



# **ANNUAL REPORT**

# **2010**

**Towards a Citizen Centric Public Service**

# **2011**



Government at your service

# 2010 - 2011

**Towards a Citizen Centric Public Service**



A woman with dark hair tied back, wearing a white long-sleeved shirt and large hoop earrings, is seen from the side, working on a laptop. She is in a cubicle with brown acoustic panels on the wall. The image has a semi-transparent dark grey overlay on the left side where the text is placed.

# Towards a Citizen Centric Public Service

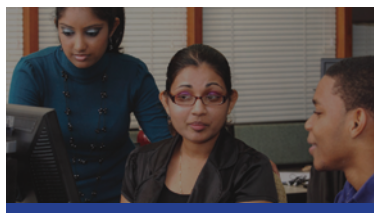
Our focus is to build a sustainable framework that will support national development.

Our policies must be a touchstone for the creation of a culture of achievement. Our initiatives must be a resource pool in building that culture.

Our challenge as Public Servants is to lead by example as we facilitate a national impetus to claim and maintain the highest quality standards of life.

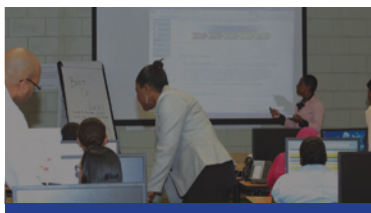


# Mission • Vision • Core Values



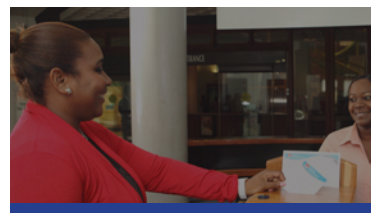
## Our Vision

To be recognised as the Champion of Service Delivery Excellence.



## Our Mission

Facilitating the development of the capacity of the Public Service to deliver quality goods and services in an effective, sustainable and equitable manner.



## Our Core Values

### Team Driven

In the spirit of mutual respect and cooperation, we partner with other Ministries, Departments and other stakeholders to meet needs. We believe in harnessing diverse proficiencies and fostering commitment and discipline to achieve positive results.

### Results Oriented

We are focused on achieving results and measuring our performance to ensure that our stakeholders' needs are consistently met. Whilst we persevere to meet these needs, we will innovate and adapt to our changing environment always remaining accountable for our results and celebrating achievements along the way.

### Integrity Based

We interact amongst ourselves and others with honesty, building relationships based on respect

and trust. In honouring our commitments we conduct our affairs ethically to ensure that we meet all professional obligations.

### People Centred

We value and involve our stakeholders whether they are citizens, members of the business community or our own staff and strive to remain responsive to their needs. We are focused on providing high quality standards of service and efficiency.



## Preface

This Annual Administrative Report covers the period October 1st, 2010 to September 30th, 2011. It documents the work of the Ministry of Public Administration completed under the National Policy Framework for Sustainable Development.

On June 27th, 2011 the Honourable Carolyn Seepersad-Bachan was appointed Minister of Public Administration, replacing Mrs. Rudrawatee Nan Gosine-Ramgoolam. On March 28th, 2011 Ms. Gillian Macintyre was appointed as Permanent Secretary to the Ministry of Public Administration replacing Mrs. Arlene McComie who served in the position from 2006 to 2011.

The Ministry embraced further changes when portfolio responsibilities shifted in July 2011. The ICT Secretariat and iGovTT were transferred to the Ministry of Science, Technology and Tertiary Education, while the Government Property and Real Estate portfolio were both transferred to the Ministry of Housing and the Environment. This Annual Report outlines the work completed by these agencies for that portion of the financial year when they constituted a part of the MPA.



The Government of the Republic of Trinidad and Tobago  
**Ministry of Public Administration**

El gobierno de la República de Trinidad y Tobago  
El ministerio de la administración pública



MINISTRY OF PUBLIC ADMINISTRATION

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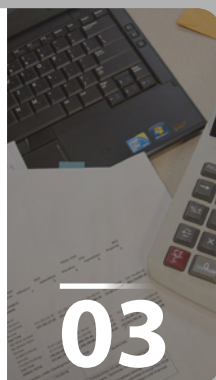
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# Minister's Foreword

The Public Service of Trinidad & Tobago is a key facilitator for achieving an innovation driven economy that is based on equity and inclusivity. The 21st Century citizens of today are informed and exposed to modern policies and tools currently utilized by progressive governments globally to improve service delivery as well as create public value. In addition, the Public Service is one of the major contributors to improving the country's global ranking in the 'ease of doing business'. Even though, in the past year this ranking has risen by 8 places from 76th to 69th out of 183 countries, there is an unexploited potential that can lead to significant improvement.

However, competitiveness is only one of the many challenges that the public service faces as we seek to prepare for the future. From the vantage point of fifty years of achievement, or the golden anniversary of both our country and our public service, we must put in place over the next ten years the architecture, infrastructure and institutional arrangements that would serve Trinidad and Tobago over the next fifty years or the entire span of the 21st Century.



# Minister's Foreword

To serve our 21st Century Citizen, the Public Service must build effective collaborations across different functions, units, Ministries and Agencies in addition to business and civil society. In this regard, the 'Green Paper on Transforming the Civil Society: Renewal and Modernization', launched in June 2011, was expanded to include the renewal and modernization of the entire Public Service in order to ensure that we achieve optimal performance levels of excellence.

Positioning Trinidad & Tobago as a global leader in this sphere requires a new public service architecture. Work has commenced on the design of the 21st Century Public Service Architecture which would have the capacity to: allow leaders to lead effectively and achieve excellence; attract, nurture and retain the best possible talent; and to replace the traditional hierarchical directive management system for a values driven and knowledge-based management model. The new institutional framework will recognize and reward creative ideas and practices, while adhering to the principles of merit, competency, flexibility and fairness, as it employs innovative ways of meeting the diverse and sometimes conflicting needs of stakeholders. This approach fundamentally requires a change in the organizational structure of the Public Service from its current bottom heavy pyramid to a diamond shape that introduces significant levels of professional and management positions at its middle core. We expect to complete design of the new Architecture before the end of the next financial year.

ICT is a key enabler of Public Service Transformation. Our objective is to increase the uptake of e-Government services through Business Processes Reengineering which targets Ministries and Government agencies. We will fast track the implementation of one stop shops which would allow Government to deliver all of its services through multiple channels – smartphones, cloud computing, or a physical presence in any Government office, to support an integrated approach to service delivery.

A critical element to achieving this is widespread access to affordable high speed broadband services throughout the country. Towards this end, in September 2011, we finalized a national Broadband strategy plan to ensure affordable universal access for all citizens of Trinidad and Tobago. This strategy will involve a Public Private Partnership approach, the deployment of incentives aimed at encouraging foreign and domestic investment and the utilisation of Universal Service Funding for access to "build out" in uneconomic or under-served areas. We expect in 2012/2013 to strengthen the legislative framework for the telecommunications sector, with a view towards encouraging healthy competitive behaviour. We will also establish a number of policies and associated regulatory frameworks to facilitate effective oversight of competition issues and stimulation of investment opportunities in the sector, particularly infrastructure development.

As we move towards this citizen-centric form of governance and the "diamond"-shaped architecture reflecting the increased professionalism of the public service, the focus will shift from our citizens as beneficiaries of development to citizens as participants in progress and determinants of their own destiny. Sustainable development, the long-term goal of any country, can only be achieved by citizens who are involved and government that are inclusive.

With the Ministry of Public Administration responsible for taking the Public Service Modernisation initiative forward, we will help to create an enabling environment – one that supports, rewards and recognizes courteous, timely, cost-effective and efficient service to all members of the national community. Our transformation efforts will guarantee that all users of public services will get value for their money, both as clients and as taxpayers. This is the bottom-line benefit of the Modernisation process.

This has been a year of transition for the Ministry of Public Administration. However, there were significant signs as we ended the last half of the year that we are on the right track and have slowly and surely established a platform for greater success in the next financial year 2012 – 2013.



# Permanent Secretary's Review

I became the Permanent Secretary (Ag.) of the Ministry of Public Administration (MPA) in March, 2011. Over the financial period October 1st, 2010 to September 30th, 2011, the MPA experienced a number of changes and resulting challenges. Noteworthy changes included the reassignment with effect from July 2011 of the Property and Real Estate Division to the Ministry of Housing and the Environment. Also, the ICT portfolio was transferred to the Ministry of Science, Technology and Tertiary Education. As a result, the MPA reviewed and revised its strategic direction with emphasis on its transformation mandate and the role Telecommunications and Broadcasting will have on effecting change.





# Permanent Secretary's Review

In terms of achievements over the past financial year, the MPA presented the Green Paper on Transforming the Civil Service: Renewal and Modernisation in May, 2011. This Green Paper presents a comprehensive policy statement on Public Sector Reform with emphasis on Human Resource Management, Governance Frameworks, Leadership and Service Delivery enhancement.

People-development was undertaken mainly by the Public Service Academy (PSA) and the Scholarships and Advanced Training Divisions of the MPA. During financial 2010, two hundred and fifty three (253) members of staff across the Public Service were trained by the PSA; however this number has significantly increased with a total of eight hundred and ten (810) persons being trained over the financial 2011 period.

The Government of Trinidad and Tobago (GORTT), through the MPA awarded and administered eight hundred and nineteen (819) scholarships to the public. The MPA also expanded the Associate Professional Programme and placed two hundred and eighty-five (285) Associate Professionals (APs) in Public Service positions that would assist in developing their professional capabilities, knowledge and skills.

Structural improvement activities including organizational structure reviews and redesigns were performed for fourteen (14) Ministries/Agencies including the Ministry of Works and Transport, Service Commissions Department (SCD) and the Judiciary. The Public Management Consulting Division (PMCD) was also directly involved in furthering the effectiveness of Integrated

Human Resource Information System (IhRIS) by being the responsible agent for the Position Management module of the system.

This Annual Report presents an account of the achievements of the MPA with special focus on its contributions to a citizen-centric Public Service which were outlined in the Government's Seven Interconnected Pillars for Sustainable Development. MPA seeks to positively impact the lives of citizens of Trinidad and Tobago by transforming the systems, structures and people that deliver core services.





# People

Our greatest resource is the collective commitment of our people. Activating this resource means applying ourselves to every task with unswerving dedication to success. We are supported to perform at our best by the continual enhancement of our internal processes and systems. In turn we strive to support the national public by our goal of people-centred development.



The Ministry of Public Administration has experienced several structural changes in its history since it was formed in 1991 as a Ministry within the portfolio of the Prime Minister. It became an autonomous Ministry in 1996. In 2001, the Ministry was reconstituted and in 2003 became the Ministry of Public Administration and Information. In 2007, the information portfolio was detached from the Ministry and in 2011 the Property Management and a portion of the ICT portfolios were transferred to other Ministries.



# Services Offered

MPA Division	Service	Description
Public Service Transformation Division	Coordination and support of government-wide and Ministerial transformation projects and the Public Service legislative framework	<ul style="list-style-type: none"> <li>• Policy Management;</li> <li>• Change Management (includes provision of New Systems);</li> <li>• Service Alignment (includes transformation support);</li> <li>• Monitoring and Evaluation (includes Opinion Leaders Panel and Public Service Employees surveys);</li> <li>• Transformation Secretariat services.</li> </ul>
Public Service Academy	Public Service training and development programmes	<ul style="list-style-type: none"> <li>• Public Service Training policy;</li> <li>• Reviewing and approving of Ministry and Department Training Plans;</li> <li>• Conducting Training Programmes for enterprise-wide and agency specific needs;</li> <li>• Administering of Technical Cooperation training from foreign governments and international agencies;</li> <li>• Providing Consultancy services on training matters to government Ministries/Departments/Agencies.</li> </ul>
Public Management Consulting Division	Consultancy services/advice on organisational structure design	<ul style="list-style-type: none"> <li>• Rationalising and restructuring of Ministries and Departments;</li> <li>• Organisational design, review and redesign;</li> <li>• IhRIS position management;</li> <li>• Strategic Planning support.</li> </ul>
Scholarships and Advanced Training Division	Administration of scholarships offered by and through the GoRTT; Scholar placement and development	<ul style="list-style-type: none"> <li>• Managing of the scholarship application process, selection process and secretariat to Cabinet appointed Selections Committee;</li> <li>• Providing support services to scholars during study;</li> <li>• Managing of the Job Placement of returning scholars to meet contractual obligations and to maximise the return on investment;</li> <li>• National skills gap needs assessment and planning.</li> </ul>
Strategic HRM* (*Unit not yet staffed)	Development and coordination of a programme to achieve public service HRM transformation	<ul style="list-style-type: none"> <li>• HR Policy Research and Planning</li> <li>• HR Policy Design and Development</li> <li>• HR Policy Monitoring and Evaluation</li> <li>• HR Advisory Services</li> <li>• HR Audits</li> <li>• Implementing HR best practices</li> <li>• Management and Leadership Development.</li> </ul>

# Services Transferred

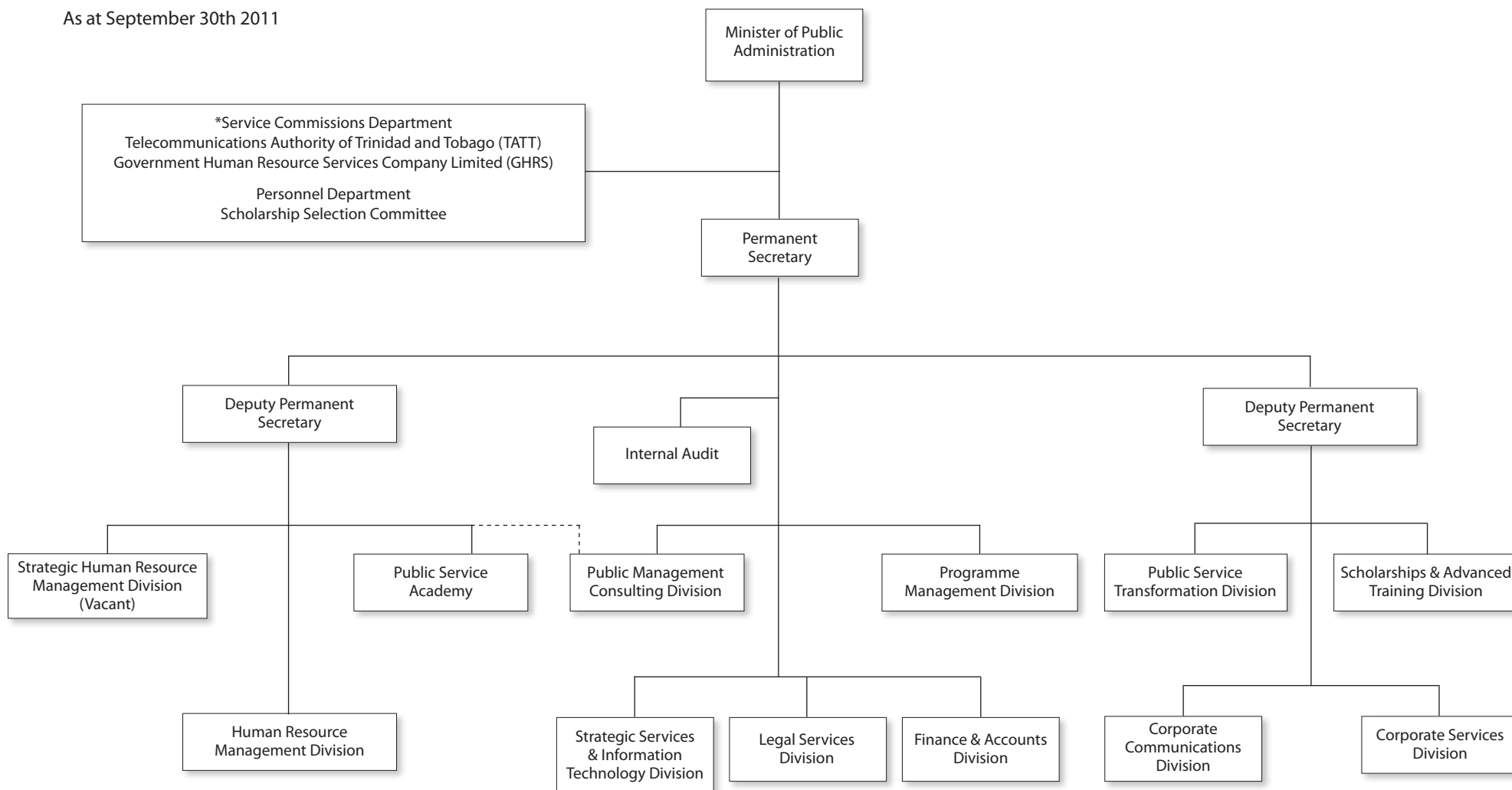
## The following services have been transferred from the Ministry of Public Administration:

- **Property and Real Estate Service Division** (now part of the Ministry of Housing and the Environment)  
Responsible for management of owned, leased and rented Government property and real estate, including:
  - Provision of suitably designed workplaces for government offices and the Lease/Rental of private property for government use;
  - Acquisition of property for government use;
  - Allocation and leasing state-owned property to government agencies, public officers and NGOs;
  - Oversight and maintenance of state-owned buildings;
  - Procurement of construction services;
  - Oversight of building construction / refurbishments / restoration projects.
- **ICT Secretariat** (now part of the Ministry of Science, Technology and Tertiary Education)  
Responsible for Guiding National ICT Development: Planning, direction and realization of the National ICT Strategy, including:
  - ICT Policy and Metrics;
  - Oversight of ICT agencies (MPA retains oversight responsibility over the Telecommunications Authority of Trinidad and Tobago);
  - External/International ICT Relations.

