NCRHA), and the	June 2, 2014 to February 11, 2015 (8 months) Contract extended to June 16, 2015	Development of a Master Plan for the redevelopment of each hospital campus, namely the Port of Spain General Hospital, San Fernando General Hospital and Eric Williams Medical Sciences. These plans are to address the current and future acute care health and hospital needs of the catchment population of the North West Regional Health Authority (NWRHA),

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
Ministry of Health (MOH) - Development of Individual Master plans for the Redevelopment of POSGH, SFGH, EWMSC cont'd	components of the three main institutions, Eric Williams Medical Sciences Complex, Port of Spain and San Fernando General Hospitals and include health planning, architectural, technological and organizational development solutions.	South West Regional Health Authority (SWRHA) as outlined in the MOH National Strategic Plan and the NWRHA, NCRHA and SWRHA Strategic Plans for Health 2010-2015, within the context of building healthy and safe hospitals that contribute to sustainable cities and urban development.		the North Central Regional Health Authority (NCRHA), and the South West Regional Health Authority (SWRHA), as outlined in the MOH National Strategic Plan and the Strategic Plans for Health 2010-2015 of the NCRHA and the SWRHA, within the context of building healthy and safe hospitals that contribute to sustainable cities and urban development.
5. Ministry of Legal Affairs (MoLA) - Shelving for the Vault of the Registrar General's Department	Supply of Specialised shelving to improve storage of vault documents.	To deploy mobile and stationery shelving at four (4) vault locations.	October 1, 2014 to November 30, 2014 (8 weeks) Contract expired. A proposal was advanced for a contract extension which was accepted by Registrar General; however, the contract extension was not formally pursued thereafter by the MPA. It was mutually agreed that work is continuing	Installation of specialised shelving at the Registrar General's Department improving the storage of documents
6. Ministry of Public Administration (MPA) - Provision Of Business Process Management (BPM) Support In The Public Service	Engagement of a consultancy to provide technical expertise and advice and capacity building in Business Process Re-engineering.	<ul style="list-style-type: none"> • To increase in knowledge of the BPM concepts, methodology and tools; • To increase in competencies in modelling existing systems and processes; • Enhancement in ability to develop BPM implementation plans; • Increase in knowledge and capacity of the MPA team/s to ensure to the provision of sound advice, guidance and support to Ministries/Departments/Divisions in the area of BPM. 	September 15, 2014 to September 15, 2015 (12 months) Contract extended to January 27, 2016. Contract expired and works are continuing as per mutual agreement.	Provision of sound technical expertise and advice which will enable public officers to fundamentally rethink how they do their work and dramatically improve customer service, operational efficiency, and become world-class service providers.

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
7. Ministry of Public Administration (MPA) - Institutional Strengthening of PSA	Provision of much needed in-house expertise to give the PSA staff new knowledge, skills and systems to manage Human Resource Division (HRD). The project concurrently is to develop a strategic direction for the PSA.	<ul style="list-style-type: none"> • To strategically reposition the PSA to more effectively contribute to the success/achievement of Government's national objectives. • To increase training and human resource development and to provide more effective training and development of GoRTT's public officers. • To establish a PSA that fully supports the needs of a modern Public Service. • To build knowledge, skills and systems in the PSA and in the line HRM Divisions for sustained service delivery. 	December 1, 2014 to December 1, 2015 (12 months) Contract extended to January 31, 2016	Outlining a way forward for the transformation of the Public Service Academy as a new and modernised training institute to service the needs of the Public Service.
8. Ministry of National Security (MNS) - Development and Installation of an Enterprise Geographic Information System (eGIS)- NETWORKING	The supply of high performance networking equipment to support the implementation of an enterprise eGIS solution at the Ministry of National Security. Development a MNS Inter-connectivity Backbone (MNSIB) which will interconnect its major Divisional Offices and Agencies / Units in a robust, reliable and secure IP platform.	<ul style="list-style-type: none"> • To provide the network layer to facilitate access to EGIS services hosted within three Core Sites. • To provide the network medium to support replication, fail-over and backup services between the Core Sites. • To provide security, routing services, and network redundancy to support 99.9% availability of the EGIS solution within the MNS. 	July 31, 2014 to July 31, 2015 (12 months)	Provision of geospatial information to agencies under the MNS that will aid in: 1) Crime fighting and 2) Emergency and disaster response.

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
9. Ministry of Housing and Urban Development (MoHUD) formally Ministry of Housing Land and Marine Affairs (MHLMA) -Upgrade of Cadastral Management Information System for Lands and Surveys Division	Consultancy to update the Cadastral Management Information System (CMIS) which automated the registration of cadastral information.	To upgrade the Cadastral Management Information System (CMIS) in the Lands and Surveys Division which entails: a. The upgrade of hardware and software b. The facilitation of interoperability with other Information Systems currently under development c. The improvement of the functionality of the system to support changes within the Division and its external users d. The provision of access to the Parcel Index Map and other information in a timely manner from the CMIS through a web interface e. The provision of training and support necessary for the operation of the system.	September 29, 2014 to March 29, 2016 (18 months) Contract extended to May 29, 2016	An improved system for the management of cadastral records which meets the users identified needs and caters for the interoperability between stakeholders. Update 18 year information on the national geospatial data which feeds into several agencies which depend on spatial data.
10. Ministry of Housing and Urban Development (MoHUD) formally (MHLMA) - Procurement of Unmanned Aerial Vehicles Mapping Systems for Lands and Surveys Division	The provision of unmanned aerial vehicles and systems (UAV systems) comprising aerial vessels, the sensors (aerial camera or lidar sensor), software and hardware for the processing of the images of spatial data.	To procure unmanned aerial vehicles and systems (UAV systems) comprising aerial vessels, the sensors (aerial camera or lidar sensor), software and hardware for the processing of the images of spatial data.	September 22, 2014 to March 31, 2015 (6 months) Contract extended to July 30, 2015	Updating of 18 year information on the national geospatial data which feeds into several agencies which depend on spatial data.

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
11. Ministry of Housing and Urban Development (MoHUD) formally (MHLMA) - Conduct of Aerial and Lidar Survey for Trinidad and Tobago	Project Management of the Aerial survey and Lidar data capture of Trinidad and Tobago using specialist photogrammetric skills.	The objectives of the project are: i. The capture of aerial photography and Lidar imagery for Trinidad and Tobago of such a standard to extract large scale map data ii. The creation of an orthomosaic of Trinidad and Tobago iii. The creation of digital elevation models for both terrain and surface of Trinidad and Tobago iv. To gain experience and knowledge in the execution of a national mapping exercise and to update knowledge base.	April 10, 2014 to April 17, 2015 (12 months) Contract extended to July 10, 2015	Updating of 18 year information on the national geospatial data which feeds into several agencies which depend on spatial data.
12. Ministry of Planning and Sustainable Development (MPSD) - Eurotrace Programmer	Conversion of the existing Trade Eurotrace domains to a robust and reliable database backend so that they can be accessed by the Web COMEXT browser application software in a secure manner.	To convert the existing Trade Eurotrace domains to a robust and reliable database backend so that they can be accessed by the Web COMEXT browser application software in a secure manner.	June 1, 2014 to November 30, 2014 (6 months) Contract extended to July 31, 2015	Secure access to the Trade Eurotrace domains by the Web COMEXT browser application software.
13. Ministry of Public Administration (MPA) SHRM - Human Resource System Modernization	Provision of programme and human resource management advisory services and support to the Human Resource Management Modernization Programme of the TT Civil Service, coordinated by the SHRM Division of the MPA.	The business objective of this consultancy is to create and manage a holistic and cohesive HRM Modernisation programme.	September 29, 2014 to March 29, 2016 (18 months) Contract terminated. Outstanding invoices processed.	Development of projects under SHRM, procurement of relevant implementation support services and management of these projects; building of capacity through knowledge skills and transfer via expertise relating to modernised HRM legislation, regulation, policies, organisational structures, systems and procedures and competency.

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
14. Ministry of Public Administration (MPA) - Envisioning and Planning for Enterprise wide Records and Information Management (RIM) System	Engagement of consultancy services for the conduct of a Readiness Assessment and the development of a strategy for information management for the Public Service.	<ul style="list-style-type: none"> To conduct a Records and Information Management (RIM) Readiness Assessment Development of a Vision for the New Information Environment Recommendation of a Structure and Function of Governance Body for RIM.	March 20, 2015 to October 20, 2015 (7 months) Contract expired. Works continued until the proposed date of May 31, 2016.	A formal assessment of the current state of Records and Information Management within Trinidad and Tobago's Public Service.
15. Ministry of Public Administration (MPA) – E-Government Strategy	Production of the National e-Government Strategy and an e-Government Strategy Framework, 2014-2018; and, the development of Terms of Reference for key areas.	To develop an e-Government strategy and e-Government framework for the conduct of business and the delivery of services in the Public Service.	Project postponed before contract generation.	<ul style="list-style-type: none"> Establishment of robust e-government “services” for Trinidad and Tobago Coordinated reform and renewal transformation related to process re-engineering for automation of the Public Sector Better collaboration among local, regional and central governments Development of a consolidated and shared view of the Public Sector.
16. Ministry of Public Administration (MPA) - Data Classification	Development of a Data Classification Policy to guide the placing of data into categories that will dictate the level of internal controls for data protection.	To establish a policy on data classification in the Public Service of Trinidad and Tobago that would assign and maintain the appropriate confidentiality and security level of individual categories of data whilst embracing the principle of Open Data.	Project postponed before contract generation.	<ul style="list-style-type: none"> Reduced transaction time in GoRTT meeting legal and regulatory requirements regarding the treatment of queries from the public. Increased citizenry satisfaction with the treatment of public data management by promoting the increased availability of data to citizens whilst protecting confidentiality and maintaining security.

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
				<ul style="list-style-type: none"> Increased storage effectiveness for GoRTT. The GoRTT gaining from de-duplicating their information, which in turn will help to cut storage and backup costs, whilst speeding up data searches. Ability to make more effective management decisions on the level of controls necessary for data protection. Having a Data Classification program in place that includes the appropriate levels of controls for the various classification levels, helps leadership make more effective investment decisions to meet internal and external control expectations.
17. Parliament - Upgrade of Hansard – software	The upgrading of the Hansard Reporting system to address time lag issues in the production of the Hansard and to facilitate the efficient management of the transcription, recording, editorial and web-publishing facets of the process.	To strengthen the existing ICT institutional framework of the Parliament of Trinidad and Tobago and to enhance the capabilities of its key functional areas, with specific focus on the improvement of Hansard Production Systems.	August 4, 2014 to February 2, 2015 (6 months)	Upgrade of the Hansard Reporting system addressing issues in the production of the Hansard in the Parliament. To improve the efficiency of the Parliamentary report system.
18. MPA - Audit of Financials to year ended 30th September 2015	Audit of EGKBP from the period for the fiscal ending September 2015.	To express opinion on financial statements based on audit conducted.	February 10, 2013 to January 21, 2015 (6 weeks) December 14, 2015 to January 29, 2016 Contract extended to April 9, 2016	Audit financial statements: Statement of Cash flow Statement of cumulative investments and a summary of significant accounting procedures under the IDB funded EGKBP program.