# Organisational Structure

## Organisational Structure

As at September 30th 2011



\*Agencies, Departments and Cabinet appointed Committees that report to the Minister of Public Administration.



# Organisational Structure



Executive Team that heads the following Divisions from left to right:

**Claudelle McKellar** (Public Service Transformation Division), **Jacqueline Johnson** (Scholarships & Advanced Training Division), **Sharon Morris-Cummings** (Legal Services Division), **Geeta Maharaj** (Finance & Accounts Division), **Richard Madray** (Deputy Permanent Secretary), **Prabhawatie Maharaj** (Deputy Permanent Secretary), **Indira Frank** (Internal Audit Unit), **Muriel Lezama** (Programme Management Division), **Meena Jagarsar** (Public Management Consulting Division).

Missing: **Kurt Meyer** (Strategic Services Division), **Natasha Ramnauth** (Corporate Communications Division), **Maria Joseph** (Human Resource Management Division), **Wendy Quamina Yorke** (Human Resource Management Division), **Dave Kidney** (Public Service Academy).

# Division Profiles

## PUBLIC SERVICE TRANSFORMATION DIVISION

The Public Service Transformation Division (PSTD) is focused on creating a more efficient, integrated and customer-friendly Public Service through Change Management, Monitoring and Evaluation, Policy Formulation and Service Improvement / Process Re-engineering.

PSTD's work is geared primarily towards identifying best practices and approaches that could be adapted to the national Public Service environment. PSTD's stakeholder groups include but are not limited to the Board of Permanent Secretaries, the Deputy Permanent Secretary Group, the Human Resource Management Leaders Forum and the Government Human Resource Services Limited.

**Head of Division:** Claudelle McKellar - Director, Public Management (Acting)

## SCHOLARSHIPS AND ADVANCED TRAINING DIVISION

The Scholarships and Advanced Training Division (SATD) is responsible for administering scholarships offered by or through the Government of Trinidad and Tobago in key areas of national development. Scholarships are offered on a competitive basis through open calls for applications via public notices. However, the Advanced Level Scholarships are awarded based on academic performance of the recipients at Advanced Level Examinations.

The SATD provides administrative and financial support to scholars during their course of study. The Division partners with key stakeholders including learning institutions to determine training programmes necessary to eliminate the national skills gaps. The Division also manages the placement process for returning scholars to ensure compliance

with contractual agreements and the return on the training investment while simultaneously filling national human resource priorities that have been identified.

**Head of Division:** Jacqueline Johnson - Director, Public Management (Acting)

## PUBLIC SERVICE ACADEMY

The Public Service Academy (PSA) provides Human Resource Development interventions to line Ministries, Departments, Statutory Bodies and other Agencies. The opportunities delivered by the Academy are aligned with the skills and competencies required for a transformed Public Service. The training and development programme seeks to meet the common needs identified by Agencies in their HR Training Plans. The Academy also administers Technical Co-operation opportunities offered by foreign governments and international agencies.

**Head of Division:** Dave Kidney - Director, Public Management; Wendy Quamina Yorke (June - September 2011)

## PUBLIC MANAGEMENT CONSULTING DIVISION

The Public Management Consulting Division (PMCD) is an internal management consulting agency for the Government of Trinidad and Tobago. The Division provides advice and solutions to the Cabinet, Ministries/Departments and associated Government Agencies on public management issues. PMCD's work involves Organizational Structure Reviews and Designs of Ministries and Departments, Business Processes Reviews, Strategic Planning Interventions and lhris Position Management.

**Head of Division:** Meena Jagarsar - Director, Public Management (Acting)

## STRATEGIC HUMAN RESOURCE MANAGEMENT DIVISION

The Strategic Human Resource Management Division (SHRM), in collaboration with various central agencies and line HRM Divisions, has the task of co-coordinating a programme for the enhancement of the Public Service HRM function.

This Division will be centred on HR transformation within the Public Service. The SHRM Division is also responsible for defining specific tasks that require consultancy support, procuring and managing consultants, monitoring and reporting on progress, as well as the development of policy proposals.

**Head of Division:** Position Vacant

## FINANCE AND ACCOUNTS DIVISION

The Finance and Accounts Division (F&A) provides critical support services through managing the Ministry's financial resources in accordance with financial laws, regulations, practices and procedures as set out in the Financial Regulations 1965, the Financial Instructions 1965 and the Exchequer and Audit Act, Chapter 69:01. The main operations of the Division include processing payments for suppliers, payment of Salaries and other allowances for employees, preparation of pension and leave records for all Ministry staff, recording all financial transactions, maintaining all financial records and preparation of all financial reports as requested by the Ministry of Finance.

**Head of Division:** Angela Lum Joseph - Director, Finance and Accounts

# Division Profiles

## HUMAN RESOURCE MANAGEMENT DIVISION

The Human Resource Management Division (HRMD) is responsible for developing and implementing a strategic and coherent approach to the management of the Ministry's most valued resources – its employees. In order to fulfil this, the HRMD is engaged in several core activities – HR strategic planning, recruitment, training and development as well as employee support services intended to create a supportive environment that will allow employees to realise their full potential through enhanced creativity and teamwork.

**Head of Division:** Wendy Quamina-Yorke – Director, Public Management; Maria Joseph (Acting, Sept. 2011)

## LEGAL SERVICES DIVISION

The Legal Services Division is responsible for providing timely and comprehensive legal support. Its functions include rendering legal advice, procurement support, preparation and review of contracts and legislative policy as well as lease negotiations. It operates within the framework of the responsibilities that fall under the MPA, which include public sector reform, telecommunications, ICT development, e-commerce, public construction and government real estate.

**Head of Division:** Sharon Morris-Cummings – Head, Legal Services Division

## PROGRAMME MANAGEMENT DIVISION

The Programme Management Division (PMD) plays a key supportive, facilitative and monitoring role for all MPA projects by ensuring that deliverables and objectives are achieved within stipulated time frames, budget and quality.

The PMD manages the Public Sector Investment Program (PSIP) and provides programme and project management oversight for transformation programmes and projects.

The Division manages and coordinates the programmes of the Public Service Transformation Agenda (PSTA) through external funding agencies.

**Head of Division:** Muriel Lezama - Senior Project Coordinator, Programme Management Division

## STRATEGIC SERVICES DIVISION

The Strategic Services and Information Technology Division (SSD) is responsible for coordinating and providing operational support for internal Information and Communications Technology (ICT) projects and systems along with strategic planning and organisational reporting activities. SSD is also responsible for collaborating with Divisions to establish monitoring and evaluation mechanisms to ensure alignment of Ministerial programmes with national development priorities.

**Head of Division:** Kurt Meyer - Director, Public Management (Acting)

## CORPORATE COMMUNICATIONS DIVISION

The Corporate Communications Division (CCD) is responsible for developing and guiding the Ministry's corporate communications including event management, public relations, marketing and web content oversight. The Division's focus is informing and fostering dialogue with client Ministries, employees and the public pertaining to the initiatives and policies of the Ministry of Public Administration.

**Head of Division:** Natasha Ramnauth - Head, Corporate Communications

## CORPORATE SERVICES DIVISION

The Corporate Services Division (CSD) provides a range of administrative and internal support

services that include Office Management, Registry and Facilities Management, which contribute to the effective operations of the Ministry.

**Senior Officer:** Jennifer Sandy – Administrative Officer II, Corporate Services

## INTERNAL AUDIT UNIT

The Internal Audit Unit is responsible for Audit Reviews on Ministry activities and planning. This Unit reports to the Permanent Secretary. Internal Audit provides independent and objective analyses for the Ministry via a systematic approach towards governance controls and risk assessments. The responsibilities of the Internal Audit Unit include verifying salary payments, acting allowances and other payments such as bills, invoices etc. for the previous year. Internal Audit also verifies Pension and Leave Records, Contract Gratuities and Motor Vehicle Advances.

**Head of Unit:** Indira Frank – Auditor II (Acting), Internal Audit

## EXECUTIVE SECRETARIAT

The Executive Secretariat (Exec Sec) comprises the Minister of Public Administration, the Permanent Secretary, the Deputy Permanent Secretaries and their support teams. The Secretariat is responsible for the oversight of all strategic initiatives, projects and financial decisions within the Ministry.

**Permanent Secretary :** Gillian Macintyre (Acting)

**Deputy Permanent Secretary:** Prabhawatie Maraj (Acting)

**Deputy Permanent Secretary:** Richard Madray (Acting)



# Division Profiles

## MPA DIVISIONS THAT WERE REASSIGNED AS OF JULY, 2011

### PROPERTY AND REAL ESTATE SERVICES DIVISION

The Property and Real Estate Services Division (PRESD) is responsible for providing Government accommodation in accordance with user and statutory requirements. It also ensures that the stock of State properties used for public purposes is developed and maintained.

**Head of Division:** Simone De Souza - Co-ordinator, Property and Real Estate Services

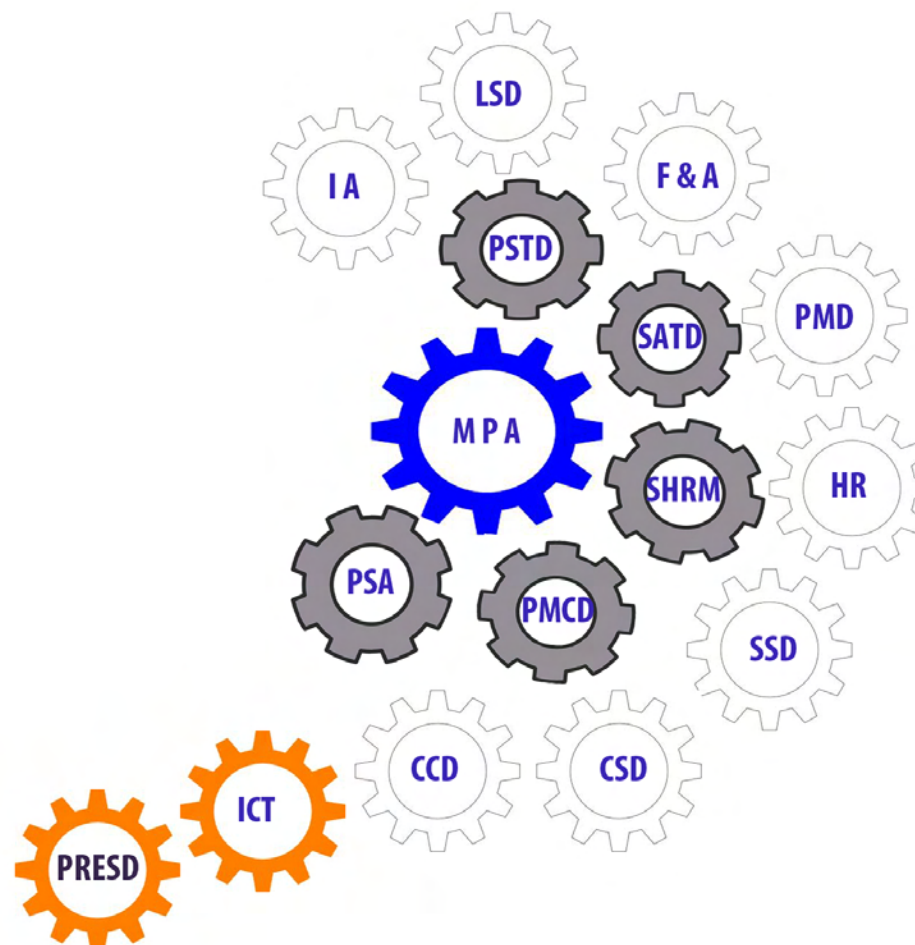
### ICT SECRETARIAT

ICT Secretariat facilitates the provision of user-friendly technology to the Public, Private and Civil Sectors of Trinidad and Tobago.

Established in September 2009, the Secretariat is responsible for the National ICT Development Agenda, Public ICT Policy, Public ICT Management and Services and Public Sector ICT Governance. The Secretariat engages in ICT Strategy Coordination, ICT Policy and Programme Alignment, Oversight of ICT Agencies, ICT Policy Advisory Services, Stakeholder Engagement and External/International Relations.

**Head of Division:** Shelley-Ann Clarke-Hinds - Executive Manager, ICT Secretariat.

## THE MPA DIVISIONS



### Key

**MPA:** Ministry of Public Administration; **PSTD:** Public Service Transformation Division; **SATD:** Scholarships & Advanced Training Division; **SHRM:** Strategic Human Resource Management Division; **PMCD:** Public Management Consulting Division; **PSA:** Public Service Academy; **IA:** Internal Audit Unit; **LSD:** Legal Services Division; **F&A:** Finance & Accounts Division; **PMD:** Programme Management Division; **HR:** Human Resource Management Division; **SSD:** Strategic Services Division; **CSD:** Corporate Services Division; **CCD:** Corporate Communications Division; **ICT:** ICT Secretariat; **PRESD:** Property and Real Estate Services Division.



# Division Profiles

# MPA

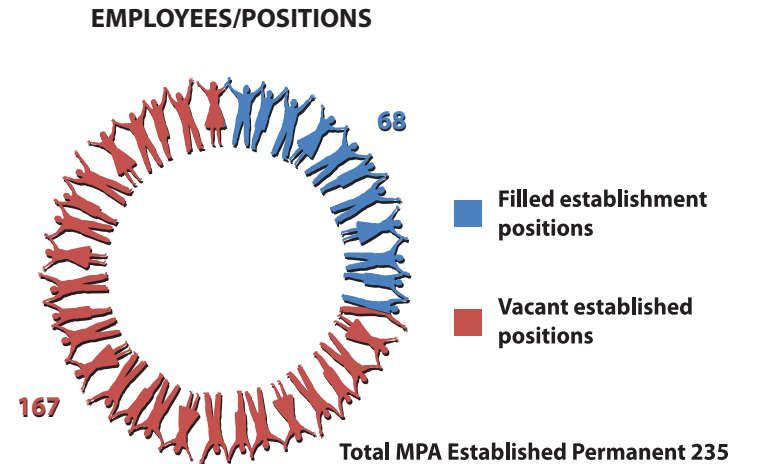
Every facet of the Ministry of Public Administration prides itself on creating and maintaining a Citizen Centric Culture.



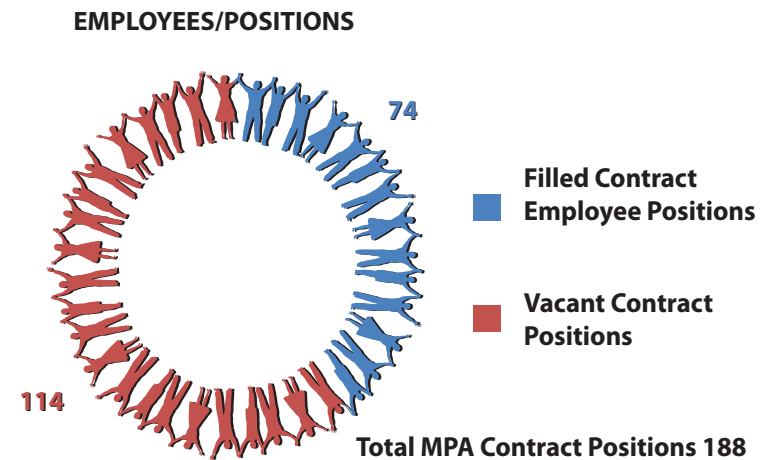
# Division Profiles

STAFFING AT THE MPA AS AT SEPTEMBER 30, 2011 IS AS FOLLOWS:

Established Positions	Employees/Positions
Filled Establishment Positions	68
Vacant Established Positions	167
<b>Total MPA Established Permanent Positions</b>	<b>235</b>



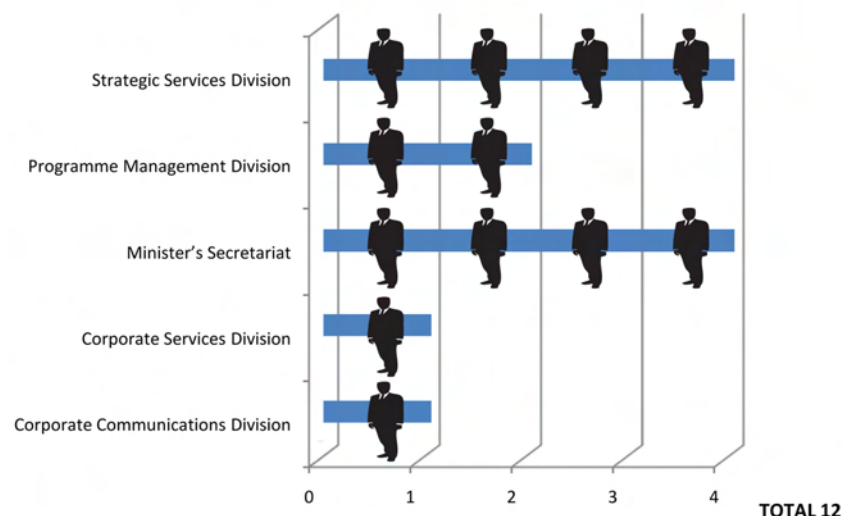
Contract Positions	Employees/Positions
Other Filled Contract Employee Positions	74
Vacant Contract Positions	114
<b>Total MPA Contract Positions</b>	<b>188</b>



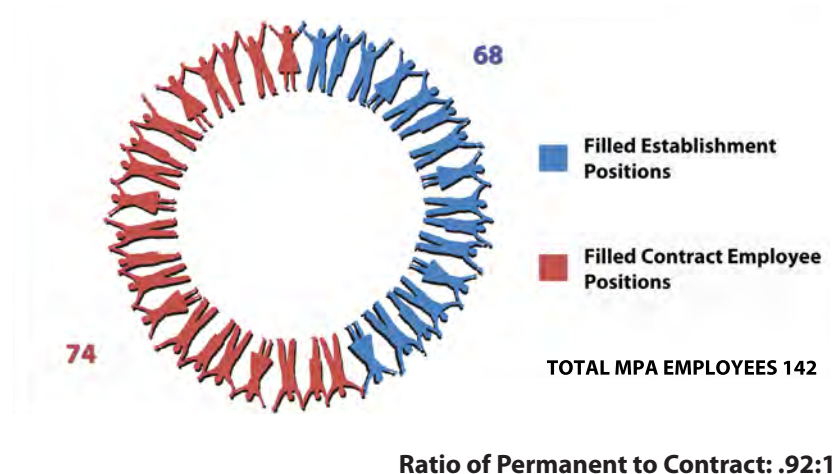
# Division Profiles

## FURTHER STAFFING INFORMATION FOR THE MPA DURING THE PERIOD 2010 - 2011

### CONTRACT POSITIONS FILLED IN FINANCIAL 2010



### EMPLOYEES



### VACANT CONTRACT POSITIONS BY DIVISION

Division	Number of Vacant Contract Positions
Strategic Services Division	34
Public Service Transformation Division	28
Programme Management Division	15
Corporate Services Division	17
Corporate Communications Division	4
Legal Division	4
Public Management Consulting Division	4
Strategic Human Resource Division	4
Scholarships and Advanced Training Division	3
Human Resource Management Division	1
<b>Total MPA Vacant Contract Positions</b>	<b>114</b>



# Human Resource Development Plan

## RECRUITMENT OF CONTRACT OFFICERS

The function of the Human Resource Management Division is to ensure that all the divisions in the Ministry are adequately staffed and that the recruitment process is objective, fair and transparent.