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
19. Consultancy Services to Eliminate the Congestion of a Backlog of Records at the National Archives	A consultant will be hired to prepare a list of all holdings at the Records Centre at Chaguaramas and to develop an Operational Plan and an Operations Manual. A training plan will be developed for the staff of the Records Center to ensure that the environment is compliant with OSHA requirements.	<ul style="list-style-type: none"> i) To work with the staff of the National Archives to transform the Records Centre into a modern, standard based facility providing quality storage and retrieval services; (ii) To eliminate the backlog of records; (iii) To ensure the efficient movement and management of records including appropriate processes for the planning, identification, collection, receipt, organization, transmission, use, retrieval, storage, protection, retention and disposition of records; (iv) to provide a physical environment that is conducive to records management and is compliant with OSHA requirements. 	<p>June 2, 2014 to December 1, 2014 (6 months)</p> <p>Contract expired. There was a revised end date submitted December 22, 2014. However work continued until final report was submitted January 28, 2015.</p>	An action plan for the decongestion of the documentation backlog and delivery of appropriate training where necessary.
20. MNS - Development and Installation of an Enterprise Geographic Information System - BROADBAND SOLUTION	The provision of high-speed Metro ethernet services to support the implementation of an enterprise GIS solution at the Ministry of National Security. Acquisition of a vendor to act as the medium of connectivity for the backbone provided to the major divisional offices and agencies of the ministry which the MNSIN will rely on.	<p>The Ministry is seeking to develop a MNS Inter-connectivity Backbone (MNSIB) which will interconnect its major Divisional Offices and Agencies / Units in a robust, reliable and secure IP platform. The MNSIB is also to include the TEMA Operations Centre in Tobago as a Disaster Management major stakeholder and partner for the island of Tobago.</p> <p>The MNSIB is being developed and implemented primarily to create the interconnectivity that is required to support the functions and requirements of the MNS eGIS platform and also to facilitate future enterprise systems that require connectivity to all Divisions of the Ministry.</p>	<p>May 29, 2014 to July 29, 2015 (24 months)</p>	Provide agencies under the MNS with geospatial information that will aid in: 1) Crime fighting and 2) Emergency and disaster response.

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
21. MNS - Development and Installation of an Enterprise Geographic Information System - GIS SOFTWARE	The supply of high performance networking equipment to support the implementation of an enterprise eGIS solution at the Ministry of National Security. Development of a MNS Inter-connectivity Backbone (MNSIB), which will interconnect its major Divisional Offices and Agencies / Units in a robust, reliable and secure IP platform.	<ul style="list-style-type: none"> i. Provide the network layer to facilitate access to EGIS services hosted within the three Core Sites (Core Sites A, B and C) ii. Provide the network medium to support replication, fail-over and backup services between the Core Sites iii. Provide security, routing services, and network redundancy to support 99.9% availability of the EGIS solution within the MNS. 	July 31, 2014 to July 30, 2015 (12 months)	Provide agencies under the MNS with geospatial information that will aid in: 1) Crime fighting and 2) Emergency and disaster response.
22. MFE - Gentax Upgrade and Electronic Services for the Inland Revenue Division, Ministry of Finance	A project to facilitate/ upgrade GenTax, the Division's tax processing application and to implement electronic tax services such as electronic payments, electronic filing of returns, taxpayer registration and the viewing of account information.	<p>The objectives of the project for the upgrade of GenTax and the introduction of e-services are the following:</p> <ul style="list-style-type: none"> • The rollout of an upgraded version of GenTax • The implementation of configured software and hardware required to facilitate e-services • Development and implementation of new processes and procedures • Delivery of training to staff in the use of new software and the conduct of new procedures • Education of taxpayers to promote and encourage use of e-services. 	Oct 1, 2014 to Oct 31, 2015 (12 months)	<ul style="list-style-type: none"> • An upgrade to GenTax, the Division's tax processing application • Electronic tax services such as electronic payments, electronic filing of returns, taxpayer registration and the viewing of account information.

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
23. MOH - Reengineering of the Ministry of Health - Implementation Support	This project will support the continuation of the Ministry's transformation agenda, which is geared toward the strengthening of its policy, planning and regulatory capacity.	To provide implementation support (operational and advisory) to the MOH so as to allow the MOH to continue with the successful implementation of its transformation agenda, which is geared towards the strengthening of its policy, planning and regulatory capacity.	October 16, 2012 to April 15, 2014 (18 months) Contract terminated on October 2, 2014.	To build the capability of the MOH to lead the health sector, regulate and set standards and guide and support the management and development of healthcare in Trinidad and Tobago. To support the strategic repositioning, reorientation and reorganization of the Vertical Services and National 55 Health Programmes within the context of a "transformed" MOH.
24. MPLSD - Updating of the Sample Design and Sample Frame of the Continuous Sample Survey of Population (CSSP) for the Central Statistical Office	Consultancy services to conduct a revision of the CSSP specifically for the Labour Force Survey, and to create a system for data quality control of labour force statistics.	<ol style="list-style-type: none"> 1. Determine the sample size b necessary for the conduct of the CSSP Labour Force Survey of Trinidad and Tobago on a Monthly basis. 2. Utilising data from the 2011 Housing and Population Census, rebuild population frames of primary sampling units (PSU's) at the level of geographic stratification as prescribed for the labour force survey. 3. From (2) above, obtain from population of PSU's sampling frames of PSU's 4. Create the survey design for the selection of households throughout Trinidad and Tobago that will guarantee adequate sampling representation and estimation at the level of geographic stratification as prescribed for the labour force survey. 	September 1, 2014 to February 28, 2015 (6 months) Contract extended to April 30, 2015	Conduct a revision of the CSSP specifically for the Labour Force Survey, and to create a system for data quality control of labour force statistics.

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
MPLSD - Updating of the Sample Design and Sample Frame of the Continuous Sample Survey of Population (CSSP) for the Central Statistical Office cont'd		5. Create a computerised system (use of existing CSO ICT infrastructure) for the selection of PSU's and devise a system for the selection of households (ultimate sampling units (USU's) from selected PSU's. 6. Design a CSSP re-interview programme for the purpose of controlling the quality of the original survey. 7. Prepare an analytical report for the survey design, selection and estimation methodology. 8. Prepare a quality control system of re-interview. 9. Prepare and conduct a PowerPoint presentation of the analytical report for the survey design, selection and estimation methodology. 10. Prepare and conduct a power point presentation of a quality control system of re-interview.		
25. Evaluation of the eGov & KB program	MPA Final Evaluation of E-GKBP	An evaluation of each individual project to assess the outputs and outcomes as defined by the programme metrics.	September 9, 2015 to December 8, 2015 (13 weeks)	Evaluation report on the execution and performance of the programme.

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
26. MPA PMD - Project Staff: Project Coordinator	Engagement of a Project Coordinator for Programme Management Division.	<ul style="list-style-type: none"> • Ensure the effective coordination and implementation of assigned projects within the Ministry, inter alia by monitoring, tracking and managing project results in collaboration with the respective client Ministries/ Agencies/ Divisions. • Assist in building capacity in the area of project management within the Ministry. 	July 22, 2015 to July 21, 2016 (12 months)	Management and Coordination of PSIP Projects.
27. MPA PMD - Project Staff: Financial Specialist	Engagement of a Financial Specialist for Programme Management Division.	To formulate and implement a project accounting system acceptable to the Government of Trinidad and Tobago and where applicable the IDB. Must ensure that all projects funds are accounted for in TT and where applicable US\$ and will be required to develop an appropriate chart of accounts according to project specifications.	December 12, 2012 to December 11, 2014 (24 months) December 17, 2014 to March 31, 2016	Management accounting of project funds.

Table 18 - Key projects being undertaken under the E-government Knowledge Brokering Programme

The following is a summary of projects completed under the e-Government Knowledge Brokering Programme:-

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
1. Tertiary Education Skills Training (TEST) – Consultancy Services to Develop a Short Term Expansion Plan and a 5 Year Business Plan for the UWI Faculty of Medical Sciences	Preparation of the project scope definition for the immediate and long-term expansion of the Faculty of Medical Sciences (FMS) in order to meet the increased demand of T&T Medical Students. The secondary objective is to prepare a 5 year Business Plan for the FMS.	To prepare the project scope definition for the immediate to medium term expansion of the FMS Medical School in order to meet the increased demand of T&T Medical Students. To prepare a 5 year Business Plan for the Faculty of Medical Sciences to effectively guide and implement its immediate and medium term growth, development and quality improvement and to ensure that it meets, in a sustainable manner, demands at the national and regional levels of capable medical professionals in the most effective manner.	June 17, 2013 to April 4, 2014 (10 months) Contract extended to May 31, 2014	Expansion of the medical school to accommodate increased enrolment numbers. Increase in trained Medical Professionals and improvement in the medical care of the population.
2. Ministry of Finance and the Economy (MFE) – Information Technology (IT) Hardware and Networking Systems for the Board of Inland Revenue (BIR)	Supply of Hardware and Software to support the upgrade and introduction of e-services, namely server and Switching infrastructure, Backup Tape Library, Enterprise printers, Desktops, Laptops.	To supply and deliver appropriate Hardware and Software (servers, switches, desktops, printers and network infrastructure) to support the upgrade and introduction of e-services.	Lot 1: (4-6 weeks) April 1, 2014 to May, 15, 2014 Lot 2: (2 months) July 4, 2014 to September 4, 2014 Lot 3: (6-8 weeks) July 4, 2014 to September 4, 2014 Lot 4: (3-4 weeks) May 16, 2014 to June 16, 2014	Implementation of required hardware and networking systems for the Division's Tax processing IS upgrade.

Project Name	Project Description	Objectives	Contract Duration Dates	Project Outcomes
3. Parliament – Modernisation of Parliament – Development of Asset Management Solution	Engagement of a consulting firm to assist in the design and implementation of an Asset Management Solution for the Parliament of Trinidad and Tobago, to facilitate the efficient management of all physical assets owned by the Parliament located at the Parliament Building, Office of the Leader of the Opposition or in the 41 Constituency Offices and approximately 25 Constituency sub-offices.	To strengthen the existing ICT institutional framework of the Parliament of Trinidad and Tobago and to enhance the capabilities of its key functional areas with specific focus on the improvement of Hansard Production Systems.	September 22, 2013 to June 24, 2014 (9 months)	Implementation/usage of asset management solution. Improvement in the system for the administration of Parliament.
4. Parliament – Upgrade of Hansard – Hardware	The Upgrading of the Hansard Reporting system to address time lag issues in the production of the Hansard and to facilitate the efficient management of the transcription, recording, editorial and web-publishing facets of the process.	To strengthen the existing ICT institutional framework of the Parliament of Trinidad and Tobago; To enhance the capabilities of its key functional areas with specific focus on the improvement of Hansard Production Systems.	August 22, 2013 to September 11, 2013	Upgrade of the Hansard Reporting system addressing issues in the production of the Hansard in the Parliament. To improve the efficiency of the Parliamentary report system.

Table 19 - EGKBP Projects completed during fiscal period October 2013 to September 2014

3.2 Business Continuity Management

Business Continuity Management (BCM) is the management process that identifies potential impacts that threaten an organization and provides a framework for building resilience and the capability for an effective response which safeguards the interests of its key stakeholders, reputation, brand and value creating activities.

Business Continuity Institute & BS 25999

A strategic priority for the Government of Trinidad and Tobago is preparedness in the event of a major unique business interruption at a Ministry, Department or Agency. Government through the Ministry of Public Administration (MPA), has therefore set out to develop and implement a Business Continuity Management (BCM) capacity across the Public Service to ensure a seamless continuance of Government services in the event of a unique business interruption at any one of its various locations. By ensuring that there is business continuity management across the Public Service, citizens will continue to access such services despite the occurrence of an interruption to one of its locations. An interruption is any disturbance that leads to discontinued services and can take the form of an IT system failure, fire, flood, terrorist attack, etc.

Operating within the context of its mandate for facilitating improved public service delivery, the Ministry of Public Administration, through BCM, is addressing strengthening the Public Service's institutional capacity. By establishing BCM as a functional area within Ministries, Departments and Agencies, the public service will be better able to plan, respond and recover from a hazard impact, whether due to natural causes or otherwise, and thus ensure continued service delivery to the public.

As part of the effort to institutionalise Business Continuity Management within the Public Service, the proposed BCM Services Division at MPA will guide Ministries and Departments in the development and implementation of their respective BCM strategies under an overall Public Service BCM Governance Framework.

Consequently, MPA engaged PricewaterhouseCoopers (PwC) Advisory Services Limited in the first quarter of fiscal 2013/2014 via competitive tendering to assist in establishing Business Continuity Management capacity in the Public Service. The key deliverables of the consultancy were a BCM Policy and Strategy for Whole of Government, a Roadmap for Roll out of BCM across government and implementation of Business Continuity Management at Cabinet approved "early adopter" Ministries, in addition to the Ministry of Public Administration.

The following pilot agencies were selected:

- Treasury Division - Ministry of Finance and the Economy ;
- Social Welfare Division – Ministry of Social Development and Family Services ;
- Victoria Education District Office – Ministry of Education; and,
- Trade Licensing Unit – Ministry of Trade, Industry, Investment and Communications .

Rationale for Selection of Pilot Agencies

The Ministry of Public Administration together with the PwC Advisory Services, conducted the exercise to identify those 'early adopter' agencies for piloting BCM implementation. In that review, the then current list of thirty-four (34) Ministries and Departments resulted in the shortlisting of seven (7) Ministries and the selection the four (4) pilot Ministries. The four (4) proposed Ministries were recommended because of their respective critical functions in the Government.

The exercise was structured in two phases. During the first phase, Gazette Notice No. 136 of 2013 was utilised to develop a shortlist of Ministries which, as a result of their core functions of Government, will be required for the continuity of the public services in the case of a localized disaster (for example, a fire at a Ministry location). The second phase of the exercise sought to identify which of the shortlisted Ministries would be ideal candidates for BCM pilots. A key area of concern was the readiness of the agency as it relates to commitment from the executive, maturity of the organisation, sufficiency of staff, ability to sustain the BCM function and the auditability.

Diagnostic Assessment Results

A necessary pre-requisite for implementing BCM across the Public Service is assessing the level of BCM readiness or maturity of the Ministries and Departments. During the first quarter of 2014/2015, the project team conducted a Diagnostic Assessment to determine the BCM Readiness of the Public Service. The Diagnostic Assessment Report gave an insight into the 'as is' BCM Capacity of each Ministry which took part. Data was collected via the administration of questionnaires and the conducting of interviews. Responses were analyzed and the information used to determine the maturity level of each of the four (4) Pilot Ministries as well as other respondents. The Diagnostic Assessment report highlights each Ministry's main locations, the services provided, the perceived threats faced as well as its business continuity strengths and gaps. Suggestions were also proposed for the Business Continuity Risks and Risk Mitigation activities. The findings of the assessments were based solely on the representation of each Ministry's management.

The Business Continuity Maturity Assessment Framework considered the following competencies in order to assess the maturity level of the Ministries:-

- Planning & Governance
- Capability
- Organisational Support
- Response Plan
- Business Requirements
- Testing
- Continuity Strategy
- Review & Improvement

Each competency was ranked on a scale of 0 to 5 with 0 indicating there was no evidence of the competency and 5 representing a fully developed and implemented competency. An average of the rankings by competency was then deemed the level of BCM maturity or readiness of each Ministry in accordance with the Business Continuity Maturity Index as shown below.

Business Continuity Maturity Index

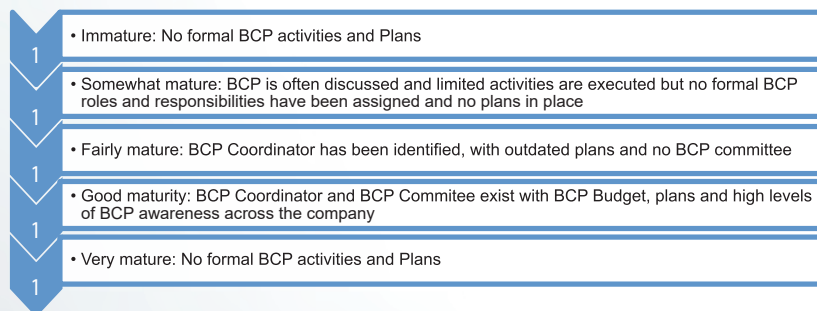


Figure 4 – Business Continuity Maturity Index

The diagnostic assessment results identified that there was a low level of maturity across the Public Service. The results will be used to refine the roadmap for roll-out of BCM across the Public Service, and prioritise the BCM implementation in the other Ministries and Departments. The list of Ministries/Departments that participated in the assessment is as follows:-

#	Ministry/Department	Abbreviation
1.	Ministry of the Attorney General	MAG
2.	Ministry of Community Development	MCD
3.	Ministry of Energy and Energy Affairs	MEEA
4.	Ministry of the Environment and Water Resources	MEWR
5.	Ministry of Gender, Youth and Child Development	MGYCD
6.	Office of the Prime Minister	OPM
7.	Personnel Department	PD
8.	Ministry of Planning and Sustainable Development	MPSD
9.	Ministry of Public Utilities	MPU
10.	Service Commissions Department	SCD
11.	Ministry of Science and Technology	MST
12.	Ministry of Tertiary Education and Skills Training	MTEST
13.	Ministry of Tourism	MoT
14.	Ministry of Local Government	MLG
15.	Ministry of Housing and Urban Development	MHUD
16.	Ministry of Labour and Small and Micro Enterprise Development	MLSMD
17.	Ministry of Foreign Affairs	MFA
18.	Ministry of Health	MoH
19.	Ministry of Justice	MoJ
20.	Ministry of Sport	MoS
21.	Ministry of National Diversity and Social Integration	MNDSI
22.	Ministry of Tobago Development	MTD

Table 20 - Ministries that participated in Diagnostic Assessment

The results of the Diagnostic Assessment is as follows:-

Level 1		Level 2	Level 3	Level 4	Level 5
MAG	MTEST				
MCD	MoT				
MEEA	MHUD				
MGYCD	MST				
OPM	MFA				
PD	MoH				
MPISD	MoJ	MoS			
MPU	MNDSI	MLSMD			
SCD	MTD	MEWR	MoLG		

Table 21 - Results of Diagnostic Assessment

2nd Stakeholder Workshop – October 29, 2014

A strong BCM culture in the Public Service requires deep stakeholder involvement and commitment to BCM. A key aspect of such commitment is centred around collaboration and reporting of the results of the stages of work. Accordingly, the consultancy included a programme of Stakeholder Workshops, the first of which was held on Friday, July 25, 2014 and the second on Wednesday, October 29, 2014. Both sessions were facilitated by Bruce Scott, PwC's Subject Matter Expert and Cassie Ramkerrysingh, Project Director. Approximately 120 persons were present; which included the Executive and other senior representatives from Ministries and Departments in areas such as but not limited to Information and Communications Technology (ICT); Facilities; Human Resources; and Health, Safety, Security and the Environment (HSSE).

The workshops provided an opportunity for the attendees to give feedback on the draft BCM Policy, and draft Governance and Operational Framework, on the basis of their experience and knowledge. This feedback was important as it was used to revise both documents and inform the draft BCM Strategy.

Key stakeholder involvement also included collaboration with key national agencies within the National Disaster Management System for Trinidad and Tobago such as the Office of Disaster Preparedness and Management (ODPM) and the National Operations Centre (NOC). Senior executives from both these agencies used their expertise on the government-wide linkages to provide feedback on the Governance and Operational Framework, which further informed the policy's development.

The objectives of this Stakeholder Workshop were:

- To provide a status update on the BCM project
- To obtain feedback and approval of the draft BCM Policy and Strategy documents
- To obtain feedback and approval of the draft BCM Governance and Operational Framework
- To present the draft roadmap for roll-out of BCM implementation in Ministries and agencies across the Public Service and discuss the issues and challenges around the roll-out of BCM
- To discuss the issues and challenges that affect the implementation of BCM in Ministries and agencies across the Public Service and obtain feedback on the specific assistance required by Permanent Secretaries, Deputy Permanent Secretaries and Heads of Departments in implementing BCM

Comments and decisions from the workshops were used to finalise the BCM Policy, Strategy and BCM Governance and Operational Framework, and to guide the roll-out of BCM across the Public Service.

The Policy and Strategy were approved by Cabinet in August 2015.