## CONTRACT RECRUITMENT PROCESS

Guidelines for Contract Employment within Ministries state “once Cabinet has given approval for a contract position, the appropriate Minister may approve the selection of the person, after ensuring, where applicable, that a fair and transparent process was utilised in the selection. The process should include advertisement of the position and the conduct of interviews by a committee set up for the process”.

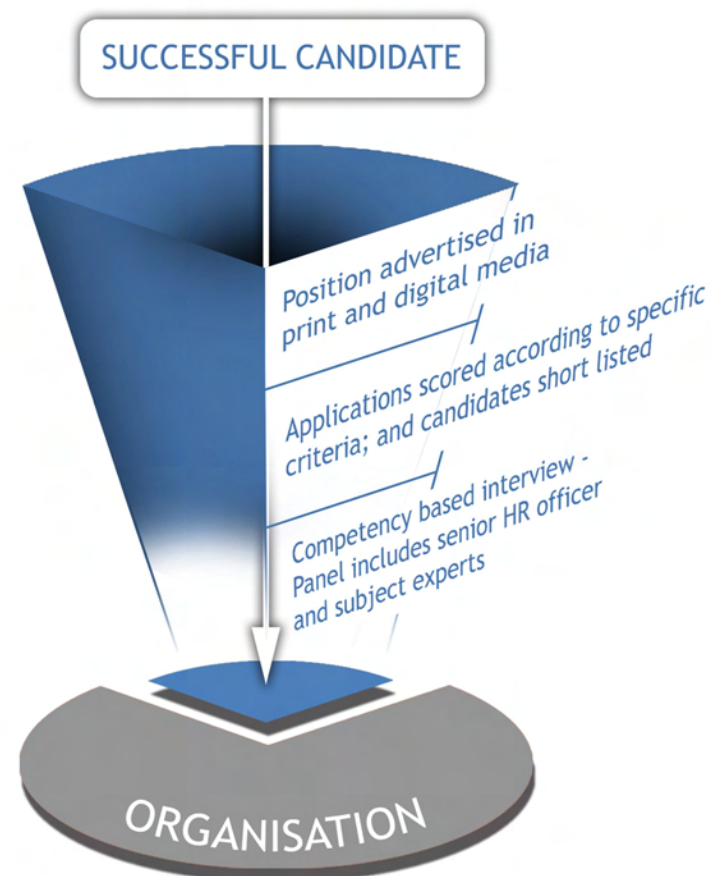
MPA uses a competency based process for recruitment. Contract positions are advertised in the print media and sometimes on the Government Human Resources Services Ltd. (GHRM) website. Applications received are scored according to specific criteria and candidates with the highest scores are shortlisted for interviews. Candidates are then interviewed by a panel consisting of a senior human resource officer and experts in the required field.

The panel selects and recommends the best candidate for employment based on the results of the interview and any corresponding assessments.

## HUMAN RESOURCE MANAGEMENT IN THE PUBLIC SERVICE

The Human Resource Management Division (HRMD) has significantly improved its service delivery during financial year 2010 – 2011. The division’s activities focused on internal strengthening, training & development, and motivation of all employees.

## THE RECRUITMENT PROCESS



# Human Resource Development Plan

## INTERNAL STRENGTHENING

A leading priority in financial year 2011 was internal strengthening of the MPA. This was done primarily through departmental restructuring and by improving the skills of Human Resource Officers (HROs). A training plan was developed for the division and submitted to the Public Service Academy (PSA). This plan was informed through the identification of training needs and interventions interpreted from performance appraisal results, the unit and the Ministry's strategic direction, and from the recommendations of the barrier survey results of the MPA's Customer Satisfaction Measurement (CSM) Initiative conducted in 2009. HRO's received training in key areas as identified by the survey results. Discussions were also held with the Public Management Consulting Division (PMCD) to assist in the restructuring efforts. New process maps were completed for Leave Administration, Performance Appraisal, and Increment Administration. A leave audit was also initiated within the period to correct an number of inaccuracies in the leave records of staff within the Ministry.

To allow Divisions to efficiently execute their respective mandates, the HRMD moved to fill vacant contract positions. Additionally for establishment positions, special attention was paid to sourcing performance appraisal reports, an essential pre-requisite to processing increments in a timely manner. The HRMD set standards for all these activities and captured data on Integrated Human Resource Information System (IhRIS) to easily facilitate the payment of salaries and acting allowances. After an assessment, a report with further recommendations was submitted. Additionally, a skills database was developed and it is being continuously updated.

## TRAINING & DEVELOPMENT

Another focal activity of the HRMD was upgrading skills of public officers to match their job functions through training and employee development. Training and Development needs were also addressed based on an 'on the job' assessment of performance. The Performance Appraisal system was utilised to identify and address the development needs of individual members of staff. The areas identified are critical

to staff development and are included for implementation in the annual Training Schedule. Ministry employees are trained to enhance organisational performance and/or learn about new ideas and methodologies that can help streamline processes, leading to greater efficiency.

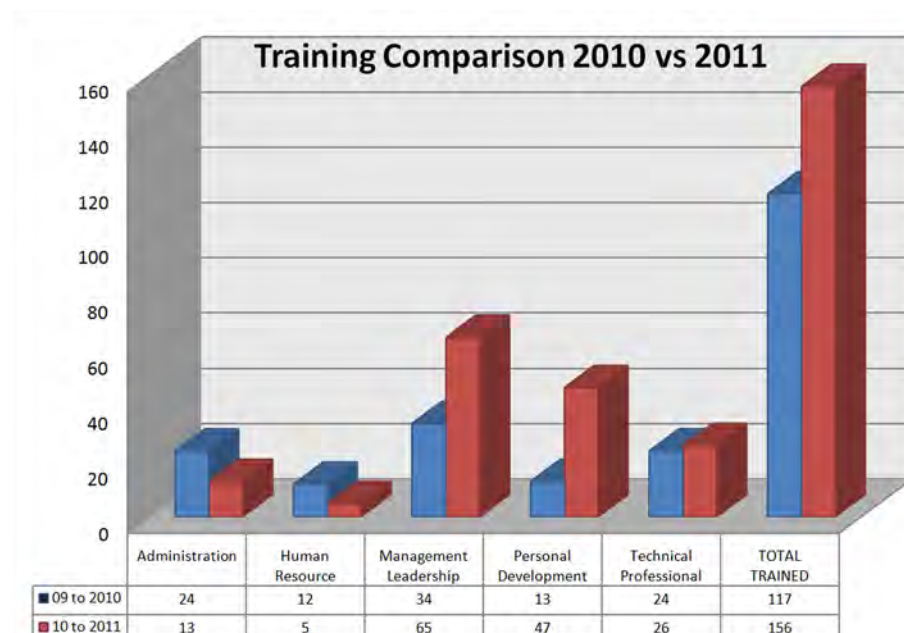
A total of one hundred and fifty-six (156) MPA officers benefitted from a range of technical, leadership and developmental training courses, including: Project Management for Procurement; Management of Contract Claims; Telecommunications Skills; Policy Development, and Protocol for Public Officers; Writing Terms of Reference and Requests for Proposals; Coaching and Mentoring Skills for Managers; and Developing an Innovation Culture for New Ideas. Outlined on page 26, are the training and development programmes accessed by the staff of the MPA during the financial year 2010/2011.

The orientation and induction services offered by the HRMD, which involves the registration, introduction and sensitisation of new employees service were enhanced with the completion of an Employee Handbook and an Orientation Proposal. These were followed by Orientation Sessions for new staff, hosted in the second (2nd) and third (3rd) quarters of the financial year, specifically for interns.

# Human Resource Development Plan

## TRAINING AND DEVELOPMENT PROGRAMMES CONDUCTED FOR FINANCIAL 2010 - 2011

Class of Training	Name of Training	No. of persons	Total
Administration	Policy Development	2	13
	Cabinet Note Writing	7	
	Developing Innovation Culture for New Ideas	4	
Human Resource	Preparing the Training Plan	3	5
	HIV in the Workplace	2	
Management Leadership	Distinguished Leadership & Innovation Conference	16	65
	Supervisory Skills	7	
	Financial Management for Non-Accounting Officers	7	
	Coaching & Mentoring Skills for Managers	2	
	Change Management	5	
	OSH Act & HSE Leadership	2	
	The Courage to Lead	6	
	Audit & Inventory Stores	2	
	Marketing Excellence	1	
	Protocol Training & Dining Etiquette	17	
Personal Development	Protocol for Public Officers	17	47
	Ethics, Accountability and Good Governance	3	
	Conflict Resolution	4	
	Dealing with Telephone Aggression	1	
	Mediation Skills	4	
	Emotional Intelligence	5	
	Terms of Reference and Request for Proposals	13	
Technical Professional	OSHA	1	26
	Project Management	1	
	Best Practices for Real Estate	1	
	Management of Contract Claims FIDIC	1	
	Project Monitoring	1	
	Project Management for Procurement	5	
	Telecommunication Skills	4	
	Strategic Thought Through Project Management	5	
	Forensics of Academic Credentials and CV Fraud	7	
Total Persons Trained			117





# Human Resource Development Plan

## MOTIVATION

The MPA, through its HRMD, sought to facilitate employee satisfaction, productivity and motivation. The HRMD used the results of its CSM Client Survey, administered in January 2011, to assess employee satisfaction with current employee relations measures such as the Employee Assistance Programme (EAP), Office Safety and Health (OSH), Internal Relations (IR) and Group Health Plan (M&M) programmes. The division engaged in action planning to address issues identified in the survey results. Some of the solutions were implemented and highlighted earlier in this report under "Internal Strengthening".

### Performance Management and Increment Administration

The section below highlights activities related to Performance Management and Increment Administration for MPA staff that occurred over the reporting period.

#### a. Increment Administration

Satisfactory Performance Appraisals Reports (PARs) were used as the basis to determine the grant of increments to officers below salary range 60. Over the financial period, one hundred and thirty six (136) PARs were completed and as a result ninety-eight (98) memos were sent for preparation for staff entitled to the award. Stemming from this seventy-three (73) increment certificates were sent for payment in financial 2011.

*N.B Not all officers are eligible for the award of increment each year. Entitlement is dependent on longevity point, salary scale and incremental date for which Performance Appraisal Reports are prepared to cover the period up to the date the increment is due.*

#### b. Acting Appointments

A total of seventy-six (76) officers received acting appointments for the 2010/2011 period.

#### c. Permanent Appointments and Promotions

The timely completion of PARs is critical to ensuring that officers eligible for promotions and officers deemed qualified to be promoted are actually promoted by the Public Service Commission when they become due.

During the financial, One Hundred and Thirty-Six (136) PARs were successfully completed and submitted to HRMD. Eight (8), however, were outstanding at the end of the financial period.

#### d. Confirmation of Appointments

There were no confirmed appointments for the period.



*This is a letter from one of HR's external customer commending the level of customer service received. The HR Department continues to strive towards excellence. Positive customer reviews like this are testimony to our accomplishments.*

# Devolved /Delegated Functions

## ADMINISTRATIVE FUNCTIONS

The Permanent Secretary, supported by the Corporate Services and Human Resource Management Divisions continued to administer functions within the MPA devolved by the Chief Personnel Officer and functions delegated by the Public Service Commission.

### Functions devolved by the Chief Personnel Officer (CPO)

MPA Terms & Conditions

#### Monthly Paid Employees

1. Contract employment
2. Secondment
3. Duty Leave, Special Duty Leave
4. Special Leave
5. Accumulation of leave
6. No Pay study
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 issued
11. Compensation in lieu of annual vacation leave
12. Separation allowance

## Functions delegated by the Public Service Commission (PSC)

### Appointments, Promotions and Resignations

- 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 periods 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.

### Regulations related to acts of Misconduct/Discipline

REGULATION	ACTS OF MISCONDUCT/DISCIPLINE	INCIDENTS
135 (1)	Failure to attend to matters promptly within the scope of office	0
135 (2)	Lack of courtesy to a member of the public or other public officer	0
135 (3)	Wilful failure to perform duties	0
136 (1)	Absence with leave or reasonable excuse from office	0
136 (2)	Failure to seek approval to leave the country	0
137 (2)	Failure to disclose activities outside Service	0
140	Breach of rules relating to broadcast	0
141	Indebtedness to the extent that impairs efficiency, etc	0
142	Failure to notify bankruptcy proceedings	0
149 (1) (a)	Failure to perform duties in a proper manner	0
149 (1) (b)	Breach of written law	0
149 (1) (d)	Behaviour that is prejudicial to, or discredits, the Service	0
149 (2) (b)	Disobedience to orders	0
149(2)(d) & (f)	Neglect of duty	0
149 (2) (g)	Unlawful or unnecessary exercise of duty	0
149 (2) (a)	Absence without leave from office or habitually irregular arrival/ departure from office	0
149 (2) (a)	Persistently unpunctual	0
149 (2) (c)	Unfit for duty through drunkenness or use of drugs	0

*\*Source: Public Service Commission, Delegation of Powers (Amendment) Order, 2006*

# Devolved /Delegated Functions

## Financial Functions

With effect from 13<sup>th</sup> August 2010, the Permanent Secretary (as the Accounting Officer of the MPA) is authorised to award contracts:

- for the procurement of goods and services up to a limit of TT\$1,000,000; and
- for consultancy services up to a limit of TT\$500,000.

The Permanent Secretary's delegated responsibility, only in respect of the procurement of goods and services, is as follows with effect from September 30th, 2009:

Position/Delegate for procurement of goods and services	Range [ V.A.T Inclusive ]
Deputy Permanent Secretary	\$0 - \$500,000
Heads of Divisions SSD, CSD, PMCD, PSA, SATD and PSTD	\$0 - \$200,000
All Other Heads of Divisions Not holding substantive establishment positions but administering funds under sub-heads, items and sub-items	\$0 - \$50,000
Divisional Tenders Committees	\$200,000 - \$1,000,000

Details of contracts awarded per the above limits are provided in Section Three.

## Reporting Functions

The Table below outlines the reporting requirements to the central agencies in respect of financial, human resource and administrative functions in monitoring the work of the Ministry. It identifies the reports required and the Receiving Agency.