Implementation of BCM at the pilot Ministries and agencies – At the end of the reporting period, implementation phase was completed at the Ministry of Trade, Industry, Investment and Communications, and the Ministry of Finance and the Economy. The implementation of BCM included but was not limited to:

- Establishing a Steering Committee and the selection of a counterpart team
- Conducting a Facilities, Risk and Vulnerability Assessment (FVRA) exercise complete with site visits
- Business Impact Analysis (BIA) interviews with the divisions selected for the pilot (The objective of the interviews was to identify the critical services or functions and identify the resources required in the event of a unique business interruption. Also identified in the interviews were the persons, IT equipment and applications and the IT disaster recovery elements required to carry on business)
- Conducting a simulation exercise (which was an initial test of the information captured from the FRVA and BIA report which provided meaningful input to the recovery strategy and the business continuity plan and the IT Disaster Recovery Plan)

The next steps for the project include implementation of BCM at the Ministry of Education and the Ministry of the Social Development and Family Services.

At the end of the consultancy, each of the selected pilots would have developed or conducted a Project Charter, Business Impact Assessments, Facilities Risk and Vulnerability Assessment Simulation Exercises and Business Continuity and Disaster Recovery Plans.

The MPA is also expected to propose a Governance and Operational Framework with a BCM Oversight Committee and a BCM Services Division which will be dedicated to the continued institutionalization of BCM in Ministries and Departments.

Many strides have been made to ensure that the Public Service is resilient, however in order for BCM to be successful and sustainable, capacity must be embedded in the Public Service.



CARICAD-CLAD Ministerial
Symposium

SECTION FOUR – GOVERNANCE

As mentioned in the Diamond Model for Public Service modernisation and renewal, a participatory culture and strengthened institutions are needed to support accountability, transparency, consultation, consensus-building and more meaningful representation. This section on governance highlights work undertaken in respect of CARICAD, the Centre of Government, Open Government and Public Service Week.

4.1 CARICAD

In July 2015, the Ministry of Public Administration hosted the first CARICAD-CLAD Ministerial Symposium on Public Administration which spanned two days. This was the first initiative in a CARICOM Project titled “**Support to South-South Cooperation – CARICAD – CLAD Partnership: Building Bridges of Solidarity and Cooperation.**” CARICAD is the Caribbean Centre for Development Administration. CLAD is the Latin American Centre for Development Administration. The main stakeholder agencies in the symposium were CARICAD, CLAD, the CARICOM Secretariat (funding agency), Spain and Trinidad and Tobago (host country).

Anguilla	Dominica	OAS
Antigua and Barbuda	El Salvador	CARICOM
Argentina	Guyana	WORLD BANK
Bahamas	Mexico	ECLAC
Barbados	St. Lucia	CARICAD
Belize	St. Vincent	CLAD
Chile	Trinidad and Tobago	
Costa Rica	Turks and Caicos	

Table 22 - Countries and organizations present at the 2015 CARICAD-CLAD Ministerial Symposium

The primary objectives of the Symposium were to forge closer working relationships and knowledge exchange with public administrations in Latin America and to receive policy direction from Ministers of the CARICOM Members and Associates with respect to priorities for public administration in the region. This policy direction will inform ensuing activities on the project.

On the first day of the Symposium, participants had discussions on the **Ibero-American Public Function Charter (CIFP)** which was developed under CLAD as a framework for cooperation between Latin American countries in the area of Public Administration. This was followed by discussions on prospects for the development of a **Caribbean Public Service Charter** that provided a similar framework for collaboration for the Caribbean Region. The Organisation of American States (OAS) also made a presentation, by special invitation, on the topic of Open Government.

The following activities for the upcoming year (2016) were agreed to:

- Establishment of a Working Group to develop the Caribbean Charter by October 31, 2015 which will comprise Permanent Secretaries
- While the membership of the group will be extended to other countries, the core group will comprise:
 - Trinidad and Tobago
 - St. Lucia
 - Guyana
 - Dominica
 - Bahamas
 - Belize
 - Grenada
 - Anguilla
 - CARICOM Secretariat
 - Member from CARICAD
- The Working Group will act as a consultative group and a consultant will be engaged for the development of the Caribbean Charter
- Submission of the Caribbean Charter to the Heads of State, CARICOM for review before January 2016
- Next meeting of Ministers to be held February 2016 and headed by Belize

PROJECT OUTPUT

A decision was taken at the CARICAD/CLAD Ministerial Symposium to establish a Technical Working Group (TWG) to support CARICAD in the development of a Charter for Caribbean Public Services. It was also agreed that country representatives who were present at the Symposium would form the initial core of the TWG. Permanent Secretaries or equivalent officers most closely associated with public administration from those countries which were not represented at the Symposium will also form part of the TWG. It was also agreed that the Ministry of Public Administration in Trinidad and Tobago will host online meetings of the TWG and establish an online work space where relevant documents could be placed and accessed and online discussions could take place.

The first online meeting of the TWG took place on Tuesday August 18, 2015 with initial virtual participation by Symposium attendees. Meetings continue to be held using this forum.

At the second meeting of the Technical Working Group for the Caribbean Public Service Charter (TWG-CPSC) held on September 22, 2015 it was agreed that consultations would be completed by the end of the second week in October 2015 and that each member state will consolidate the suggestions from their consultations and submit to CARICAD.

Planning for the national consultation on the development of a Caribbean Public Service Charter took place in September 2015. This included:

- Development of a methodology for the hosting of consultations
- Development of a schedule
- Identification of the stakeholders
- Assignment of roles and responsibilities

4.2 Centre of Government

The Centre of Government (CoG) is a whole of government concept that provides the necessary structure for policy coherence across the Public Service that will lead to effective decision-making. It seeks to encourage horizontal strategising, policy and procedural co-ordination and substantive integration and cohesion of Government's decisions.

It speaks to those core organizations responsible for public policy development that will ensure the seamless delivery of public services.

Strengthening governance in the Public Service will ultimately lead to the delivery of high quality public services that inter alia:

- are aligned to national needs;
- eliminates the current compartmentalisation of the Public Sector in terms of accessibility and utilisation of Government services;
- establishes necessary partnerships with all other sectors of the economy; and
- creates seamless high quality standards nationally.

At the retreat for Permanent Secretaries, during the period May 22-23, 2014, the concept of the Centre of Government was placed on the agenda and discussed. It was decided that a Working Group of Permanent Secretaries and Technical Committee be established to further develop governance in support of the CoG at the level of Permanent Secretaries.

The Inaugural Meeting of the Working Group of Permanent Secretaries and Technical Committee was held on July 21, 2014. At the meeting, it was decided that the Group would initially pursue defining the roles for the following:

- The Head of the Public Service
- The Board of Permanent Secretaries
- Performance appraisal of Permanent Secretaries

Some of the initiatives developed prior to the Working Group and during the Group's deliberations, during the fiscal 2015 were as follows:

- Framework document developed for strengthening of the Centre of Government
- Job description for the Head of the Public Service
- Framework document for defining the Role of the Board of Permanent Secretaries
- Performance Agreements for Permanent Secretaries
- Requirements for Permanent Secretaries
- Performance Appraisal for Permanent Secretaries using a Balanced Scorecard approach

4.3 Open Government

Open Government Partnership (OGP), a key component of the National Strategy for the Sustainable Development of GoRTT is a commitment to good governance and in particular to increasing openness and transparency in Government; improving integrity in public office; and increasing citizen participation in the business of Government. In this regard, Trinidad and Tobago became a member of the Open Government Partnership in early 2013. The OGP is a global initiative of which is to achieve more effective, efficient and open governments for the benefit of their citizens. It is characterised by being transparent and promoting participation and collaboration between governments and relevant stakeholders in order to improve the quality of public services, taking advantage of new technologies to strengthen governance.

Trinidad and Tobago is one of sixty-four (64) OGP member countries - the only CARICOM member state to have joined the Partnership to date. OGP members are required to submit Open Government Action Plans that are developed through an equal partnership between Government and civil society and which include concrete commitments classified in five (5) broad areas: improvement of public services; strengthening of public integrity; effectiveness and efficiency of public resource management; building safer communities; and strengthening of corporate responsibility and accountability.

In 2014, MPA secured assistance from the Inter-American Development Bank (IDB) in engaging a consultant recommended by the Open Government Support Unit (OGSU). The consultation resulted in a Draft Trinidad and Tobago Open Government National Action Plan (NAP).

The commitments of this Action Plan are divided in four thematic areas:

1. Public Service Improvement - the focus is on the creation of capacity within the public sector to be able to deliver high quality public services in an efficient way. It also implies involving users and key stakeholders throughout the service delivery cycle.
2. Access to information - includes actions to make public information not only available upon request, but actively disclosed (respecting the privacy of individuals) in usable formats (Open Data) in order to foster innovation and new opportunities for social and economic development.
3. Governance - refers to the mechanism that allows a more open relationship between Government and society at large with emphasis in strengthening public participation in the definition, implementation and evaluation of public policies.
4. National Resources Governance - refers to fostering a strong governance regime that guarantees openness and accountability of the management of revenues from natural resources in Trinidad and Tobago.

The NAP's key activities and timelines are as follows:-

<u>Timelines/Deadlines</u>	<u>Description</u>
• November 1, 2014 – June 30, 2016	Implementation period for Trinidad and Tobago's Open Government National Action Plan
• July 15, 2015	Implementing Agencies to submit a report on the progress made under commitments identified for the period Jan 1, 2015 to June 30, 2015 to the MPA by July 15, 2015
• July 16 – 31, 2015	MPA to compile mid-term self-assessment report to submit to OGP
• August 1 – 15, 2015	Consultations to be held to share self-assessment report with civil society

<u>Timelines/Deadlines</u>	<u>Description</u>
• August 16 – 31, 2015	Final Mid-term self-assessment report compiled and submitted to the OGP
• September 2015 – January 2016	Researchers from the Independent Reporting Mechanism (IRM), a unit of the OGP, will develop Independent Progress Reports on Trinidad and Tobago's OG progress. May engage individual Ministries for information
• March 1 - April 30, 2016	Preparation of Trinidad and Tobago's 2nd Open Government Action Plan

Table 23 - Key activities and Timelines for the Open Government National Action Plan

Simplifying Life for Citizens (Citizens' Index)

Trinidad and Tobago, through the Ministry of Public Administration participated in a regional pilot project organized by the Inter-American Development Bank (IDB) to develop a Citizen Index that will measure the quality of services delivered by public agencies and the level of citizen satisfaction with the services delivered. A total of six (6) countries, primarily from Latin America, participated in this Technical Cooperation initiative, with Trinidad and Tobago being the only English-speaking member.

The Citizens' Index project has also been identified as one of Trinidad and Tobago's commitments to the Open Government Partnership (OGP) National Action Plan 2014-2016 that was approved by Cabinet via Minute No. 2833 of October 9, 2014. The Citizens' Index initiative is focused on the OGP thematic area of Public Service Improvement: the creation of capacity within the public sector to be able to deliver high quality public services in an efficient way and involving the users and key stakeholder throughout the whole service delivery cycle.

The measurements provided through the Citizens' Index will enable comparisons to be made across Latin American and Caribbean countries regarding the performance of selected public services. Regional Governments will then be able to identify and prioritise opportunities for improvement in transactional public services. This is consistent with global trends whereby Governments are becoming increasingly more sensitive to the need to improve Public Service delivery as a means of ensuring sustainable growth and development.

The following six (6) transactional services in each of the pilot countries were assessed:

1. Registering a child in a public school
2. Making a doctor's appointment in the public health system
3. Registering a birth
4. Applying for a disability allowance
5. Reporting a minor crime
6. Renewing an Identification card

Two instruments were developed by the IDB with technical input from the Public Service Transformation Division (PSTD), and executed during March – September 2015:

- Internal survey of service operations
- External (on-line) citizen survey

IDB In-Country interviews were conducted during July 27 – 29, 2015 with officials of each of the six (6) services participating in the pilot from Trinidad and Tobago to validate information obtained from the internal survey:

- i. Ministry of Education
- ii. Eastern Regional Health Authority
- iii. Ministry of Legal Affairs
- iv. Ministry of the People and Social Development
- v. Ministry of National Security - Belmont Police Station
- vi. Elections and Boundaries Commission

The Research Report is currently being drafted by the IDB and will be circulated to all participating countries in May 2016 for comment. A meeting to present the key findings of the Research Report to officials from each participating country and to also discuss the Way Forward is proposed for June 2016 at the IDB headquarters in Washington, USA.

4.4 Public Service Week; 5K Walk

United Nations (UN) Public Service Day and Awards Ceremony is celebrated on June 23rd each year. The objectives of the UN Public Service day are as follows:

- To celebrate the value and virtue of Public Service to the community;
- To highlight the contribution of Public Service in the development process; and
- To recognise the work of public servants and encourage young people to pursue careers in the public sector.

Each year, the UN encourages member states to organise special events on that day to highlight the contribution of Public Service in the development process. The Ministry of Public Administration is responsible for coordinating the activities of Ministries and Departments related to the annual Public Service Day each year. Through an annual competition, the UN Public Service Awards promotes the role, professionalism and visibility of Public Service. This awards ceremony is held on the same day as Public Service Day, June 23 each year.

In keeping with the thrust of the UN Public Service Day and its theme for 2015 “Innovating Public Service Delivery to Implement the Post-2015 Development Agenda”, the year’s event resolved to:

- Create awareness and generate interest in the Public Service;
- Showcase the work of the Public Service and build a sense of pride in Public Officers;
- Sensitize the public on the role of the Public Service and its contribution to national development;
- Encourage young people to pursue careers in the public sector.

In 2015, MPA coordinated the Government’s initiative to recognise the contribution of the Public Service to the development of the Republic of Trinidad and Tobago by hosting a 5K Walk/Run Competition targeting employees across the Public Service as well as their families. Themed “Shine with Pride” the event which took place on June 27, 2015, saw over two thousand (2000) persons registered to participate in the 5K Walk/Run.





MPA Executive and Heads
of Divisions

PART II: INSIDE MPA

This section on MPA presents key human resource, ICT and financial information.

Staffing Information

MPA Staffing as at September 6, 2015 was as follows:

	Establishment	Contract	Associate Professionals per SATD programme	Total
Filled	86	105	159	350
Vacant	144	290	0	434
Total Positions	230	395	159	784

Table 24 - MPA Staffing as at September 6, 2015

*The Ministry of Public Administration facilitates the placement of returning scholars via the Associate Professional (AP) Programme. The AP positions formed part of MPA's staffing complement though officers were assigned to various Ministries/Departments/Agencies. The Scholarship and Advanced Training Division was transferred to the Ministry of Education with effect from September 11, 2015.

MPA Staffing as at September 30, 2015 was as follows:

	Establishment	Contract	Associate Professionals per SATD programme	Total
Filled	117	146	16	279
Vacant	137	328	0	465
Total Positions	254	474	16	744

Table 25 - MPA Staffing as at September 30, 2015

The above table represents staffing after the reconstitution of the MPA effective September 11, 2015 where portfolio changes were as follows:-

- Scholarships and Advanced Training was transferred to the Ministry of Education
- National ICT was transferred to MPA from the Ministry of Science and Technology
- Property and Real Estate Services was transferred to MPA from the Ministry of Housing and Urban Development

Functions devolved by the CPO

The HRM Division is also responsible for activities related to functions devolved by the Chief Personnel Officer (CPO) in respect of monthly paid employees. These are as follows:

1. Contract Employment
2. Secondment
3. Duty Leave, Special Duty Leave
4. Special Leave
5. Accumulation of Leave
6. No Pay Study Leave
7. Leave of Absence without pay
8. Extension of sick leave, injury leave
9. Leave to pursue course in Trade-Unionism
10. Compensation in lieu of uniforms not used
11. Compensation in lieu of annual vacation leave
12. Separation allowance

Contract Positions filled in 2014 – 2015 by Division

The following table summarises the contract positions filled in fiscal 2014 and fiscal 2015.

Division	Contract Positions Filled in Fiscal 2014	Contract Positions Filled in Fiscal 2015
Legal Services Division	2	1
Corporate Communications Division	4	-
Corporate Services Division	1	5
Minister's Secretariat	1	6
Programme Management Division	-	-
Strategic Services and IT Division	7	4
Strategic Human Resource Management Division	3	-
Human Resources Division	18	21
Public Management Consulting Division	1	
Public Service Transformation Division	2	
Scholarships and Advanced Training Division	5	
Facilities Management Unit	0	-
Diamond Division	10	-
TOTAL	54	37

Table 26 - Contracts filled in each Division for fiscal 2014 and 2015

Training & Development

The Ministry's employees are trained to enhance organisational performance and/or to learn new ideas and methodologies that can streamline processes and lead to greater efficiency. At the MPA, employees are encouraged to share knowledge gained in training with the rest of the organisation via briefs, storage of resources on the MPA intranet and internal workshops. In so doing, the entire Ministry benefits.

Outlined below are the Training and Development programmes accessed by the staff of the MPA during the fiscal year 2014-2015.

Course	Date of Courses	Institute	Attendees
Administration of Government Contracts	March 16, 2015	Public Service Academy	3
Anger Management Techniques	October 20, 2014	Public Service Academy	1
Annual International Finance and Accounting Conference	October 14, 2014	Institute of Chartered Accountant of Trinidad and Tobago (ICATT)	5
Cabinet Note Writing	March 16, 2015	Public Service Academy	2
Cabinet Note Writing	July 27, 2015	Public Service Academy	3
Caribbean Leadership Project	December 3, 2014	Leadership Symposium	11
Caribbean Risk Management Conference 2014	November 7, 2014	Trinidad and Tobago Risk Management Institute (TTRMI)	8
Conducting Effective Performance Appraisals	April 27, 2015	Public Service Academy	4
Critical Thinking	July 27, 2015	Public Service Academy	3
Critical Thinking Skills	February 9, 2015	Public Service Academy	3
Customer Service	November 6, 2014	Institute of Banking and Finance of Trinidad and Tobago	1
Customer Service	January 29, 2015	Ministry of Public Administration	3

Course	Date of Courses	Institute	Attendees
Developing Leadership Skills for Middle Level Officers	March 2, 2015	Public Service Academy	3
Effective Speech Writing	February 4, 2015	Public Service Academy	6
Emergency Management System	December 17, 2014	Jaric	17
Emotional Intelligence Workshop	January 7, 2015	Public Service Academy	3
Emotional Intelligence Workshop	June 10, 2015	Public Service Academy	1
Ethical Issues in the Public Service	November 19, 2014	Public Service Academy	3
Ethics, Accountability and Good Governance	May 6, 2015	Public Service Academy	2
Financial Management for Non- Accounting Officers	March 23, 2015	Public Service Academy	4
Internal Audit in the Public Service	May 25, 2015	Public Service Academy	1
Inventory Management	October 28, 2014	Public Service Academy	1
FIDIC	November 22, 2014	JCC	4
Mediation Skills	April 8, 2015	Public Service Academy	2
Office Etiquette for Administrative Support Staff	April 15, 2015	Public Service Academy	2
Policy Development	May 25, 2015	Public Service Academy	3
Preparation of Estimates	February 9, 2015	Public Service Academy	6
Preparation for Retirement	April 7, 2015	Institute of Banking and Finance of Trinidad and Tobago	18
Presentation Skills for Senior Managers	July 16, 2015	Public Service Academy	2
Presentation Skills for Senior Managers	August 6, 2015	Public Service Academy	2
Project Management	September 15, 2015	Public Service Academy	3
Proposal Writing	December 8, 2014	Public Service Academy	3
Protocol for Senior Officers	December 4, 2014	Public Service Academy	2
Registry Procedures	January 20, 2015	Public Service Academy	1
Stakeholder Workshop	December 1, 2014	Ministry of Public Administration	6

Course	Date of Courses	Institute	Attendees
Strategic Communication	May 12, 2015	Public Service Academy	3
Supervisory Management	November 11, 2014	Public Service Academy	2
Terms of Reference and Request for Proposals	May 18, 2015	Public Service Academy	2
Understanding, Documenting and Implementing Effective Quality Management Service	October 21, 2014	Caribbean Institute for Quality Ltd.	2
Workplace Shutdown for Health and Safety Reasons	October 31, 2014	Human Resource Management Association of Trinidad and Tobago (HRMATT)	5
Measuring Learning Impact	June 24, 2015	Arthur Lok Jack Graduate School of Business	4
Corporate Governance Workshop	November 27, 2014	Institute of Chartered Accountant (ICATT) of Trinidad and Tobago	1
Distinguished Leadership & Innovation Conference	April 13, 2015	Arthur Lok Jack Graduate School of Business	11
Sexual Harassment and Sextortion	January 22, 2015	Trinidad and Tobago Association of Women Judges	3
Emergency Management System	December 11, 2014	Jaric	15
Creating & Sustaining an Ethical Organization Culture	April 15, 2015	Select Seminars Inc	6

Course	Date of Courses	Institute	Attendees
Get Your Game On	June 25, 2015	Institute of Chartered Accountant of Trinidad and Tobago (ICATT)	1
Standard for Making Buildings Accessible to Persons with Disabilities	July 24, 2015	Trinidad & Tobago Bureau of Standards (TTBS)	1
A Summer Intensive on The Public Procurement & Disposal of Property Act	August 17, 2015	Caribbean Procurement Institute	4
Competency - Based Interviewing Skills	September 22, 2015	GHRIS	4
First Aid & CPR	June 26, 2015	Employers Consultative Association	20
Total			226

Table 27 - MPA staff trained in fiscal 2015

Performance Management and Increment Administration

Performance Appraisals and Increments

For the fiscal 2014-2015, the Ministry of Public Administration's Human Resources Division dispatched one hundred and eighty four (184) Performance Appraisal Report (PAR) forms to Heads of Divisions for completion. Of these, one hundred and fifty eight (158) were completed and returned while twenty six (26) appraisals are outstanding. One hundred and fifty (150) increments were approved from these PARs.