Document	Receiving Agency
Operating budgets; Strategic Plan (Annual)	Line Minister Ministry of Planning and the Economy Cabinet
Financial Reports (Monthly)	Ministry of Finance (Budget Division)
Performance Reports (Monthly/Annual)	Line Minister Ministry of Planning and the Economy Cabinet
Quarterly Progress Reports on One Year Action Agenda	Ministry of Planning and the Economy
Annual Financial Report (Appropriation Account, Statements of Receipts & Disbursements and Statement of Expenditure under the Long Term Funds under IDF)	Ministry of Finance Auditor General
Monthly reports on Devolved Functions	Chief Personnel Officer
Annual Administrative Report	Cabinet Parliament
Quarterly reports on delegated Functions	Director of Personnel Administration Cabinet
Freedom of Information Act – Quarterly Report of Compliance Annual Public Statement	Office of the Prime Minister, Information Division



# MPA Strategic Plan 2011-2015

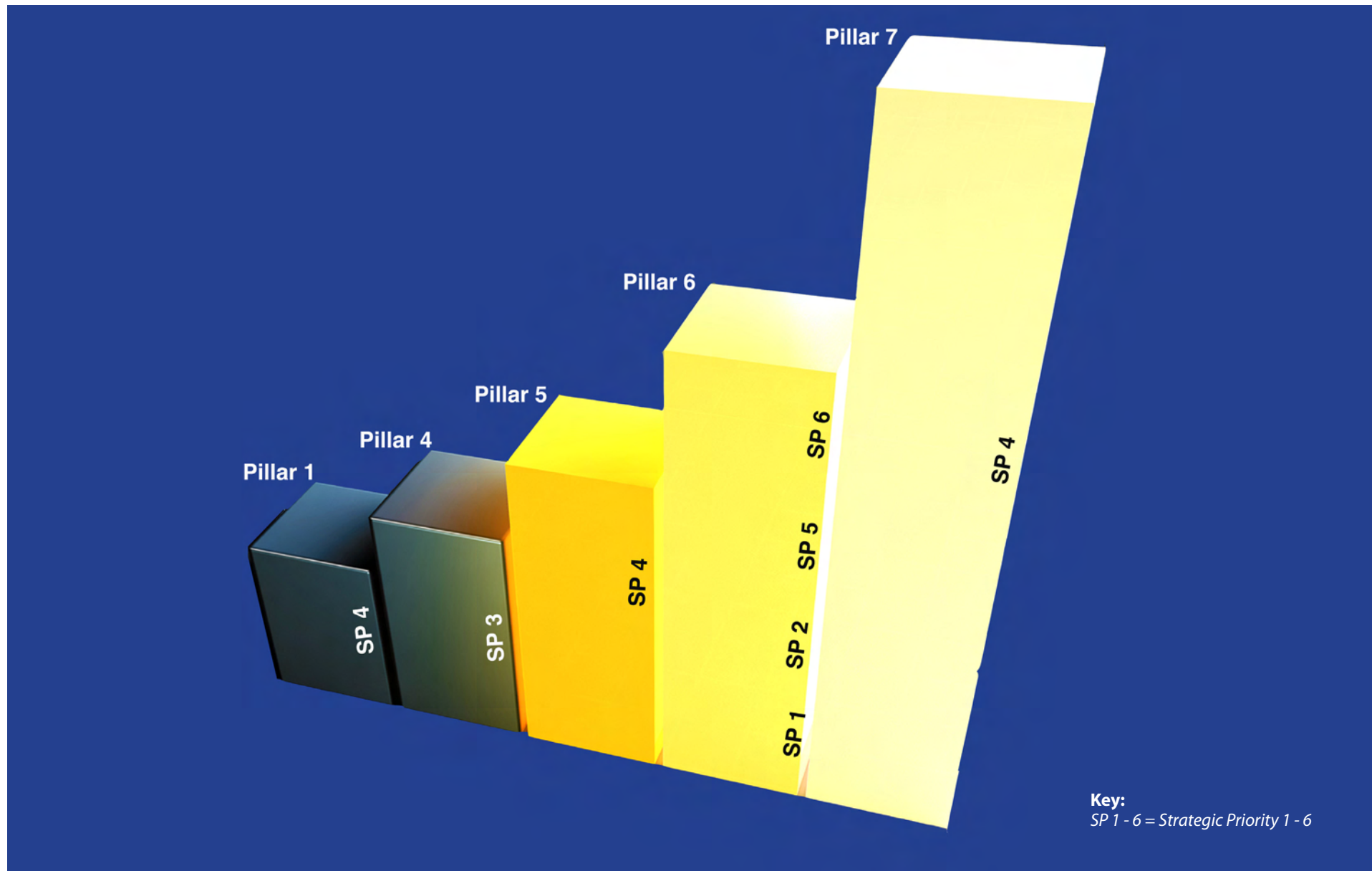
## MPA STRATEGIC PLAN 2011-2015

The following represents the Strategic Priorities of the MPA as aligned to the relevant pillars of the National Framework for Sustainable Development.

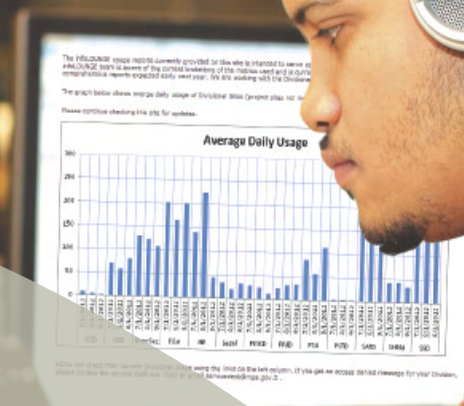
Strategic Priority	National Pillar
1. Coordinating and implementing transformation of the Public Service;	Pillar 6: Good Governance
2. Modernising and managing the system for optimising Government's Real Estate Portfolio;	Pillar 6: Good Governance
3. Guiding the direction and monitoring the implementation of ICT policy;	Pillar 4: Information and Communication Technologies
4. Building the human resource capacity and capability for national development;	Pillar 1: People-Centred Development; Pillar 5: A More Diversified, Knowledge Intensive Economy; Pillar 7: Foreign Policy
5. Developing the MPA's organisational capability and capacity;	Pillar 6: Good Governance
6. Business continuity, capability and capacity to ensure availability of Government services when required.	Pillar 6: Good Governance

*Work on developing a new Strategic Plan 2011-2015 commenced as directed by the National Policy Framework and is due to be completed in 2012.*

# MPA Strategic Plan 2011-2015



We remain committed to educating our people and the communities that we touch. We are dedicated to enhancing the national human resource pool by creating opportunities through our training and scholarship initiatives. The increase in scholarships in 2011 has opened new doors of enlightenment for hundreds in niche areas, product and service development and economic networks. We must be the cultivators of our rich national legacy of boundless knowledge, talent and resources.





# Sustainable National Development

## **BUILDING HUMAN RESOURCE CAPACITY AND CAPABILITY TO NATIONAL DEVELOPMENT**

The Government is committed to investing in the national human resource pool which is a critical element in propelling Trinidad and Tobago into first world status. The Ministry of Public Administration, through managing the award and administration of scholarships and the conduct of training interventions across the public service, facilitates human resource enhancement. Building human resource capacity and capability for national development is MPA's Strategic Priority four (4). This priority contributes to the following Pillars for Sustainable National Development:

Pillar 1: People Centred Development

Pillar 6: Creating a Diversified, Knowledge Intensive Economy

Pillar 7: Foreign Policy

### **Award of Scholarships**

Programmes under Strategic Priority four (4) assist in ensuring nationals are equipped with the knowledge, skills and competencies required. For the financial 2011, a total of five hundred and eighty two (582) scholarships were awarded and administered through various scholarship programs to the nationals of Trinidad and Tobago. This figure includes scholarships that were awarded to nationals on behalf of various foreign institutions. Further to this, twenty-two scholarships were awarded to Foreign Nationals. The table on page 34, provides greater details on the various scholarship programs and the number of recipients of each award.



# Sustainable National Development

## AWARD OF SCHOLARSHIPS

Scholarship	No. of Recipients	Male	Female
- Developmental Needs	15	3	12
- CAPE Awards (awarded on Merit – Ministry of Education)	348	142	206
- Postgraduate Scholars	134	36	98
- Library and Information Sciences	22	3	19
- Disability Scholarship	5	1	4
- Social Services	17	4	13
- Allied Health	18	2	16
- Sport and Youth Development	6	3	3
<b>TOTAL</b>	<b>565</b>	<b>194</b>	<b>371</b>

Foreign Scholarships	Total	Male	Female
People's Republic of China	2	0	2
Cuba Scholarship programme	4	1	3
Serbia	1	1	0
India (Hindi Scholarships)	3	2	1
UK Commonwealth	7	6	1
<b>TOTAL</b>	<b>17</b>	<b>10</b>	<b>7</b>

Awards to Foreign Nationals	Total	Male	Female
Grenada scholarships	10	3	7
T&T Commonwealth	12	6	6
<b>TOTAL</b>	<b>22</b>	<b>9</b>	<b>13</b>

## TEACHERS AWARDS

The Government of Trinidad and Tobago also funds the Teacher Education Scholarship Programme for which two hundred and fifteen (215) scholarships were administered over the reporting period to Assistant Teachers in the Education programme. Scholarships are awarded by the Ministry of Education and administered by MPA.

The following table shows the breakdown of expenditure on Scholarships

Development Programme	Scholarship Program	Expenditure 2011 \$
Training of Librarians	Library Scholarships	817,359
President's Medal and Non Advanced Level Examinations	Presidential Scholarships	3,733,782
Scholarships/Full Pay Study/Leave for Teachers	Teachers Scholarships	35,137,580
National/Additional Scholarships based on Advanced Level Examinations	Open and Additional Scholarships based on Advanced Level Examinations	82,891,793
Annual Scholarship and Technical Assistance	Allied Health Scholarships Social Services Sport and Youth Development	11,134,404
Establishment of the Undergraduate Scholarship Scheme for students with disability	Disability Scholarships	271,225
Arrears of Scholarship	(Payment of arrears for teachers scholarships)	2,087,982
Programme of Developmental Scholarships	Developmental scholarships	6,862,265
Postgraduate Studies	Post Graduate Scholarships	18,915,445
<b>TOTAL</b>		<b>161,851,835</b>

# Sustainable National Development

## Identifying and Aligning Scholarships to Critical Skills Gaps

In an effort to enhance the overall effectiveness of Government's scholarship program, it is imperative that scholarships awarded are aligned to areas of strategic importance for national development. The SATD is collaborating with the Ministry of Labour and Small and Micro Enterprise (MLSMED) in implementing a Manpower Needs Assessment that will identify areas where manpower shortages/critical human resource needs exist in the Public Service.

The Ministry of Labour and Small and Micro Enterprise Development (MLMED), in collaboration with the MPA's Scholarships and Advanced Training Division, hosted a National Consultation on key issues related to the labour market. This consultation was held on February 25th, 2011 and brought together key stakeholders from the various industry sectors. The consultation provided an opportunity for the SATD to solicit views from stakeholders within various sectors to assess manpower needs within the economy.

Representatives from the following key industries attended the Consultation:

- AGRICULTURE
- PETROLEUM AND OTHER MINING INDUSTRIES AND CHEMICALS
- MANUFACTURING, FOOD PROCESSORS, TOBACCO AND DRINK
- CONSTRUCTION
- HOTELS, GUEST HOUSES AND TOURISM
- TRANSPORTATION, COMMUNICATION, STORAGE, ELECTRICITY AND WATER
- FINANCE, INSURANCE, REAL ESTATE AND BUSINESS SERVICES
- CENTRAL AND LOCAL GOVERNMENT AND EDUCATION AND HEALTH
- CULTURAL COMMUNITY SERVICES AND PERSONAL SERVICES, DANCE, THEATRE AND FILM

The session provided information on the training needs currently utilised for the award of scholarships, training within the public sector, and other forms of financial assistance granted by the Government of Trinidad and Tobago; to build the human resource capacity of the nation.

The following critical labour issues pertinent to the SATD emerged from the consultation and policies and strategies to address these issues were considered:

1. The need for Government to place more emphasis on specialised skills when awarding scholarships.
2. Need for labour market information from both private and public sector agencies.
3. Current labour market information tended to focus on hard skills needed for jobs, however, emphasis should also be placed on the importance of soft skills including emotional intelligence.
4. Need for students at the secondary level to be made aware of the gaps in the labour market so that career development of students will be made more relevant and aligned to these areas.
5. The importance of marketing and disseminating relevant information on job opportunities at career fairs and other promotional events.
6. Need for greater coordination of labour efforts amongst Ministries.

The follow up to this consultation would be the conduct of Manpower Needs Assessments across both the public and private sectors by the MLSMED during financial 2012, with the resulting information being used by the SATD to prioritise areas of anticipated shortages and awarding scholarships to ensure that there is an adequate supply of personnel in possession of the relevant skills, competencies and knowledge.

## Enhancing Scholars – The Associate Professional Programme

The Associate Professional programme, spearheaded by the Scholarships and Advanced Training Division (SATD), sought to place returning scholars in various Ministries/Agencies/Departments in positions commensurate with their qualifications and skills. For the reporting period, there were two hundred and eighty five (285) scholars on the AP programme.



# Sustainable National Development

The scholarship programme's objective of contributing to the development and advancement of our national human resource capital includes the strategic placement of returning scholars based on current labour market analysis/demands. The SATD in fulfilling its contractual obligations to place scholars engages in the following activities:

- Assessing critical development needs to identify the gaps in the labour market in terms of numbers and specialisations;
- Building strategic alliances with the Human Resource Practitioners from the public and private sector agencies to facilitate the placement of scholars;
- Liaising with scholars to ensure that the training pursued is in keeping with current labour market needs;
- Providing career planning and development services to scholars;
- Preparing and managing internship programmes which help scholars to gain the necessary working experience;
- Monitoring the performance of scholars who are employed as Associate Professionals;
- Administrative and other support to ensure that scholars obtain permanent or contract employment within organisations;
- Offering training and other developmental programmes to enhance the key competencies required for the scholars to succeed in the work place.

SATD also hosted its Returning Scholars Career Symposium which presents a forum for scholars to interact with members of Government and business organisations interested in recruiting scholars, as well as for these organisations to provide details as to the career opportunities available to scholars. This symposium was held on August 24<sup>th</sup> at NALIS Library, Old Fire Station and was well attended with over thirty-four (34) organisations participating at the event. A full list of organizations represented is provided as follows:

- Ministry of Planning and the Economy
- Ministry of Tourism
- Ernst and Young
- Ministry of Works and Transport
- Ministry of Health
- Acuitas Caribbean Limited
- T&TEC
- Caribbean Telecommunications Union
- Ministry of Foreign Affairs
- TSTT
- Guardians Holding Ltd
- Trinidad and Tobago Defence Force
- University of the West Indies
- Ministry of the Attorney General
- RBC Royal Bank (Trinidad and Tobago)
- Ministry of Energy and Energy Affairs
- Telecommunications Authority of Trinidad and Tobago
- National Library and Information System Authority (NALIS)
- Pricewaterhouse Coopers
- Service Commissions Department
- Ministry of Trade and Industry
- Institute of Marine Affairs
- Evolving Technologies and Enterprise Development Co. Ltd.
- WASA
- Trinidad and Tobago Police Service
- Ministry of Labour, Small and Micro Enterprise
- Central Bank of Trinidad and Tobago
- Chief Personnel Department
- Ministry of Public Administration

# Sustainable National Development

- Government Information Services Ltd
- Petrotrin
- Ministry of Public Utilities
- Environmental Management Authority
- University of Trinidad and Tobago

## Scholarships and Advanced Training Information System (SATIS)

The SATD has implemented the Scholarships and Advanced Training Information System (SATIS) which is a management information system that will enable the Division to provide a substantially more reliable, efficient and timely service to relevant stakeholders. This automated system is designed to improve the Division's communication and service delivery by modernising business processes and providing a faster, more relevant data-driven service to clients. All manual workflow processes should be substantially reduced and scholars will be able to track payment of their allowances and request deferrals and extensions online. SATIS has been in operation from September 2011 and utilised by A' Level Awardees and the recipients of teaching scholarships.

The system went live in September 2011. Upon implementation, the system was used to update information for over 5,000 scholars. The aim is to minimise the use of paper files. The official launch will eventually herald the wider use of the system by the public at large and is expected to take place in 2012.

Integration of the SATIS system with the current SATD website is expected to take place during financial 2012. This will see the integration of the application process furthering action to decrease the use of paper-based processes.

The SATD also started to create a new scholarships website to enhance the quality of the information shared with the public and provide specific information about scholarships. This is being done in collaboration with the Strategic Services – Information Technology Division.

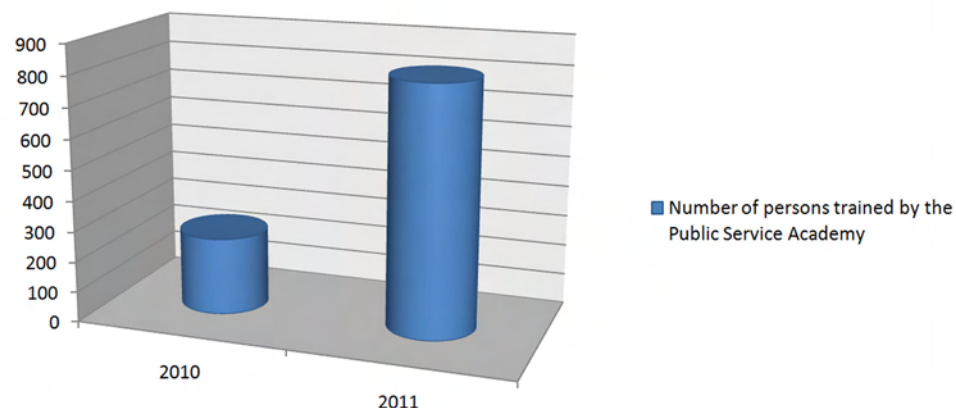
A preliminary focus group with returning scholars from the Associate Professional Programme provided key inputs into the design, layout and content considerations. The SATD Website provides the following information to the general public:

- The Scholarship Process
- Current Scholarships available
- The Selections Process
- Job Placement and Obligation
- Testimonials from past scholars

## THE PUBLIC SERVICE ACADEMY – TRAINING PUBLIC SERVANTS

The Public Service Academy (PSA) Division helps all Public Officers to enhance their skills, knowledge and competencies through training courses in key competency areas. Each financial, the PSA develops its Public Service Training Schedule based on the training plans submitted by the various Ministries, also taking into consideration their feedback on past training courses. The table below lists the Training courses conducted for Public Servants over the reporting period. All training and development initiatives administered are in keeping with the Seven Pillars for Sustainable Development.

### NUMBER OF PERSONS TRAINED BY THE PUBLIC SERVICE ACADEMY



# Sustainable National Development

## TRAINING COURSES ADMINISTERED BY THE PUBLIC SERVICE ACADEMY, MPA FINANCIAL 2011

Topic/Subject	Course Title	No. of persons trained
Business Communication	Cabinet Note Writing	114
	Proposal Writing	46
	Proper Oratory Skills	8
Financial Management	Financial Management for non-accounting officers	23
Human Resource Management	Human Resource Leaders Network Forum	62
	Designing Orientation Programmes	19
Developing Leaders	Leaders and Management Development programme for Directors	46
	Preparing the Training Plan	45
	Orientation Programme – Training for Trainers	25
Organisational Improvement	Policy Development	23
Professional Development	Role of the Legal Officer in the Public Service	28
Project Management	Fundamentals of Public Procurement – 3 sessions	96
	Preparing Terms of Reference and Requests for Proposals	40
	PSIP Implementation Modules I, II and III	129
Service Delivery Excellence	Ethics, Accountability and Good Governance	35
	Protocol for Public Officers	63
	Professional Telephone Etiquette and Techniques	8
<b>Total</b>		<b>810 Persons</b>



# Sustainable National Development

## Administration of TCU Awards

The Public Service Academy is also responsible for administering Technical Co-operation Awards which are short-term training awards offered to the Government of Trinidad and Tobago by foreign Governments and international funding agencies. Over the financial period such institutions included the Solar Energy Centre (India), Public Administration International, (UK) and Bureau of Indian Standards (India). Over the financial period, PSA administered a total of twenty-five (25) awards to Public Servants and nationals of Trinidad and Tobago.

**Table showing TCU's administered over fiscal period:**

AWARD	RECIPIENT MINISTRY	NUMBER OF PARTICIPANTS	DATE	COUNTRY
Sustainable Solid Waste Management in Caribbean Islands	Local Government	1 person	October 26 – December 04, 2010	Japan
Standardisation and Quality Assurance for Developing Countries	Trinidad and Tobago Bureau of Standards	1 person	October 11 – December 03, 2010	Bureau of Indian Standards, India
The Sixth Commonwealth Executive Programme on Finance for Sub-national and Local Government	Local Government	2 persons	October 18 – 22, 2010	Birmingham, U.K.
Commonwealth Caribbean Development Evaluation Network Inaugural Meeting	People and Social Development Planning, Economic and Social Restructuring and Gender and Affairs Public Administration	2 persons	April 5 – 6, 2011	Barbados
Legal Framework for Information and Communication Technologies	MPA Attorney General Public Utilities	4 persons	May 30 – June 04, 2011	Malta
When Citizens Complain-The Role of the Ombudsman in Improving Public Service	Office of the Ombudsman	1 person	May 09 – 20, 2011	Public Administration International, London, U.K.

# Sustainable National Development

AWARD	RECIPIENT MINISTRY	NUMBER OF PARTICIPANTS	DATE	INSTITUTE OF STUDY
International Disaster Management Programme	Works and Infrastructure Office of Disaster Preparedness and Management Local Government	3 persons	June 20 – 24, 2011	Singapore
Commonwealth Executive Programme in Public Management	Education Energy and Energy Affairs People and Social Development	4 persons	June 05 – 17, 2011	Canada
Training Workshop on Solar Energy Application for Developing Countries	Energy and Energy Industries	1 person	June 07 – August 01, 2011	China
Developing E-Governance Strategies	iGovtt Local Government	4 persons	June 20 – 24, 2011	Singapore
The First Commonwealth Public Sector Internal Audit Conference and The Third Caribbean Thematic Brainstorming Workshop	Public Administration Telecommunications Authority of Trinidad and Tobago	1 person 1 person	June 15 – 17, 2011	Barbados
Comprehensive Disaster Risk Management	Works and Transport Local Government National Security	3 person	January 10 – February 26, 2011	Japan
Internetworking Design and LAN WAN Administration	National Security - Defence Force	2 persons	January 10 – April 01, 2011	India
Sustainable Urban Development and Town Planning	Planning	1 person	January 17 – 28, 2011	Singapore
Application Development using GIS and Remote Sensing	National Security - Coast Guard	2 persons	January 17 – March 11, 2011	India

# Sustainable National Development

AWARD	RECIPIENT MINISTRY	NUMBER OF PARTICIPENTS	DATE	COUNTRY
Planning and Management of Inclusive Sustainable Cities, the Human Settlement Management Institute	Works and Transport	1 person	January 17 – March 11, 2011	India
Better Governance Issues and Challenges in Corruption Control for Senior Policy Makers	National Security	2 persons	February 14 – 25, 2011	Singapore
Effective Management of Information and Communication Technology Projects	Public Administration	1 person	February 21 – March 04, 2011	Singapore
Developing e-Government and e-Business for Caribbean Region	Public Administration Trade and Industry	2 persons	March 21 – 25, 2012	Antigua
Urban Traffic and Congestion	NO APPLICANTS RECEIVED			
Trade and Investment Promotion for Caribbean and South Pacific Countries	Tourism	2 persons	August 25 – September 2011	China
Trade and Investment Promotion for Caribbean and South Pacific Countries	Tourism	1 person	August 16 – September 05, 2011	China
Public Administration for Caribbean and South Pacific Countries	Public Administration	2 persons	August 16 – September 05, 2011	China
Developing e-Government Strategies	Local Government iGovTT	4 persons	June 20 – 24, 2011	Singapore
Urban Transport Planning and Management	Works and Infrastructure	1 person	September 06 – 16, 2011	Singapore
International Conference for Electronic Litigation	Judiciary Attorney General	2 persons	August 11 – 12, 2011	Singapore
Oil and Gen Flow Measurement and Control Techniques and Standards	Energy and Energy Industries	2 persons	August 10 – November 10, 2011	India



# Sustainable National Development

AWARD	RECIPIENT MINISTRY	NUMBER OF PARTICIPENTS	DATE	COUNTRY
Occupational Health and Preventative Mechanisms for Workers	Tobago House of Assembly	1 person	August 02 – December 04, 2010	Japan
Planning and Promotion of Agro and Food Enterprises	Labour, Small and Micro Enterprise Development	1 person	November 15, 2010 – January 07, 2011	India
Solar Energy Technology and Application	Public Utilities Energy and Energy Affairs	2 persons	October 18 – November 4, 2010	India
Leadership Development help shape future directions	Member of Parliament	1 person	November 02 – 04, 2010	Malaysia
Course on Enhancing Pedagogy Skills	Education	1 person	January 10 – 21, 2011	Singapore
<b>Total</b>		<b>55 persons</b>		

## SPECIAL PROJECTS

### Provided Training Plan Consulting Services to Ministries: Health, Attorney General

Cabinet by Minute No. 557 of May 09, 2011, agreed that submissions to Cabinet for the approval of Training Plans, Ministries and Departments include the recommendations of the Minister with the responsibility for training in the Public Service.

In this regard, Training Plans submitted to the Public Service Academy are reviewed to ensure consistency with the Training Policy Guidelines (1998) of Government. In this context, the Public Service Academy continued to provide advisory/ consulting services to Ministries and Departments during the reporting period so as to enable the submission of complete Training Plans for its support and comments with a view to obtaining the Minister's agreement with the comments and consequent recommendation for approval by the Cabinet.





A close-up photograph of a person's hand touching the screen of a tablet. The tablet is lying on a dark wooden surface. The screen displays a grid of colorful application icons, including a calendar showing the number 12, a camera icon, and several others. A semi-transparent blue circular graphic is overlaid on the left side of the image, partially covering the tablet and the hand. The text 'Information and Communication technologies' is written in white over this blue area.

# Information and Communication technologies

Evolving the way we work means demanding more from ourselves. The evolution of our Information and Communication Technologies creates an opportunity to serve our national public in immediate and progressive ways. The Ministry of Public Administration, through the ICT Secretariat and agencies, remained dedicated to programmes targeted towards the development of this sector during the period October 2010 to June 2011. This contributes to our goal of achieving our highest potential in delivering the service our country deserves.



# Information and Communication Technologies

## The ICT Agenda

Government, in the articulation of its seven pillars for sustainable development, has recognised the power and potential of Information and Communication Technologies (ICTs) which are stated as Pillar 3. Proper deployment of ICT is fundamental to the development of a modern, progressive society. The United Nations also acknowledged the contribution of ICTs by identifying the Millennium Goal #8 as ICT development. The Ministry of Public Administration, through the ICT Secretariat and ICT related state agencies under its aegis, aggressively pursued programmes targeting the development of this sector during the period October 2010 to June 2011.

## National ICT Strategy

The creation of an environment that enables ICT development is beneficial to Government, business and citizens. Work started on the second iteration of the National ICT Strategy during fiscal year 2011. In January 2011, the outcomes of stakeholder consultations on the plan were incorporated into a draft document of intent. A Ministerial Steering Committee on ICT was established to monitor and evaluate the implementation of ICT projects. The National ICT Strategy included the passage of Electronic Transactions Legislation, the e-Government Portal and the Computer Refurbishment Programme.

**E-Government Portal Contributions** – An authentication mechanism allows systems to securely identify users. On February 4th, 2011 GoRTT's external authentication system, branded as the ttConnect ID, was officially launched. The ttConnect ID includes registration and a single sign on platform for GoRTT's communication framework.

**E-Transactions Bill Contributions** – The creation of an enabling environment was another high priority item during the fiscal year with the MPA championing the Electronic Transactions Bill. On April 28th 2011 the e-Transactions Act was passed. The first tier of the Electronic Transactions Regulations was also formulated to complement the Act. Intense stakeholder consultations were held from February 21 - 24 and April 4 - 6, 2011. The MPA received support from the International Telecommunications Union (ITU) under the aegis of the "Harmonisation of Information Communications and Technology policies, legislation and regulatory procedures in the Caribbean (HIPCAR)" project.

**Computer Refurbishment** – This programme supports the promulgation of ICTs in Trinidad and Tobago. As part of this initiative the MPA commissioned an electronic waste (e-waste) study to identify types, quantities of electronics disposed of, and current practices in the disposal of electronic waste. The study recommended sustainable and secure e-waste disposal techniques. This e-Waste study provided the foundation for preliminary work on a National e-Waste Policy.

## Special Project of iGovTT ttConnect Express : Government at Your Service

The Government's one-stop-shop is a revolutionary system for the delivery of government services. Business registration, national identification card renewal, passport application and renewal, scholarship application, tax collection and payment services, and many existing services can be delivered through one channel. This will make it easier for citizens to access services.

The National Information and Communication Technology Company Limited, better known as iGovTT, has been making strides in providing a system through which citizens quickly and readily access government services. This system (or enterprise solution) is called ttConnect and offers a suite of government information and services through alternative channels: ttConnect Online can be accessed via the internet; ttConnect Service Centres are available in towns and villages; and Self-Serve Kiosks (similar to ATMs) are found in malls and airports. Two (2) new channels were added in 2009-2010. ttConnect Mobile which makes the Government service suite available via mobile phones, and ttConnect Express, a roving service centre visiting rural communities.

The one-stop-shop offers fourteen (14) services. Two thousand eight hundred and eight (2,808) users accessed the service through ttConnect Express at thirty-three (33) sites including Penal, Preysal, Valencia, Sangre Grande, Princes Town, Malabar and Mayaro. The services most used by citizens are Home Improvement Grant, Electronic Birth Certificates, On-The-Job Training (OJT), Multi-Sector Training programme (MuST) and Life Skills facilitator applications.

# Information and Communication Technologies

## ICT Business and Innovation Symposium

The 2nd biennial ICT Business and Innovation Symposium was held on November 14th to 16th, 2010. This event, a premier global forum for private and public sector ICT stakeholders, highlighted the potential of ICT as a tool for sustainable economic development and diversification both locally and regionally. The symposium presented a means to catapult Trinidad and Tobago into the global ICT industry in the most competitive way. The Keynote Speaker was Chris Anderson, editor-in-chief of *Wired Magazine* and author of "The Long Tail" and "Free". Mr Anderson focused on the evolution of ICT as an industry. He encouraged T&T to create its own framework and variables consistent with its own national development goals. He believed that increased investment by the private sector in research and development will benefit the industry.

The Symposium allowed for much interaction amongst all participants with plenary breakout sessions being held every afternoon. Experts from iGovTT, Microsoft, the University of the West Indies, the University of Trinidad and Tobago, the International Telecommunications Union, the Caribbean Telecommunications Union, the eBusiness Roundtable and Telecommunications Authority of Trinidad and Tobago (TATT), amongst others, delivered presentations at these sessions. The topics explored included cloud computing as the new delivery tool for information and communication and practical ICT application in service delivery and digital inclusion. In the question-and-answer segments all the speakers identified two important needs:

1. A shared vision between public and private sectors which is translated into a national ICT Strategy;
2. Linking ICT investment to national developmental goals and focus the national ICT Strategy on all sectors of the economy and ICT is an enabler and its exploitation can create competitiveness in other sectors.

## ICT Metrics

The development of ICT indicators improved data collection to inform policy formulation. The Ministry of Public Administration worked with the Central Statistical Office (CSO) to include ICT metrics in the national census. This action was followed by networking with chief ICT sector participants and other major stakeholders to improve ICT data, with a special emphasis on releasing more updated ICT data. Trinidad and Tobago's country rankings in international surveys contributed to investor attractiveness and therefore affected national reputation, diversification and foreign direct investment.

In March 2011 the MPA, in collaboration with Microsoft Trinidad and Tobago Limited, hosted a sensitisation session for data collectors. Dr Irene Mia, senior economist at the World Economic Forum, conducted sessions with stakeholder groups exploring strengths and weaknesses of current ICT metrics and means of data collection. Participants shared recommendations and committed to strengthening defects in data collection. The 2011 Global Information Report was released in April 2011 and Trinidad and Tobago showed significant improvement moving up the rankings by 16 places.

## The way forward

In June 2011, the Information and Communication Technologies (ICT) portfolio was reassigned to the Ministry of Science Technology and Tertiary Education. The Secretariat to support these functions was also transferred. The MPA therefore engaged in reviewing and revising its strategy on Telecommunications and Broadcasting and the development of this sector giving special attention to its role as the Ministry with oversight responsibility of the Telecommunications Authority of Trinidad and Tobago (TATT) which is the independent regulatory body governing the Telecommunications and Broadcasting sector.

The Ministry of Public Administration has continued discharging its oversight responsibilities over the Authority reporting on its compliance with the financial regulations specified in Section 53 (6), (7) of the Telecommunications Act (2004) and has developed an implementation plan to guide this deliverable.





# Good Governance

Our commitment to integrity drives us to maintain transparency and accountability at all levels of our organization. This strengthens us as a network of effective representatives working on behalf of our fellow citizens.

We are bound by our commitment to integrity to fulfill our roles at the highest levels of service to the national community.



# Good Governance

## The Centre of Government

The Centre of Government falls under the MPA's strategic priority one (1) "Strengthening Governance in the Public Service". The Centre of Government will serve as "a focal level in the governance structure that provides direct support and advice to the Head of Government and key stakeholders on system-wide policies and strategies required to achieve national strategic goals."

The Centre of Government is a 'whole of government approach' concept that involves central government organisations responsible for policy formulation, implementation and management. Central Government Agencies include:

- Office of the Prime Minister
- Ministry of Finance
- Ministry of Planning and the Economy
- Office of the Attorney General
- Ministry of Science Technology and Tertiary Education
- Ministry of Public Administration.

Good governance and strengthening the operations of public institutions are key objectives of Government's Framework for Sustainable Development. A major contributor to improving the effectiveness of the Public Service is the development of clear policy directions from the Centre of Government and the alignment of the plans and programmes of all Ministries and Departments with centrally-developed policy guidelines.

Capacity building is another element of this strategic priority and is intended to support the Centre of Government in the long-term. In 2010 – 2011 the Ministry engaged in capacity building to better equip public officers to operate in a 'joined-up' environment and to strengthen policy and research capabilities. Training workshops were held in Research Methodology and in Research Training during 2011. Officials of the MPA and the Ministry of Planning and the Economy collaborated to ensure alignment of the work of the two Ministries on Strategic Planning. The MPA will continue its research into best practices, standards and guidelines for policy development and implementation during the financial year.

## Philosophy for the Trinidad and Tobago Public Service

A draft Public Service Philosophy was developed in 2011 with a vision of 'A citizen centric institution for the Trinidad and Tobago Public Service'. This Philosophy for the Trinidad and Tobago Public Service outlines the set of principles and values that will guide the direction and operation of the Public Service. The Draft will be shared throughout the Service in order to gain consensus and could be amended where necessary as it is a document for public officers by public officers. The Philosophy includes the Vision, Mission and Core Values of the Public Service and serves as a foundation for moulding a citizen-centric Public Service. The Philosophy could also enhance public confidence in the integrity and reliability of the Public Service.

The objectives of the Philosophy are to:

- propel the Public Service towards becoming a modern institution and a key enabler of sustainable national development;
- serve as a critical guide for public officers in the conduct of their duties; and
- inform the development of sector-specific policies in such areas as Human Resource Management and Financial Management.

## FOSTERING INNOVATION

### CAPAM Conference 2011 – Commonwealth Association for Public Administration and Management

In 2011, the Ministry of Public Administration on behalf of the Government of Trinidad and Tobago, hosted the CAPAM Regional Caribbean conference "Public Service Excellence: Embracing Innovation and Change" in Port of Spain from February 4th – 16th. The list of topics addressed during the Conference included:

- Managing Culture Change in the Public Service
- Technology Application
- Encouraging and Implementing Innovation and Change

## Case Studies – overcoming challenges and strategies

The CAPAM conferences provided the opportunity to network and

develop meaningful connections with some 1,100 senior public servants, Heads of Government, leading academics and researchers located in over 50 different countries across the Commonwealth, the opportunity to network and develop meaningful connections with their counterparts. Subject matter experts in Public Administration from many different countries – including United Kingdom, Malta, Nigeria, Barbados and Canada – were brought together at this event. Presenters examined real case studies from their respective countries and explored innovation through problem solving, encouragement and risk-taking. One presenter focused on successes and learning in the UK experience with their South East Alcohol Innovation Programme where the 'stage-gate' model was adopted and organisations were invited to submit creative proposals that, if accepted, would receive state funding. These projects, though risky, were assessed, filtered and continuously monitored with a final evaluation for those that sustained until the end of the two year pilot. Other speakers emphasized that innovation meant substantial change and examined public sector culture. This offered an un-paralleled global-practitioner perspective on the field and created an atmosphere for developing new and innovative ideas in leadership, development, reform, management, public-private sector relationships and academic/practitioner relationship – all issues pertinent to public administration.