Functions Delegated by the PSC

The following functions are delegated by the Public Service Commission (PSC) and would have been reported to the PSC accordingly:

- Acting appointments up to Range 68 for a period not exceeding six (6) months except in offices that require consultation with the Prime Minister
- Appointments on a temporary basis for period not exceeding six (6) months, on the expiration of that person's first (1st) appointment on a temporary basis by the Public Service Commission to that office except in offices that require consultation with the Prime Minister
- Confirmation of appointments
- Power to make transfers within the Ministry's Divisions up to Range 68
- Acceptance of Resignations
- Noting of Retirements – compulsory and voluntary after age 54
- The exercise of disciplinary control in respect of minor infractions set out in the Code of Conduct.

A summary of acting appointments in fiscal 2015 is as follows:-

Acting Appointments	
No. of Officers that acted for the period	101
No. of Officers that received acting for the period	101
Percent of Acting Appointments approved	90
No. of recommendations sent to DPA	27

Table 28 - Summary of Acting Appointments in FY 2015

There were no new confirmations for the period. One (1) person resigned while eight (8) persons retired. Additionally, in the reporting period, there were ninety-four (94) Pension and Leave Records processed while there were twenty-two (22) contract gratuities processed.

In respect of the following regulations related to acts of misconduct/discipline, there were five (5) offences of regulation 135 (3); however there were no misconduct/discipline practices processed for the fiscal year.

REGULATION	ACTS OF MISCONDUCT/DISCIPLINE
135 (1)	Failure to attend to matters promptly within the scope of office
135 (2)	Lack of courtesy to a member of the public or other public officer
135 (3)	Wilful failure to perform duties
136 (1)	Absence without leave or reasonable excuse from office
136 (2)	Failure to seek approval to leave the country
137 (2)	Failure to disclose activities outside Service
140	Breach of rules relating to broadcast
141	Indebtedness to the extent that impairs efficiency, etc
142	Failure to notify bankruptcy proceedings
149 (1) (a)	Failure to perform duties in a proper manner
149 (1) (b)	Breach of written law
149 (1) (d)	Behaviour that is prejudicial to, or discredits, the Service
149 (2) (b)	Disobedience to orders
149 (2) (d) & (f)	Neglect of duty
149 (2) (g)	Unlawful or unnecessary exercise of duty
149 (2) (a)	Absence without leave from office or habitually irregular arrival/departure from office
149 (2) (a)	Persistently unpunctual
149 (2) (c)	Unfit for duty through drunkenness or use of drugs

Table 29 - List of PSC Delegated Regulations for Acts of Misconduct/Discipline

MPA InfoLOUNGE upgrade

SharePoint Upgrade Project

The Ministry of Public Administration has been using the SharePoint software for document management and collaboration for the past ten (10) years. The software was successfully piloted in 2006 using SharePoint 2003. When the pilot was expanded to the rest of the Ministry, SharePoint 2007 was used and the name “InfoLOUNGE” was officially chosen for MPA’s intranet. In response to user issues and to provide access to new features and functionality, the InfoLOUNGE was moved to the SharePoint 2010 software in 2012.

At that time, the InfoLOUNGE was used for:

1. Document management and collaboration
2. Project Management
3. Staff centred activities: Social Activities Committee and the Organizational Safety and Health (OSH) Committee
4. Publishing information to staff
5. Correspondence and File Management
6. Storage of Digitized Documents
7. Internal Survey Creation

To increase ease of use and staff acceptance, as well as exploit SharePoint’s many features and capabilities, an upgrade project was undertaken. The project/migration of the InfoLOUNGE from the SharePoint 2010 software to the SharePoint 2013 was intended to:

1. Increase user adoption and usage through new features such as drag and drop uploading, document preview (when searching) and a new cleaner look and feel.
2. Provide seamless access to users on mobile devices (such as tablets and phones) both in and out of the office.
3. Improve communication and collaboration with external stakeholders using the Extranet.
4. Set the stage for implementation of Project Server 2013 which offers advanced, built in project management capabilities for staff at all levels.
5. Improve social computing and enhance the social features of the InfoLOUNGE by allowing users to share, follow and blog about projects, ideas and activities that interest and excite them.

To allow Microsoft to develop a scope for the project, a fifteen (15) day SharePoint Pre-Deployment Consultancy was undertaken in February 2014. The consultancy was covered under an Enterprise Agreement with Microsoft and there was no direct cost to the Ministry. The consultancy included architecture and design sessions, an envisioning exercise, meetings with key stakeholders and “labs” focusing on building and configuring a testing area for the SharePoint 2013 software.

The project to upgrade the InfoLOUNGE to SharePoint 2013 was launched in September 2014 with an expected completion date in January 2015. Outputs for the project included:

1. Rollout of SharePoint 2013 software and migration of all divisional and project sites
2. Re-design of the InfoLOUNGE homepage, divisional and project sites for greater ease of use
3. Launch of the Extranet to allow users to access the InfoLOUNGE on mobile devices and via the internet (no need to be at the office or use an office computer)
4. Training of all staff in all Divisions before their Divisional content is migrated.

The project officially ended on March 4, 2015. As the upgrade and consultancy were included under the Government’s Enterprise Agreement with Microsoft, MPA did not incur any costs in those areas. The only expenditure that was encountered was for the purchase of a Wild Card certificate that allows the Information Management (IM) Team to purchase or download free apps from the SharePoint Apps Store.

One hundred and twenty-nine (129) members of staff were trained in the use of the new software (SharePoint 2013). Divisions were trained the day before their Divisional site was migrated to ensure that they were able to begin using the system immediately.

A user satisfaction survey will be undertaken in early 2016 to assess the impact of the SharePoint 2013 upgrade and to ensure that staff are satisfied with the features and services the InfoLOUNGE offers.

MPA events

In keeping with our staff engagement programme to build camaraderie, cooperation and interaction among staff and other colleagues in the Public Service, MPA engaged in the following activities in the fiscal 2015:-

Carnival 2015

Together with the Ministry of the Attorney General and the Ministry of Trade, Industry, Investment and Communications, MPA hosted a Carnival event for staff on February 6, 2015 at the Amphitheatre of the National Library Building.

The event was themed “Carnival Togetherness”. It provided an opportunity for staff to interact outside of the work environment, allowed for renewed team spirit that is transferable to the workplace and sought to create high levels of employee involvement in the Ministry activities.

Along with the carnival entertainment, there were two competitions for staff – Best Road Cooler and Best Dressed Section.



In the field of sport

MPA participated in both the Inter-Ministerial Cricket and Football League Competitions. This was the first time that the Ministry participated in these competitions. The cricket competition began on May 14, 2015 and ended on July 30, 2015 while the football competition ran from May 15, until July 24, 2015.

In cricket, the team competed against eight (8) other ministry teams but did not qualify out of the group stage winning only one (1) game.

MPA performed better in football and finished 4th overall in the Inter-ministerial football League Competition.

Financial Report

The MPA is funded through the system of Parliamentary appropriations where approved funds identified under various sub-heads are disbursed through the Ministry of Finance. Funds are also disbursed directly from the Infrastructure Development Fund established under Section 43(2) of the Exchequer and Audit Act, Chapter 69:01.

Allocation

The funds budgeted and approved by the Ministry of Finance to facilitate operating expenditure (recurrent) during fiscal year 2014-2015 was one hundred and fifty-four million, nine hundred and seventy-four thousand and five hundred dollars (\$154,974,500.00). The MPA also received the sum of three hundred and thirty seven million, nine hundred thousand dollars (\$337,900,000.00) under the Development Programme and four million, four hundred and ten thousand, three hundred and six dollars (\$4,410,306.00) under the Infrastructure Development Fund. The total funds available for the MPA's programme was therefore four hundred and ninety seven million, two hundred and eighty-four thousand, eight hundred and six dollars (\$497,284,806.00). This was an overall increase of 8.6% from the previous fiscal.

The following table summarises allocations for fiscals 2014 and 2015:-

Category of Allocation	Fiscal 2014	Fiscal 2015	Variance/ Increase in allocation
Recurrent	\$154,701,880.00	\$154,974,500.00	\$272,620.00+
Development Programme	\$301,418,000.00	\$337,900,000.00	\$36,482,000.00+
Infrastructure Development Fund	\$1,540,025.00	\$4,410,306.00	\$2,870,281.00+
Total	\$457,659,905.00	\$497,284,806.00	\$39,624,901.00+

Table 30 - Summary of Allocations for fiscal 2014 and fiscal 2015

EXPENDITURE

The actual expenditure for the period was four hundred and sixteen million, twenty-nine thousand, fifty-one dollars and sixty-seven cents (\$416,029,051.67). This represents 83.7% of the total sum allotted. A breakdown is provided in the table below:-

Category of Allocation	Allocation	Actual Expenditure	Variance/ Unutilized funds
Recurrent	\$154,974,500.00	\$110,887,110.05	\$44,087,389.95
Development Programme	\$337,900,000.00	\$300,731,636.27	\$37,168,363.73
Infrastructure Development Fund	\$4,410,306.00	\$4,410,305.35	\$0.65
Total	\$497,284,806.00	\$416,029,051.67	\$81,255,754.33

Table 31 - Breakdown of Actual Expenditure for fiscal 2015

There was an overall increase in actual expenditure of 21% from the previous year. See table below for comparison:-

Category of Actual Expenditure	Fiscal 2014	Fiscal 2015	Variance
Recurrent	\$112,575,682.05	\$110,887,110.05	\$1,688,572.00 -
Development Programme	\$228,523,318.32	\$300,731,636.27	\$72,208,317.95+
Infrastructure Development Fund	\$1,540,024.80	\$4,410,305.35	\$2,870,280.55+
Total	\$342,639,025.17	\$416,029,051.67	\$73,390,026.50+