As host for this event, the MPA was exposed to best practices and learnings from the implementation of innovation projects in other jurisdictions. The wealth of information gathered from this event would be considered for future MPA projects and initiatives. Members from the Public Service Transformation Division were also provided the opportunity for networking with innovation practitioners across the globe. The organisation and coordination of such a high profile, international project afforded the MPA an opportunity for the development of key Events Management skills especially vital considering MPA's enabling role for the transformation agenda.

## SERVICE DELIVERY EXCELLENCE

### Business Process Reengineering

The Ministry of Public Administration recognized the importance of those arms of the Public Service that directly serve and interface with the public. They are the face of Government and the Public Service, as they interact with the general public in the delivery of goods and services. Partnerships with key Ministries this year have resulted in positive actions being taken to achieve better service delivery. Through its collaboration with selected agencies, Business Process Re-engineering (BPR) is being utilised to make operations more efficient and effective. It is expected that these efforts will produce what our clients really want – a better, faster and more reliable service.

The MPA's BPR thrust has so far involved the following agencies:

- Ministry of Education (Examinations Unit);
- Ministry of National Security (Immigration Division);
- Ministry of the People and Social Development (TCCTP);
- Ministry of Health (Medical Records Department, Pops General Hospital);
- Statutory Authorities Service Commission; and
- Ministry of Transport (Transport Division).

These agencies have partnered with the MPA to begin the process of adopting a more citizen-centric approach to service delivery. This involved exposing staff to training in the area of BPR and Service Charter development, and supporting the agencies through a programme of service improvement. The process often started with an initial meeting and assessment of the existing quality of service delivery, and invariably involved a substantial amount of change management and team building to ensure sustainability. The next steps included conceptualizing the desired process flow; developing standards; and re-engineering / improving the business processes. The Scholarships and Advanced Training Division (SATD) has completed the first phase of its process reengineering and Service Charter and is moving to the implementation phase to ensure continuous and effective improvement in the delivery of services to its clients. The Service Charter will guide improvements in service delivery and serve as a guarantee of continuous improvement and service excellence to the clients of this Division. Training was also provided to staff members of the SATD in customer service delivery to ensure enhanced client satisfaction. The MPA is pleased to support the Public Service Transformation thrust by offering a suite of consultancy services that includes:

- Business Process Reengineering;
- Organisation Restructuring;
- Change Management;
- Project Management; and
- Monitoring and Evaluation.

# Good Governance

## OBTAINING FEEDBACK FROM CITIZENS AND PUBLIC OFFICERS

### Opinion Leaders Panel

In financial 2011, the Ministry of Public Administration continued to promote evidence-based decision making via the Opinion Leaders Panel (OLP). The Opinion Leaders Project is Government's key strategy to make policy development and service delivery responsive to the needs of citizens. Based on on-going surveys of a selected Panel, it tracks people's perceptions and attitudes toward public services during the period. A series of presentations of survey results were made to key officials across the Public Service during August and September 2011. These OLP reports continue to be used across Government to provide Public Service Agencies with current information on, among other things, citizens' perceptions of:

- Government's performance;
- Quality of service delivery; and
- Issues facing the Government.

### Wave 18

Seven hundred and ninety-nine (799) randomly selected adults in Trinidad and Tobago formed the base for this cycle of the OLP survey. Face to face interviews were conducted between January 24th and March 12th 2011. Four focus groups were held in March 2011. This Wave explored pertinent issues facing the country such as citizens' opinion of Government Services, the Ombudsman, Retirement Planning, Migration, Trade & Industry and National Heroes.

### Wave 19

The 19th Wave collected data from May to July 2011. Government performance, neighbourhood development and satisfaction with public services were key areas for discussion in Wave 19.

The World Values Survey measures, reports and analyses changes in values and cultures around the world. The results of the World Values Survey were disseminated to key stakeholders in August and September 2011.

As part of its programme to promote research and evidence-based decision making, the MPA also conducted a number of training workshops targeting professional groupings such as HR practitioners and Communication officers. Technical support was provided to the Equal Opportunities Commission during 2011. The Ministry of Public Administration also managed a Senior Civil Service Online Survey, Skills Transfer and Training, Online Results Dissemination, Citizen's Charter training and provided tailored Ministry Support. The Ministry continues to encourage other Ministries and departments to use information provided by the OLP and feedback mechanisms to inform policies and programmes. Ministries and Departments can access these research services through the MPA's Public Service Transformation Division.

## STRATEGIC HRM – MAKING THE DREAM COME TRUE

Based on the collaboration between the Personnel Department and the Public Service Academy, MPA resulted in the re-institution of the HRM Leadership Network Forum. The HRM Forum is a mechanism for networking among HR practitioners in the Public Service. In terms of public service transformation and it presents a golden opportunity for sharing and consulting HRM issues. The renewal and modernisation of the Human Resource Management function is a pre-requisite for the implementation of all other reform initiatives especially those associated with leadership, financial management and customer service. The aggregation of HR responsibilities across the government makes the achievement of HRM reform a more complex task than initially assumed. The need for strong networks amongst key stakeholders is of particular importance if the Public Service of Trinidad and Tobago is to meet 21st Century demands.

Key issues to be addressed in the HRM modernisation efforts will include HR capacity, policies, procedures, structures, leadership, compensation and the legal framework that must be systematically revised and up-dated.



# Good Governance

## Leadership

The Leadership and Management Development Programme is geared towards building the leadership and managerial capacity of the executive and senior management of the Civil Service.

The Programme comprises three main elements:

1. The Executive Leadership Development Series (ELDS)
2. The Leadership and Management Development for Directors and Managers Series (LMDDMS)
3. The Leadership and Management Development for Emerging Leaders Series (LMDELS)

In July 2011, the Deputy Permanent Secretary Forum (DPS Forum) agreed to a four-day retreat for all Deputy Permanent Secretaries (DPS) under the umbrella of the ELDS. The purpose of this retreat was to facilitate the development of key competencies identified under the Ministerial Performance Management Framework 360° exercise and to gain consensus on key reform areas and how they would be managed.

The retreat was scheduled for November 2011 and DPS participated in workshops and other activities to strengthen their skills in:

- Team Building
- Coaching and Mentoring
- Critical Thinking.

## Green Paper

In May 2011, the Ministry of Public Administration issued government's most comprehensive policy statement on Public Service Reform (PSR) at a national consultation held at the Trinidad Hilton with a mix of national and international Public Sector Transformation experts, senior public officers, labour representatives and members of the local business community. This policy statement took the form of a Green Paper entitled "Transforming the Civil Service: Renewal and Modernisation". The Green Paper placed emphasis on management of the reform process and focused on key enablers for public service efficiency such as 'human resource management', 'governance frameworks', 'service delivery', 'property management' and 'ICT application' throughout the transformation process.

Citizen contribution and participation in national development are crucial to the government's thrust for people-centred development – Pillar One of the Seven Interconnected Pillars for National Sustainable Development. Consistent with the basic principles of good governance, a high level of consultation on the Green Paper took place in 2011. Non-governmental organisations, business, academia, the civil service and the general public were invited to review the document and provide their comments either online or directly to the Public Service Transformation Division (PSTD) of the MPA. Six (6) consultations hosted in May and two (2) more public consultations in June 2011 encouraged further participation by organisations.

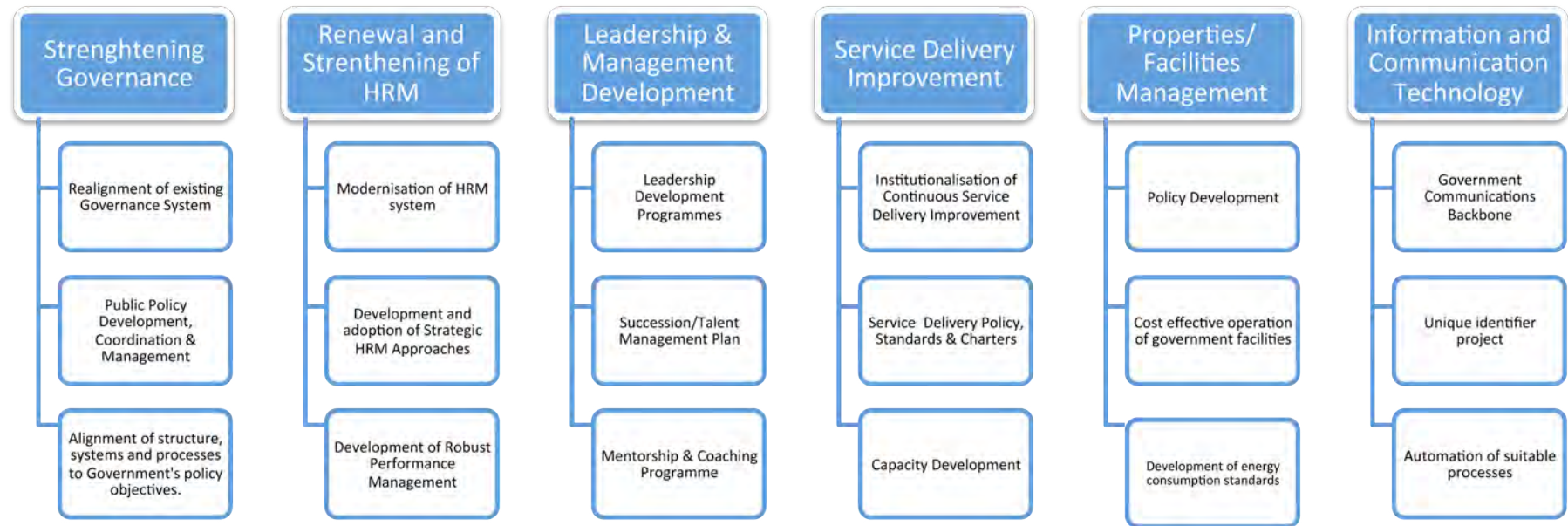
Stemming from the Green Paper and independent reports, such as those produced by the consulting firm, Adam Smith International, the Ministry of Public Administration's Strategic Plan articulates seven (7) strategic priorities with outcomes that will, in the long term, enhance the quality of life of citizens by improving the customer service experienced by all citizens.

It is critical to re-emphasize that although the MPA remains committed to championing public service delivery excellence and is also the agency through which the White Paper will be presented to Parliament for national attention, real and meaningful transformation will only be realised through effective collaboration and integration.

*1 Public Service Transformation Agenda Final Project Report Building Institutional Capacity: An IDB Funded Programme Implemented by Adam Smith International, ASI, July 2011.*

# Good Governance

## A VISUAL REPRESENTATION OF AREAS COVERED BY THE GREEN PAPER



*Monitoring and Evaluation occurs at every stage of this process.*

# Good Governance



## Improving Government Organisational Structures

The Public Management Consulting Division (PMCD) plays a key role in contributing to Good Governance as it undertakes restructuring tasks to ensure that Government Ministries, Agencies and Departments are optimally structured to deliver quality service. The PMCD provides public management advice to Government Agencies/ Departments/Ministries.

The PMCD undertakes a number of activities aimed at improving structures across the Public Service:

1. Rationalisation and Restructuring of Government Ministries
2. Organisational design, review and redesign
3. lhrIS Position Management
4. Strategic Planning Support.



# Good Governance

For the financial 2010 – 2011, the PMCD assisted a number of Public Service organisations with Structural Improvement activities captured in the table below:

Ministry/Department	Project	Established Positions			Contract Positions
		Created	Abolished	Suppressed	Approved
Arts and Multiculturalism	1. Further employment of staff in the Division of Culture				56
Environmental Commission	1. Request for Legal Research Officer, Clerk III and Driver/Messenger on the Staff Establishment	3			
	2. Employment of a librarian on contract				1
	3. Review of the Information Technology Staffing Needs				1
Ministry of Health	1. Abolition of one hundred and thirty-three vacant positions on the Staff Establishment		133		
	2. Establishment of a Tobacco Control Unit	12			7
	3. Employment on contract of a National Coordinator in the Mental Health Programme				1
	4. Employment of persons on contract in the Disaster Preparedness Coordinating Unit				7
Ministry of the People and Social Development	1. Restructuring of the St. Jude's School for Girls	19	2		25



# Good Governance

Ministry/Department	Project	Established Positions			Contract Positions
Ministry of Education	1. Establishment of Programme and Projects Planning and Management (PPPMU)				9
	2. Proposed Employment, on contract, of staff in the Human Resource Management Division				15
Ministry of National Security	1. Establishment of an Information Technology Unit and creation of positions on contract in the Trinidad and Tobago Prison Service				24
	2. Employment, on contract, of one Senior Pension and Leave Officer and three Pension and Leave Officers in the General Administration Division				4
	3. Implementation of Structured Mentorship Programme for Youth-at-Risk in Trinidad & Tobago				12
	4. Strengthening of the International Affairs Unit				19
	5. Staffing of the Immigration Division	51			5
	6. Employment on contract of staff in the Helicopter Wing of the Trinidad and Tobago Defence Force				3
	7. Strengthening of the Project Coordination and Management Unit	1			2
	8. Revision of the Organisational structure of the Office of Law Enforcement Policy				20

# Good Governance

Ministry/Department	Project	Established Positions			Contract Positions
Ministry of Finance	1. Expansion of the Human Resource Management Division	13			
	2. Retention of Contract posts at the National Lotteries Control Board (NLCB)				34
	3. Creation of office of Supervisor, Computer Operations, Treasury Division	1	1		
	4. Request for the continued operations of the Interim Production Team for the Integrated Global Payroll/Integrated Human Resource Information System (IGP/IhRIS)				42
	5. Request for fifteen temporary to be made permanent on the staff establishment of the Inland Revenue	15			
	6. Employment, on contract, of staff for the National Lotteries Control Board				2
Service Commissions Department	1. Employment, on contract, of an Executive Assistant to the Chairman, Public Service Commission.				1
	2. Request for the extension of the Terms of the Contract of Communications Specialist				1

# Good Governance

Ministry/Department	Project	Established Positions			Contract Positions
Tobago House of Assembly	1. Abolition of Temporary Positions and the creation of Permanent Positions for the Accounting Unit of the Division of Tourism and Transportation	8			
	2. Creation of one Permanent Position of Cashier II, and the Abolition of one Temporary Position of Cashier II on the Staff Establishment of the Division of Finance and Enterprise Development	1			
Ministry of Sports and Youth Affairs	1. A review of the services provided by the Community Swimming Pools of Trinidad and Tobago	21			
Judiciary	1. Restructure of the Judicial Education Institute				13
	2. Employment on contract, of staff in the Judiciary				6
Ministry of Works and Transport	1. Conversion of temporary Posts of Photographer I (Range 22) to permanent posts on the staff establishment	12			
<b>TOTAL</b>		<b>157</b>	<b>136</b>		<b>310</b>



# Good Governance

## Special Projects Undertaken by PMCD

### Position Management IhRIS

For the financial period PMCD was also involved in a project to improve the delivery of IhRIS. The Integrated Human Resource Information System or IhRIS is an automated human resource support system designed to assist the Public Service in delivering service excellence. This system was developed in 2001 and comprises fourteen (14) modules, of which only three (3) have been implemented. The project to increase IhRIS uptake is a joint effort of the Ministry of Public Administration, Service Commissions Department and the Project IhRIS team.

PMCD is responsible for the management of the Position Management module which provides the following functions:

- Structuring jobs into individual positions;
- Tracking detailed position data;
- Supporting the generation of accurate establishment and vacant position reports;
- Generating historical data on positions.

PMCD improved the quality of job position data on the IhRIS system, which in turn supported the execution of HR functions across all Ministries, departments and Government Agencies. This process started with a project to 'clean up' the job position data for Ministries, referred to as 'pilot Ministries'. These included:

- The Ministry of Tourism
- Ministry of Trade and Industry
- Ministry of Public Administration.

### Providing Accommodation to Government Organisations

The Property and Real Estate Division (PRESD) of the Ministry is responsible for providing accommodation for Government Ministries, agencies and departments. This includes the acquisition, management, development and maintenance of Government Properties. The overall goal is to house public officers in an environment which is conducive to improve service delivery. From October 2010 to May 2011, the PRESD renewed forty-four (44) leases and negotiated eleven (11) new lease arrangements on behalf of the government.



# Good Governance

The Division ensures that the stock of state-owned properties is well maintained. The Division oversees the maintenance, allocation and demolition of state-owned properties. During the period, this division completed the Government Quarters rationalisation exercise that involved the verification, validation and analysis of property information for one thousand and twenty-nine (1,029) Government Quarters.

The division allocated office space to Ministries in two (2) Government buildings and allocated space in twenty-four (24) Government quarters to public officers and Non-Governmental Organizations (NGOs).

A policy for outfitting was also prepared and was in the process of being reviewed by key stakeholders at the time when the PRES D portfolio was reassigned. Additionally, the requirement of Government Ministries for the space allocation exercise at the Government Campus Plaza was completed. A policy was formulated for shared support services at the Government Campus Plaza.

The Property and Real Estate Division was transferred to the Ministry of Housing and the Environment in June, 2011 following a Cabinet Reshuffle.

## Developing a Proactive MPA

One aspect of a modernised public service includes the ability to constantly adapt to changing environments, while consistently offering superb service. This is exactly what the MPA pursues seeking constantly to improve its capacity to deliver on its mandate, which is Strategic Priority 5.