Table 32 - Comparison of Actual expenditure for fiscals 2014 and 2015

RECURRENT

The budgetary allocations received under recurrent expenditure are further classified by sub-heads according to the type of product or service that is acquired. A comparison of budgeted and actual recurrent expenditure under each sub-head for MPA for fiscal 2014 and 2015 is shown below:-

Category of Expenditure	Fiscal 2014		Fiscal 2015	
	Allocation	Actual Expenditure	Allocation	Actual Expenditure
Personnel Expenditure	\$21,952,060.00	\$17,083,518.56	\$38,327,300.00	\$25,138,398.64
Goods and Services	\$122,225,626.00	\$87,475,451.85	\$101,707,200.00	\$74,770,372.28
Minor Equipment Purchases	\$2,948,714.00	\$527,184.07	\$3,634,000.00	\$2,149,986.53
Current Transfers and Subsidies	\$7,575,480.00	\$7,489,527.57	\$11,306,000.00	\$8,828,352.60
Total Recurrent	\$154,701,880.00	\$112,575,682.05	\$154,974,500.00	\$110,887,110.05

Table 33 - Comparison of Actual Recurrent allocation and expenditure by sub-head for fiscals 2014 and 2015

Variances under Recurrent Expenditure

The MPA did not utilise 28% of recurrent expenditure, denoted by a variance of forty-four million, eighty-seven thousand, three hundred and eighty-nine dollars and ninety-five cents (\$44,087,389.95). This variance was largely attributable to the following:-

- Personnel Expenditure: \$13,188,901.36
- Goods and Services: \$26,936,827.72
- Minor Equipment Purchases: \$1,484,013.47
- Current Transfers and Subsidies: \$2,477,647.40

DEVELOPMENT PROGRAMME (DP)

The table below compares the budgeted and actual Development Programme expenditure for fiscals 2014 and 2015:-

Category of Expenditure	Fiscal 2014		Fiscal 2015	
	Allocation	Actual Expenditure	Allocation	Actual Expenditure
004 SOCIAL INFRASTRUCTURE 04 EDUCATION G EDUCATIONAL SERVICES: 005-020 Training and Scholarships	\$244,588,000.00	\$194,901,881.16	\$219,600,000.00	\$186,291,055.60

Category of Expenditure	Fiscal 2014		Fiscal 2015	
	Allocation	Actual Expenditure	Allocation	Actual Expenditure
005 MULTI SECTORAL AND OTHER SERVICES 06 GENERAL PUBLIC SERVICES A ADMINISTRATIVE SERVICES: 021-054 Public Service modernisation	\$55,830,000.00	\$33,621,437.16	\$118,300,000.00	\$114,440,580.67
F Public Buildings	\$1,000,000.00	\$0.00	\$0.00	\$0.00
Total DP	\$301,418,000.00	\$228,523,318.32	\$337,900,000.00	\$300,731,636.27

Table 34 - Comparison of Actual DP allocation and expenditure by sub-head for fiscals 2014 and 2015

Variances under Development Programme

The thirty-seven million, one hundred and sixty-eight thousand, three hundred and sixty-three dollars and seventy-three cents (\$37,168,363.73) difference between the budgeted and actual DP expenditure was largely due to the following:

1. Educational Services: \$33,308,944.40
2. Administrative Services: \$3,859,419.33

INFRASTRUCTURE DEVELOPMENT FUND (IDF)

The Infrastructure Development Fund was established to:

- 1) provide long term financing for infrastructure development projects;
- 2) assist in improving infrastructure investment planning; and
- 3) act as a resource readily accessible to quickly undertake state development and upgrade of infrastructure projects.

For fiscal 2015, MPA was allocated the sum of four million, four hundred and ten thousand, three hundred and six dollars (\$4,410,306.00) to fund the construction of an office building where the previous National Broadcasting Network (NBN) Building was located. A total of four million, four hundred and ten thousand, three hundred and five dollars and thirty-five cents (\$4,410,305.35) was spent as a payment to NIPDEC for completion of preliminary designs for a ten (10) storey building and for fees.

The table below compares the budgeted and actual IDF expenditure for fiscals 2014 and 2015:-

Category of Expenditure Sub-head	Fiscal 2014		Fiscal 2015	
	Allocation	Actual Expenditure	Allocation	Actual Expenditure
005 MULTI SECTORAL AND OTHER SERVICES 06 GENERAL PUBLIC SERVICES F Public Buildings: 029 Construction of Office Building – Old NBN Building	\$1,540,025.00	\$1,540,024.80	\$4,410,306.00	\$4,410,305.35

Table 35 - Comparison of Actual IDF allocation and expenditure by sub-head for fiscals 2014 and 2015

REVENUE

The MPA receives revenue via recoveries from government scholars. Actual returns for the fiscal totalled four million, five hundred and twenty-five thousand, two hundred and twenty-three dollars and eighty-five cents (\$4,525,223.85). The funds were deposited to the Exchequer account.

Contracts Awarded

The Permanent Secretary (Accounting Officer) has the authority to award contracts up to a limit of five hundred thousand (\$500,000.00) for Consultancy services and up to one million (\$1,000,000.00) for goods, works and related services.

The Ministerial Tenders Committee (MTC) of the Ministry of Public Administration (MPA) may award contracts ranging in cost from five hundred thousand dollars (\$500,000.00) to two million dollars (\$2,000,000.00) on the basis of public advertising and/ or at least three (3) proposals from consultants/ consulting firms in cases where MTC is satisfied with the justification advanced.

The Central Tenders Board (CTB) may award contracts costing over two million dollars (\$2,000,000.00) based on public advertising and or/ selective tendering where the CTB is satisfied with the justification advanced.

Contracts awarded for the period October 1, 2014 to September 30, 2015

SUMMARY OF CONTRACT	CONTRACT DATE	AMOUNT
GHRIS - to provide Recruitment Assessment and Selection Services for MPA for (four) classifications of positions	November 25, 2014	TT\$67,870.13
Inglefield Ogilvy & Mather Caribbean Ltd. - to provide branding, marketing and communication services for the Implementation of a Citizen Service Certificate Programme	December 18, 2014	TT\$153,130.62
FUJITSU Caribbean (Trinidad) Limited - for the supply and delivery of Laptop and Desktop Computers to MPA	December 24, 2014	TT\$1,573,971.11
GHRIS - to facilitate recruitment and selection services for four (4) positions	January 16, 2015	TT\$49,820.88
Deloitte & Touche - for the provision of consultancy services for the institutional strengthening of the Service Commissions Department (SCD)	March 10, 2015	TT\$9,068,089.60
GHRIS - for the provision of recruitment, assessment and selection services for MPA for two (2) positions	June 22, 2015	TT\$24,601.38
FIDIC Short Form (Green Book) contract - for refurbishment works at Gaston Court Chaguanas between MPA and Caribbean Facilities Corporation Limited	July 30, 2015	TT\$488,322.55
National Information and Communication Technology Company Ltd (iGovTT) - for the establishment of a Contact Centre to the SATD	July 30, 2015	TT\$2,164,087.44

SUMMARY OF CONTRACT	CONTRACT DATE	AMOUNT
GHRIS - for recruitment and selection services to MPA for one (1) position – Director, Legal Services	September 25, 2015	TT\$15,576.75
GHRIS - for recruitment and selection services to MPA for one (1) position – Programme Manager	September 25, 2015	TT\$15,576.75
GHRIS - to provide training and development Services	September 30, 2015	TT\$395,894.09
Sulin Fraser - to provide Financial Management Specialist Consultant services to the Programme Management Division, MPA Inter-American Development Bank (IDB)	January 2, 2015	TT\$24,048.00 per month ftp 17.12.14 – 31.03.16
International Records Management Trust - to provide consulting services for the design of a Records and Information Management (RIM) Framework for the T&T Public Service, MPA Inter-American Development Bank (IDB)	March 19, 2015	TT\$798,100.00
TDV Global Inc. - for the provision of consulting services for the conduct of a Final Evaluation on the E-Government and Knowledge Brokering Programme Inter-American Development Bank (IDB)	September 9, 2015	TT\$475,127.78

Table 36 - Contracts Awarded for FY 2015

Appendix I – Extract from Gazette No. 97 dated September 23, 2015

SCHEDULE

Minister	Business and Departments of Government
Minister of Public Administration	<p>The Public Service</p> <p>Public Service Administration and Management</p> <p>Public Management Consulting</p> <p>Public Service Legislative Framework</p> <p>Strategic Human Management</p> <p>HRM Policy Development and Monitoring</p> <p>Information and Communication Technology</p> <ul style="list-style-type: none"> - Data Classification <p>Property and Real Estate</p> <p>Open Government</p> <p>Public Service Transformation</p> <p>Technical Cooperation (training)</p> <p>Personnel Department</p> <ul style="list-style-type: none"> - Daily-rated Workforce Management - Employee Assistance Programme - Industrial Relations - Compensation and Benefits Management - Employee Relations - Performance Management <p>Statutory Boards and Other Bodies:</p> <p>Telecommunications Authority of Trinidad and Tobago</p> <p>Wholly Owned Enterprises:</p> <p>Government Human Resources Services Company Limited</p> <p>National ICT Company Ltd.</p> <p>Indirect:</p> <p>Personnel Department</p> <p>Service Commissions</p>

Appendix II – List of Projects/Proposals completed by PMCD for Fiscal Year 2014-2015

Ministry/Department/Agency	Project/Proposal	Established Positions				Temporary		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
Ministry of Arts and Multiculturalism	Establishment of a Six (6) Year Contract Employment Staffing Plan							173	
	Note for Cabinet regarding the Revised Staff Establishment and New Classification Plan for employees of Queen's Hall	20	3						
Ministry of Education	Extension of the life of Temporary Positions on the Establishment of the Ministry of Education						65		
	Further Employment on Contract in the Examination Unit and the Programme and Project Planning and Management Unit, Ministry of Education							1	1
Ministry of Finance and the Economy	Employment, on contract, of staff for the Criminal Tax Investigation Unit in the Inland Revenue Division								8
	Employment, on contract, of Legal Officers for the Criminal Tax Investigations Unit							2	
	Employment, on contract, of staff in the Information Technology (IT) Unit of the Inland Revenue Division, Ministry of Finance and the Economy							40	

Ministry/Department/Agency	Project/Proposal	Established Positions				Temporary		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
Ministry of Foreign Affairs	Retention of contract positions of one (1) Pension and Leave Preparation Officer and one (1) Pension and Leave Checking Officer in the Pension and Leave Unit							2	
	Retention of twenty (20) positions of International Relations Officers, on contract								20
Ministry of Gender, Youth and Child Development	Request for comments on the Staffing Arrangements Re: Provision of Financial Assistance to Community Residences							3	
	Renewal of staff in the Ministry of Gender, Youth and Child Development							10	1
	Renewal of the Information Technology Positions in the Information Technology Unit, Ministry of Gender, Youth and Child Development							3	
Industrial Court	Employment on contract, of a Court Administrator							1	
	Re-employment on contract, of one (1) Network Specialist							1	
	Retention of positions for the Court Reporters Section at the Industrial Court								3
	Employment on contract, of staff for the San Fernando, Industrial Court							5	
Ministry of Labour and Small and Micro Enterprise Development	Extension of the life of contract positions in the Enterprise Development Division							4	3
	Extension of the life of six (6) contract positions of Labour Relations Assistant							6	
	Staffing of the Occupational Safety and Health Agency, Ministry of Labour and Small and Micro Enterprise Development (MLSMED)								152

Ministry/Department/Agency	Project/Proposal	Established Positions				Temporary		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
	Employment, on contract, of one (1) HIV/AIDS Advocacy and Sustainability Centre Manager, Ministry of Labour and Small and Micro Enterprise Development								1
	Review of the Organisational Structure and Staffing requirements of the Labour Market Information Unit, Ministry of Labour and Small and Micro Enterprise Development			14				6	
	Employment, on contract, of one (1) Speechwriter/Researcher, Communications Unit, Ministry of Labour and Small and Micro Enterprises Development								1
	Extension of the life of positions in the Enterprise Development Division of the Ministry of Labour and Small and Micro Enterprise Development							4	1
	Covering Approval and the employment of staff on the establishment at the Cipriani College of Labour and Co-operatives Studies (CCLCS)								16
Ministry of National Security	Retention, on contract, of persons employed in the Trinidad and Tobago Police Service								59
	Employment on contract, of an Information and Communications Technology Director							1	
	Employment, on Contract, of Staff at the Trinidad and Tobago Police Service, Ministry of National Security							206	
	Retention, on contract of one Director in the Counter Trafficking Unit of the Ministry of National Security								1
	Employment, on contract, of three (3) Office Attendant/Driver for the Deportation and Investigation Unit of the Immigration Division							3	

Ministry/Department/Agency	Project/Proposal	Established Positions				Temporary		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
	Further employment on contract of twenty-one (21) positions in the Immigration Sections of the Trinidad and Tobago Overseas Mission								21
	Request for staffing for the new Mayaro Fire Station	140						2	
	Establishment of a Facilities Management Unit in the Ministry of National Security							7	
	Further employment on contract of staff for the Military-Led Academic Training Programme, Ministry of National Security							2	15
	Strengthening of the Legal Unit of the General Administration Division, Ministry of National Security							6	
Ministry of Public Administration	Restructuring of the Scholarship and Advanced Training Division	15	3		2			53	
	Employment of contract, of one (1) Graphic Designer (formerly Graphic Artist), Corporate Communications Division								1
Ministry of Tertiary Education and Skills Training	Further employment, on contract of persons in positions in the School of Nursing								42
Ministry of Trade, Industry, Investment and Communications	Employment , on contract of one (1) Legal Trade Executive, Ministry of Trade, Industry, Investment and Communications								1
	Establishment of a Six (6) Year Contract Employment Staffing Plan in the Ministry of Trade, Industry, Investment and Communications							81	63
	Rescinding the decision to abolish the position of Director, Trade Facilitation (Range 68) and a request to have the position remain on the staff establishment of the Ministry of Trade, Industry, Investment and Communications	1							

Ministry/Department/Agency	Project/Proposal	Established Positions				Temporary		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
Ministry of Transport	Institutional Strengthening of the Staff Establishment in the Ministry of Transport	14	6			9		105	
	Renewal of the contract position of Communications Manager, Ministry of Transport								1
	Employment, on contract, of a Director, Legal Services and the Creation of a Legal Unit, Ministry of Transport							1	
	Employment of a Senior Legal Officer, Maritime Services Division, Ministry of Transport								1
Ministry of Works and Infrastructure	Creation of positions and retention of persons employed on contract, in the Information Technology Unit							5	13
	Retention of contract positions in the Traffic Warden Division								192
	Continued employment, on contract, of three (3) Integrated Human Resource Information System (IHRIS) Data Transaction Clerks, in the Human Resource Management Division, Ministry of Works and Infrastructure								3
Office of the Parliament	Continued employment of staff, on contract, in the office of the Deputy Speaker								2
	Restructuring of the Information Systems Unit, Office of the Parliament							18	
	Employment, on contract, of Special Reserve Police Officers in the Parliamentary Police Unit, Office of the Parliament								105
	Employment, on contract, of staff in the Office of the Deputy Speaker of the House, Office of the Parliament							2	
	Restructuring of the Legal Unit, Office of the Parliament							3	3

Ministry/Department/Agency	Project/Proposal	Established Positions				Temporary		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
Office of the Prime Minister	Employment, on contract, of two (2) Business Operations Assistant II, Office of the Prime Minister								2
	Employment, on contract, of a Senior Executive Assistant to the Special Adviser to the Prime Minister (Economic, Policy and Financial Affairs)							1	
	Employment, on contract, of a Senior Network Specialist in the Management Information System (MIS) Section, Office of the Prime Minister							1	
Personnel Department	Employment on contract, of staff in the Personnel Department							14	1
	Employment, on Contract, of a Senior Legal Officer in the Legal Services Division, Personnel Department								1
Service Commissions Department	Renewal of one (1) contract position of Executive Assistant in the office of the Public Service Commissions Department								1
	Request for the Extension of the Temporary Positions on the Staff Establishment of Service Commission Department						44		
	Review of staffing of the Finance and Accounts Branch and Internal Audit Unit, Service Commissions Department (SCD)	4						3	
	Creation of offices for the Police Service Commission Secretariat, Service Commissions Department	9						3	
Tax Appeal Board	Retention of one (1) position of Information Technology Specialist							1	
	Retention of two (2) positions of Computer Aided Transcription (CAT) Reporter I on contract								2
	Retention of the position of Driver/Courier (on contract) at the Tax Appeal Board								1

Ministry/Department/Agency	Project/Proposal	Established Positions				Temporary		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
Public Service Appeal Board	Review of the Staffing requirements of the Public Service Appeal Board and the Statutory Authorities Appeal Board	1	1		1			1	
Ministry of Energy and Energy Affairs	Strengthening of the Minerals Division of the Ministry of Energy and Energy Affairs through the employment on contract of one (1) Senior Quarry Management Office and eight (8) Quarry Management Office	4						3	8
Environmental Commission	Creation of one (1) temporary office of Clerk Stenographer I/II (Salary Range 15/20) on the Staff Establishment of the Environmental Commission for the period July 25, 2012 to August 01, 2013 for Ms. Michelle Sylvester					1			
Ministry of Local Government	Employment, on contract, of staff of the Local Area and Regional Planning and Development Unit in the Ministry of Local Government								6
	Establishment of a six (6) year contract employment staffing plan in the Ministry of Local Government							39	297
Ministry of Sport	Establishment of a Six (6) Year Contract staffing Plan in the Ministry of Sports								111
Ministry of Community Development	Review of the Organisational Structure of the Accounts and Audit Units of the Ministry of Community Development	1			20				
Ministry of Legal Affairs	Creation of positions on the Staff Establishment for the Internal Audit of the Ministry of Legal Affairs	2							

Ministry/Department/Agency	Project/Proposal	Established Positions				Temporary		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
Ministry of Public Utilities	Retention of one (1) position of Senior Legal Officer, Legal Services Division, Ministry of Public Utilities								1
	Employment, on contract, of three (3) Senior Electrical Inspection Officers and eighteen (18) Electrical Inspection Officers in the Electrical Inspectorate Division, Ministry of Public Utilities								21
	Establishment of a six (6) year contract employment staffing plan in the Ministry of Public Utilities							67	33
Ministry of Science and Technology	Organisational Structure for the Secretariat that will oversee the Implementation of the National ICT Plan 2014-2018 (smarTT)							7	
Judiciary of Trinidad and Tobago	Establishment of a Six (6) Year Contract Employment Staffing Plan in the Judiciary of Trinidad and Tobago (Dec. 15, 2014)							345	599
	Establishment of a six (6) year contract employment staffing plan (Aug. 24, 2015)							105	
	Establishment of a six (6) year contract employment staffing plan (addendum) (Aug. 24, 2015)								1
Auditor General	Employment, on, contract, of staff in the Auditor General's Department							2	
	Employment, on contract, of staff in the Auditor General's Department							18	
Ministry of Health	Employment, on contract, of staff for the Queen's Park Counselling Centre Clinic, Ministry of Health								21
	Employment, on contract, of staff in the Information, Communications and Technology Division, Ministry of Health							46	

Ministry/Department/Agency	Project/Proposal	Established Positions				Temporary		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
Ministry of Tourism	Request for the Creation of a Legal Services Division in the Ministry of Tourism							3	
Equal Opportunity Tribunal	Retention of the position of Business Operations Assistant I, on contract, in the Equal Opportunity Tribunal								1
Ministry of Tobago Development	Proposal for the Creation of a Tobago Real Property Ordinance Assistant Unit in the Ministry of Tobago Development							16	
	Request for covering approval for further employment, on contract, of one (1) Network Specialist, Ministry of Tobago Development								1
Ministry of Land and Marine Resources	Employment, on contract, of One Hundred and Three (103) Positions in the Land Settlement Agency, Ministry of Land and Marine Resources							42	61
	Employment, on contract, of support staff for the Land Survey Board of Trinidad and Tobago							4	
Ministry of the People and Social Development	Establishment of a six (6) year contract employment staffing plan							159	345
Trinidad and Tobago Police Service	Establishment of a Child Protection Unit in the Trinidad and Tobago Police Service in collaboration with the Children's Authority	169						1	
Ministry of the Attorney General	Establishment of a six (6) year contract employment staffing plan for new contract positions in the Equal Opportunity Commission, Ministry of the Attorney General							10	
Ministry of Planning and Sustainable Development	Establishment of a six (6) year contract employment staffing plan in the Ministry of Planning and Sustainable Development							79	133
	Regularisation of posts in the Central Statistical Office, Ministry of Planning and Sustainable Development	76							
TOTAL		452	17	14	23	10	109	1726	2377

[END OF REPORT]



Government of the Republic of Trinidad and Tobago

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