## Developing a Performance Monitoring Framework

Over the financial period, the Ministry undertook a number of initiatives with the goal of developing a proactive MPA. This included the development and implementation of a Performance Monitoring Framework to assist in monitoring the core strategic programmes on a monthly basis (through Divisional activity reports). This mechanism facilitated the development of the Quarterly Reports to the Ministry of Planning and the Economy on the MPA's one year action Agenda.

Additionally, the Ministry's Strategic Plan was refined to ensure the accurate positioning of the Ministry, ensuring that it can be responsive to the changing environmental forces. Emphasis was placed on the Minister's responsibility for

oversight of the Telecommunications Authority of Trinidad and Tobago (TATT) and as a result the 'Development of the Telecommunications and Broadcasting sectors' emerged as a priority for the Ministry.

## Measuring Client Satisfaction

The MPA developed the Customer Satisfaction Measurement (CSM) Initiative which involves the administration and analysis of surveys that measure satisfaction on two levels:

1. Satisfaction of the Employees of the Division (Barrier Survey)
2. Satisfaction of clients of the Division (Client Survey)

Over the financial period, six (6) surveys were conducted and details are provided in the table below.

Division	Client/Barrier
Human Resources	Client
Strategic Services	Client
Corporate Services	Client
Finance and Accounts	Barrier
Internal Audit	Barrier
Programme Management	Barrier

Feedback received on satisfaction levels assist the MPA leadership team in addressing current service gaps and working towards a revised structure for optimal service delivery.

## Health and Wellness

The Health and Wellness Team continued in its drive to encourage a healthy lifestyle for all MPA staff through facilitating a number of initiatives. The team hosted a Disability Awareness Week in early December, with lectures by three (3) Disabilities organisations namely Lady Hochoy School, Cascade School for the Deaf and the Blind Welfare Association.

An extension of this program included a ten-week Sign Language course

# Good Governance

that was open to all of MPA staff, of which ten (10) staff members participated in the program. The course was administered in December 2010 and concluded with the graduation of participants in January of 2011.

The Team also organized a financial seminar entitled 'Who wants to be a Millionaire' with guest speaker Claudette Pustam offering investment advice to attendees at the session with the aim of promoting financial knowledge and financial wellness.

The Ministry also partnered with a number of Companies, to facilitate the hosting of the Ministry's 3rd Annual Health Fair, which provided a forum for staff to participate in assessments to gauge their level of health, as well as to pass on pertinent information regarding diet and maintaining a healthy lifestyle.

The financial year concluded for the Health and Wellness team, with an MPA Sports Day, at Macoya Grounds on September 17th, 2011. An estimated 200 members of the MPA family were invited to participate in a range of competitions including a Dance Pass.

## Occupational Health and Safety (OSH)

In December 2010, the Permanent Secretary mandated the formation of an Occupational Safety and Health (OSH) Committee to assist in creating a safe and healthy place for all employees and the public, and to adhere to all Health, Safety and Environment Laws as they pertain to the Ministry.

Members of the Committee consist of at least one representative from each of the Divisions thus creating a committee of twenty one (21) members. Seven (7) members of the committee underwent a 10 week Training Course for Occupational Safety and Health to enhance overall understanding of the health requirements in organizations and apply it to the Ministry. The Committee drafted an Evacuation Policy, Safety Policy and Safety Handbook to lay the initial infrastructure required in creating a safe and healthy work environment.

Thirteen members also volunteered to become safety wardens. These

individuals provided assistance to occupants of the Building and Security personnel during emergency evacuations as well as practice drills. In the National Library, four safety wardens were assigned on the fifth and sixth floors, three on the seventh and two in Gaston Court. Safety wardens received certified First Aid and preliminary Fire Warden training.

In February, a Risk Assessment was done for all MPA floors in the National Library and hazards were identified. Steps were taken to deal with the problems posed.

The OSH Committee also developed and implemented an MPA Evacuation Plan and Evacuation Maps with the intended impact of a structured and safe evacuation in the event of an emergency. This plan would successfully and immediately evacuate all Ministry employees. To this end, an Evacuation Methods and Procedures Training session was held with all MPA employees between May and June. Further to this, eight (8) committee members were trained in lhris to properly record all accident/incident and near miss instances in the Ministry.





## A CTIVITIES

Photo Highlights of team building activities:  
Minister's Town Hall Meeting  
MPA Parang Celebrations  
MPA Sports and Family Day







# Financial Information

Transparency is paramount in all our day-to-day interactions within this Ministry, with other Ministries and with our suppliers. We adhere to stringent policies in the administration of our finances while remaining committed to investing and sustaining projects and programmes that transform and enhance lives.

11 is as follows:

Filled establishment positions  
Vacant established positions  
Published Positions

Published Positions

Variances under Development Programme  
Delayed Projects/Programmes

Scholarships not approved - Training for Librarians, Technical Assistance Programme  
Institutionalised strengthening of SATD working was provided through the IADB and not utilized until financial



# Financial Information

## FINANCIAL OPERATIONS

The Ministry of Public Administration is funded through the system of Parliamentary appropriations, where approved funds identified under the various sub-heads are disbursed through the Ministry of Finance.

## EXPENDITURE

The allocation of the Ministry of Public Administration for the financial year 2011 was one billion, nine-hundred and twenty-nine million, three hundred and eighty-nine thousand, and fifty-nine dollars (\$1,929,389,059.00) to facilitate both recurrent and capital expenditure. It also represents an increase of approximately 59% from the previous financial year.

The actual expenditure for the period amounted to eight hundred and seventy-nine million, five hundred and ninety-one thousand, one hundred and nineteen dollars and seventy-eight cents (\$879,591,119.78), a decrease of approximately 3% from the last financial period.

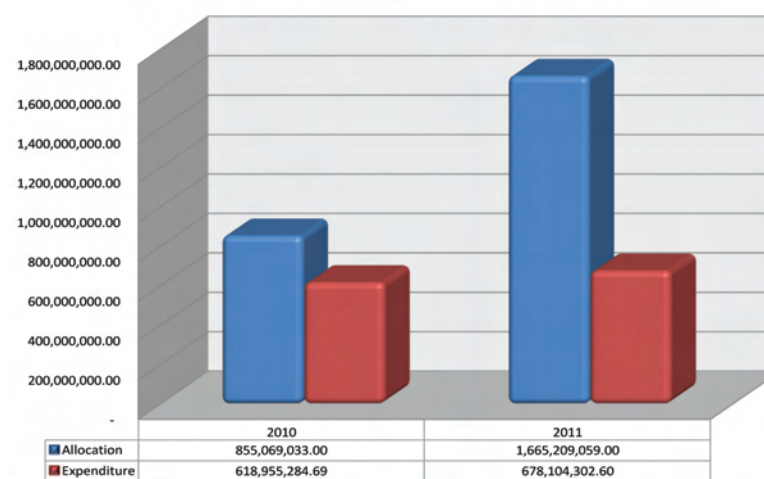
## RECURRENT EXPENDITURE

Recurrent Expenditure refers to the payments for expenses which are incurred during the day-to-day operating of the Ministry.

Approximately 86% of the total annual allocation was allotted to Recurrent Expenditure. This amounted to one billion, six hundred and sixty-five million, two hundred and nine thousand and fifty-nine dollars (\$1,665,209,059.00).

The Actual Expenditure for the period was six hundred and seventy-eight million, one hundred and four thousand, three hundred and two dollars and sixty cents (\$678,104,302.60), an increase of approximately 9% from the last financial period.

The table below shows budget versus actual recurrent expenditure for 2010 and 2011.





# Financial Information

The tables below provide further information on the Allocated and Actual Recurrent Expenditure for the last two (2) financial periods for the Ministry.

## Breakdown of Allocation and Expenditure for FY 2011

Expenditure Category	Allocation	Actual Expenditure	Variance
Recurrent Expenditure	\$1,665,209,059.00	\$ 678,104,302.60	\$ 987,104,756.40
Development Programme (DP)	\$ 243,680,000.00	\$ 197,043,240.18	\$ 46,636,759.82
Infrastructure Development Fund (IDF)	\$ 20,500,000.00	\$ 4,443,577.00	\$ 16,056,423.00
Insurance	\$1,929,389,059.00	\$ 879,591,119.78	\$1,049,797,939.22

## Budget versus Actual Recurrent Expenditure for FY 2010 to 2011 with projections for 2012

Sub - Head & Item	2010		2011		2012
	Allocation	Expenditure	Allocation	Expenditure	Projected
Personnel Expenditure	\$ 17,893,500.00	\$ 15,877,417.92	\$ 18,706,830.00	\$ 16,903,282.77	\$ 16,694,050.00
Goods and Services	\$ 680,687,770.00	\$ 447,127,529.81	\$ 1,501,251,359.00	\$ 520,275,581.72	\$1,408,667,660.00
Minor Equipment Purchases	\$ 1,350,000.00	\$ 1,159,504.45	\$ 1,029,600.00	\$ 345,894.94	\$ 451,900.00
Current Transfers and Subsidies	\$155,137,763.00	\$ 154,790,832.51	\$ 142,414,700.00	\$ 140,579,543.17	\$ 10,709,610.00
Current Transfers to Statutory and Similar Bodies			\$ 1,806,570.00		
<b>GRAND TOTAL</b>	<b>\$855,069,033.00</b>	<b>\$ 618,955,284.69</b>	<b>\$1,665,209,059.00</b>	<b>\$ 678,104,302.60</b>	<b>\$1,508,523,220.00</b>

# Financial Information

## VARIANCES UNDER RECURRENT EXPENDITURE

The MPA utilized 41% of its total allocation of Recurrent Expenditure for the financial period. The variance of nine hundred and eighty-seven million, one hundred and four thousand and seven hundred and fifty-six dollars and forty cents (\$987,104,756.40) is largely attributed to the following items:

General Administration Sub-Head	Variance
08 Rent/Lease – Office Accommodation	\$493,412,338.00
09 Rent/Lease – Vehicles and Equipment	\$200,227,399.00
21 Repairs and Maintenance - Buildings	\$209,462,882.00
Insurance	\$34,660,975.00

The items highlighted above relate to the portfolio of the Property and Real Estate Division. Variances for these items can be attributed to additional activities being required prior to the handing over of properties to Ministries/Government Agencies; therefore expenditure would not have been incurred in the reporting period. In addition to this, during the financial period payments related to the above items were processed/paid after the financial period.

## DEVELOPMENT PROGRAMME (DP)

The Development Programme is a Capital Expenditure programme which is aimed at improving and enhancing development in different areas of the Trinidad and Tobago and includes Human Resources, Economic and Social Development.

Approximately 14% of the MPA's total allocation was assigned to the Developmental Programme. This represents a decrease by almost half of the amount allocated in the last financial. This amounted to two hundred and forty-three million, six hundred and eighty thousand dollars (\$243,680,000.00). The actual expenditure for the period was one hundred and ninety-seven million, forty-three thousand and two hundred and forty dollars and eighteen cents (\$197,043,240.18), a decrease of approximately 28% from the last financial period.

Under the Development Programme for the Ministry, there are three (3) categories under which projects were funded for financial year 2011:

### Education Services

This Sub-Head funds various scholarship programmes under the Ministry. For the period under consideration, 8 such programmes were funded. They were:

- Training of Librarians
- Scholarships – President's Medal and Non-Advanced Level Examinations;
- Scholarships/ Full Pay Study Leave for Teachers;
- National/ Additional Scholarships based on Advanced Level Examinations;
- Annual Scholarship and Technical Assistance Programme;
- Undergraduate Scholarships for Students with Disabilities;
- Programme of Development Scholarships; and
- Post Graduate Scholarships.

### Administrative Services

This Sub-Head funded 9 programmes for the financial year. Some of these included the:

- Development of a Communications Backbone;
- Implementation of the ICT Plan; and
- E-Government and Knowledge Brokering Programme.

# Financial Information

## PUBLIC BUILDINGS

This Sub-Head funded property and building related activities such as acquisition, relocation and outfitting. For the period, 3 projects were funded under this sub-head. These were:

- Acquisition of Properties;
- Reconstruction/upgrading of Government Training Centre; and
- Relocation & outfitting of Divisions of the MPA.

These projects fell under the portfolio of the Property and Real Estate Division (PRES D) and although the function was moved to the Ministry of Housing and the Environment during this reporting period, the funding allocation remained under the MPA.

The following table provides information on the Budgeted and Actual Development Programme Expenditure for the last two (2) financial periods for the Ministry.

**Budget versus Actual Development Programme Expenditure for Financial Year 2010 to 2011 with 2012 projections**

	2010		2011		2012
Sub - Head / Item / Description	Allocation	Expenditure	Allocation	Expenditure	Projected
09 Development Programme					
004 Social					
G Educational Services	\$ 229,160,155.00	\$ 181,339,013.40	\$ 196,180,000.00	\$ 161,851,832.84	\$ 203,134,000.00
<b>Sub-Total</b>	<b>\$229,160,155.00</b>	<b>\$ 181,339,013.40</b>	<b>\$ 196,180,000.00</b>	<b>\$ 161,851,832.84</b>	<b>\$ 203,134,000.00</b>
005 Multi Sectoral					
06 General Public Services					
Administrative Services	\$ 65,871,829.00	\$ 49,787,796.40	\$ 45,500,000.00	\$ 35,191,407.34	\$ 22,500,000.00
F Public Buildings	\$ 42,373,811.00	\$ 41,211,289.60	\$ 2,000,000.00		\$ 500,000.00
<b>Sub-Total</b>	<b>\$108,245,640.00</b>	<b>\$ 90,999,085.46</b>	<b>\$ 47,500,000.00</b>	<b>\$ 35,191,497.34</b>	<b>\$ 23,000,000.00</b>
<b>GRAND TOTAL</b>	<b>\$337,405,795.00</b>	<b>\$272,338,098.86</b>	<b>\$243,680,000.00</b>	<b>\$197,043,240.18</b>	<b>\$226,134,000.00</b>



# Financial Information

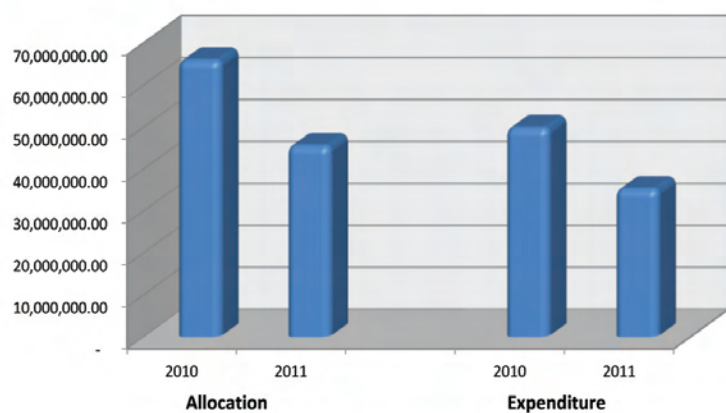
## VARIANCES UNDER DEVELOPMENT PROGRAMME

Development Programme Sub-Section	Variance	Delayed Projects/Programmes
Education services	\$34,328,167.16	<p><b>Scholarships not approved:</b> Training for Librarians, Technical Assistance Programme.</p> <p>For the institutionalised strengthening of SATD project, funding was provided through the IADB Loan. Funds cannot be utilized until financial 2012.</p>
Administrative Services	\$10,308,592.66	<p><b>BCM Project:</b> request for funding submitted to Budget Division, Ministry of Finance. Awaiting official memo from Budget Division. The CTP Process is to start once this is received.</p> <p><b>IT Infrastructure of MPA:</b> staffing challenges hindered this project.</p> <p><b>Enhancement of the Human Resource Management Function in the Public Services:</b> challenges with staffing in addition to a review of the project at the Ministerial level contributed to non-expenditure.</p> <p><b>Public Sector Reform Programme:</b> there were three projects delayed under this programme as follows:</p> <ol style="list-style-type: none"> <li>1. MoF – Hiring of PMU Financial Management Coordinator</li> <li>2. Reengineering Implementation Support for Ministry of Health</li> <li>3. SCD – Electronic Document Management</li> </ol> <p>Delays were experienced during the tendering process for these projects.</p> <p><b>E Government and Knowledge:</b> there were five (5) projects that experienced delays. For three (3) of these projects, work was still ongoing at financial year end to shape project proposals to submit to IDB for non-objection.</p> <p>Delays were also experienced for the following projects:</p> <ol style="list-style-type: none"> <li>1. Development of MPA's Organisational Capacity to define and Lead PSTA – An outstanding item regarding a study tour to the UK for senior officials of the MPA is still to be finalized.</li> <li>2. SATIS – Issues related to the testing phase are still to be resolved before the Operation Acceptance Certificate can be issued. The balance of fees will be paid once this is received.</li> </ol>
Public Buildings	\$ 2,000,000.00	No Expenditure
<b>TOTAL</b>	<b>\$46,636,759.82</b>	

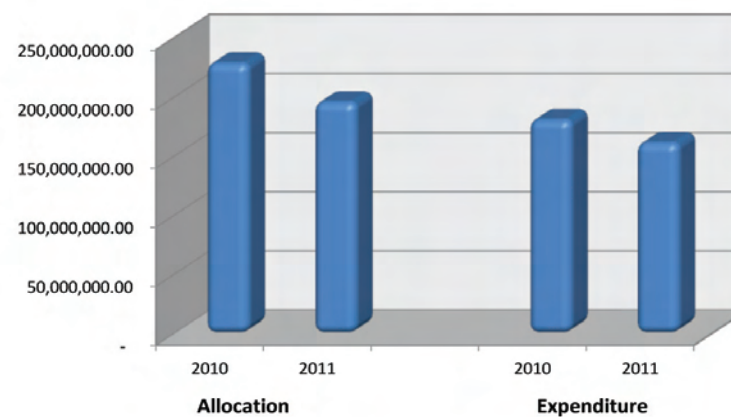
# Financial Information

## A Two-year comparison of Allocated and Actual Expenditure for Development Programme

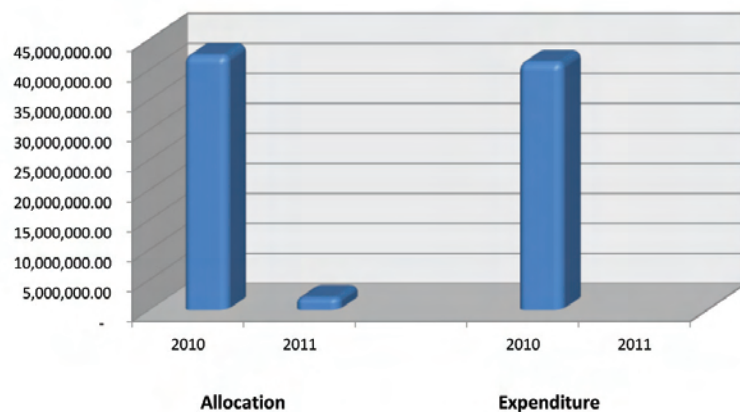
### ADMINISTRATIVE SERVICES



### EDUCATIONAL SERVICES



### PUBLIC BUILDINGS



# Financial Information

## INFRASTRUCTURE DEVELOPMENT FUND (IDF)

The Infrastructure Development Fund (IDF) was established under Section 43(2) of the Exchequer and Audit Act, Chapter 69:01. The purpose of the Fund is to act as a resource that is readily accessible to quickly undertake state infrastructure projects. In order to use funds under the IDF, the procurement of goods or services must be done through a Special Purpose Company (SPC). SPCs, as the name suggests, are state enterprises which are created for a specific purpose.

For this financial year, the Ministry was allocated twenty million and five hundred thousand dollars (\$20,500,000). For the period, Actual Expenditure amounted to four million, four hundred and forty-three thousand, and five hundred and seventy-seven dollars (\$4,443,577.00), a decrease of approximately 65% from the last financial period.

Under the Sub-Head of Public Buildings, nine (9) projects were stated, however only six (6) projects actually received allocations. These were:

1. Restoration of the Red House;
2. Refurbishment of NBN Buildings;
3. Outfitting of state-owned quarters at Fidelis Heights, Santa Margarita;
4. Demolition of Government quarters throughout Trinidad;
5. Construction of residence at Higher Judiciary;
6. Refurbishment of Tunapuna Administrative Complex;

The MPA implemented these projects under PRESID.

The following table provides further information on the Budgeted and Actual IDF Expenditure for the last two (2) financial periods for the Ministry:

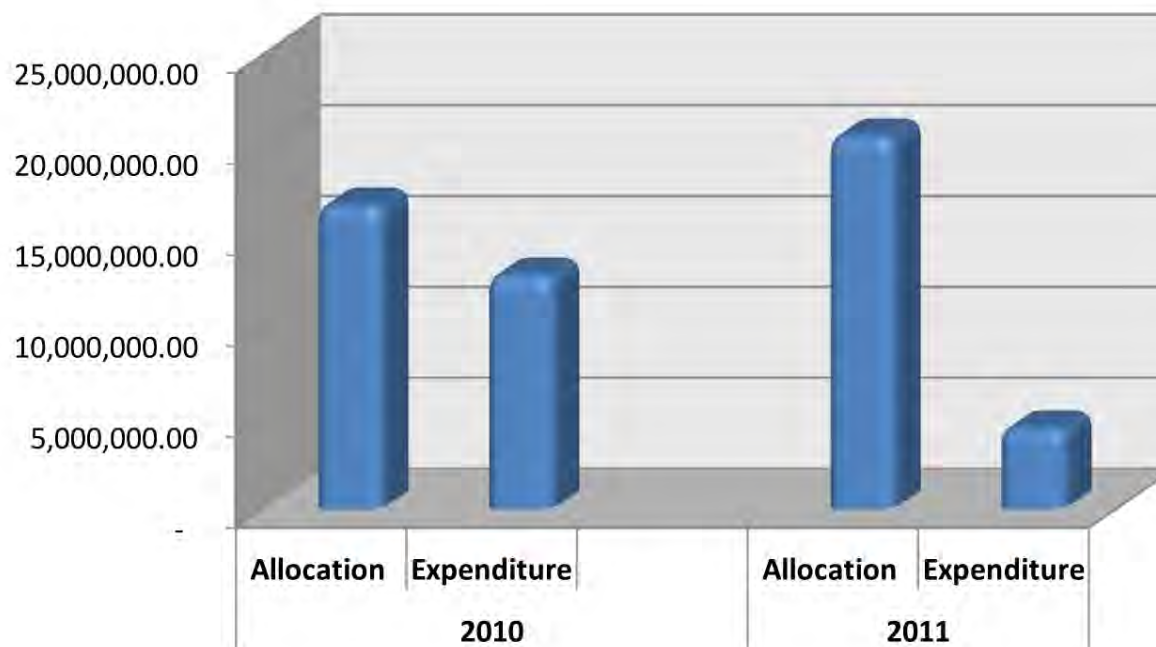
**Budget versus Actual Infrastructure Development Fund Expenditure for Financial Year 2010 to 2011**

Sub - Head / Item / Description	2010		2011		2012
	Allocation	Expenditure	Allocation	Expenditure	Projected
005 Multisectoral and other services					
006 General Public Services					
F Public Buildings	\$ 16,697,195.00	\$ 12,847,094.10	\$ 20,500,000.00	\$ 4,443,577.00	\$ 4,000,000.00
<b>GRAND TOTAL</b>	<b>\$ 16,697,195.00</b>	<b>\$ 12,847,094.10</b>	<b>\$ 20,500,000.00</b>	<b>\$ 4,443,577.00</b>	<b>\$ 4,000,000.00</b>



# Financial Information

**A TWO-YEAR COMPARISON OF ALLOCATED AND ACTUAL EXPENDITURE FOR IDF**



# Financial Information

## REVENUE

In the Ministry of Public Administration, only one Division provides services to the general public. No charge is attached to the provision of these services. However, the Ministry does earn revenue from the recoveries of expenditure from Government scholars. The main source of revenue however is the sale and/or rental of Government Buildings, and any associated interest payable to the Ministry. These transactions fall under the PRES D portfolio. The PRES D portfolio was transferred with effect from 12th July, 2011 to the Ministry of Housing and the Environment.

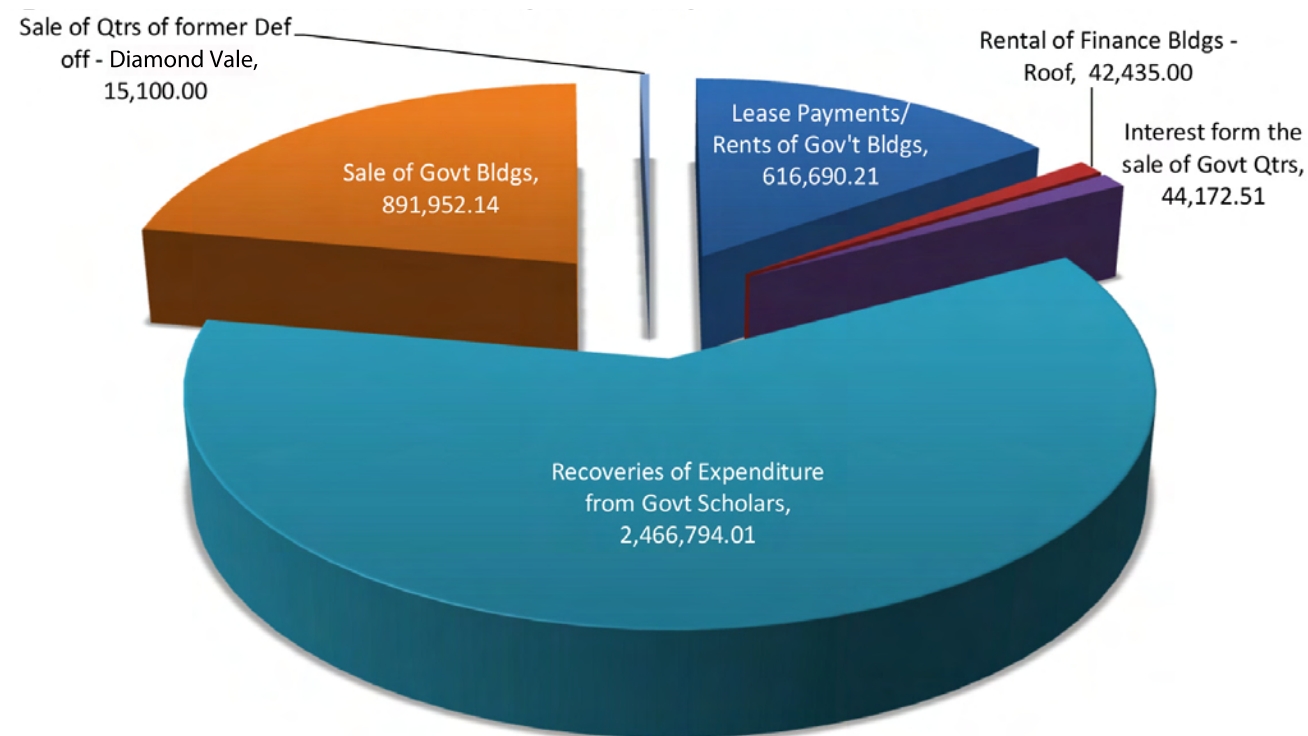
For the period under review, the revenues collected by the Ministry of Public Administration amounted to four million, seventy-seven thousand, and one hundred and forty-three dollars and eighty-seven cents (\$4,077,143.87) which represented an increase of approximately 25% from the previous year.

### Revenues collected by the Ministry of Public Administration for the Financial Year 2010 to 2011 with projections for 2012

	2010		2011		2012
Sub - Head & Item	Projected	Actual	Projected	Actual	Projected
06/01/001 Lease Payments/Rents of Government Buildings	\$ 10,660,000.00	\$ 1,771,105.40	\$ 850,000.00	\$ 616,690.21	\$ 850,000.00
06/01/002 Rental of Finance Buildings	\$ 414,000.00	\$ 46,575.00	\$ 41,400.00	\$ 42,435.00	\$ 41,400.00
06/01/003 Rental of Vacant Lots	\$ 88,800.00	\$ 12,528.07	\$ 88,000.00		\$ 88,800.00
06/06/001 Interest from the sale of Government Quarters	\$ 44,170.00	\$ 49,652.63	\$ 35,300.00	\$ 44,172.51	\$ 31,776.00
07/06/001 Recoveries of Expenditure from Government Scholars	\$ 500,000.00	\$ 895,653.50	\$ 544,000.00	\$ 2,466,794.01	\$ 3,000,000.00
09/02/001 Sale of Government Buildings	\$ 2,815,350.00	\$ 488,872.02	\$ 2,845,350.00	\$ 891,952.14	\$ 2,771,898.00
09/02/002 Sale of Quarters of Former Delegates - Diamond Vale	\$ 150,000.00	\$ 6,000.00	\$ 350,000.00	\$ 15,100.00	\$ 347,000.00
<b>GRAND TOTAL</b>	<b>\$4,705,720.00</b>	<b>\$ 3,270,386.62</b>	<b>\$4,754,850.00</b>	<b>\$4,077,143.87</b>	<b>\$7,130,874.00</b>

# Financial Information

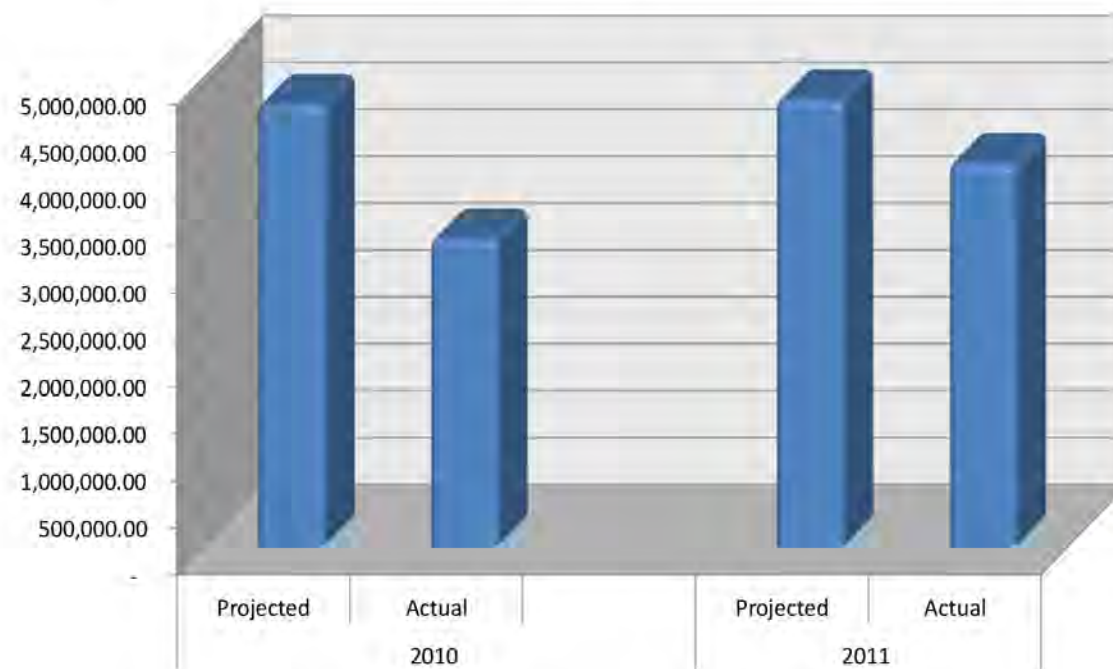
## REVENUES EARNED FOR FINANCIAL YEAR 2011 BY THE MINISTRY OF PUBLIC ADMINISTRATION





# Financial Information

**A TWO-YEAR COMPARISON OF ALLOCATED AND ACTUAL REVENUES COLLECTED**



# Audit

## THE INTERNAL AUDIT UNIT

The Internal Audit Unit of the Ministry provides assurance to the Accounting Officer (Permanent Secretary) that all the systems operating within the Ministry are effective and where they are not, the weaknesses are identified and corrective measures recommended. The Unit is directed by and reports to the Accounting Officer. The structure of this Unit requires five (5) persons: one (1) Auditor II; one (1) Auditor I; and three (3) Auditing Assistants. During the period of this report, the Unit operated with four (4) staff members. The Unit, however, faced accommodation issues. In spite of this, the Unit delivered its Programme of work on time.

**AUDIT BY THE AUDITOR GENERAL:** The Ministry of Public Administration was mentioned in the Auditor General's report 2009 – 2010 for three occurrences of non-compliance. Of this number, one (1) issue was justified by the Finance and Accounts Division of the Ministry. The table below provides more information:

Area of Operations	Point raised in Auditor General Report	Ministry's Response/Action Taken
Appropriation Accounts	<b>Paragraph 2.57 of the Report states:</b> <i>"According to Note 2.k.ii to the Appropriation Account, the value of contracts awarded during the financial year was \$535,608,682.57, of which amounts totaling \$217,001,955.54 were paid, leaving a balance of \$318,606,727.03. This information was not verified as a Contract Register was not produced for audit."</i>	The Finance and Accounts Division has developed and implemented a Contracts Register subsequent to this report.
Statement of Receipts and Disbursements	<b>Paragraph 3.05 of the Report states:</b> <i>"A comparison of the figures reflected in the Statement of Revenue submitted by the Treasury and the amounts in the various Statements of Receipts and Disbursements received in the Auditor General's Department from Receivers of Revenue showed certain differences. Details of differences in excess of \$100,000.00 are given at Appendix 10."</i>	<p>A review of the Statement of Revenue submitted by the Treasury to the Auditor General shows that actual revenue received under Head 07, Sub Head 1, and PA 001 Sale of Airtime – Trinidad Broadcasting Company was one hundred and two thousand, six hundred dollars (\$102,600). On the other hand, a review of the MPA Statement of Receipts and Disbursements shows that revenue received under this sub head was nil.</p> <p>The Finance and Accounts Division of the Ministry was able to provide a copy of a Reconciliation Statement that was submitted to the Comptroller of Accounts, showing incorrect postings made to this account when the sums relate to the Ministry of National Security.</p> <p>Additionally, by Memos dated 25th May, 2009 and 9th February, 2011 to the Ministry of Finance Budget Division, a request was made to have this item of revenue removed from the schedule of the MPA since with the establishment of the Telecommunications Authority of Trinidad &amp; Tobago (TATT) and the introduction of the Telecommunications (Fees) Regulations, the Permanent Secretary, Ministry of Public Administration was relieved of the responsibility for collection of and accounting for revenue due and payable to TATT.</p>

## AUDIT BY THE AUDITOR GENERAL

Area of Operations	Point raised in Auditor General Report	Ministry's Response/Action Taken
Statement of Receipts and Disbursements	<p><b>Appendix 10:</b></p> <p style="text-align: right;"><i>Amount</i></p> <p><i>Receiver of Revenue :</i></p> <p><i>Permanent Secretary,</i></p> <p><i>Ministry of Public Administration – n- PA1</i></p> <p><i>Statement of Revenue</i> \$998,253.50</p> <p><i>Statement of Receipts and Disbursements</i> \$895,653.50</p> <p><i>Difference</i> \$102,600.00</p>	
Financial Statements of Disbursements made under the IDF	<p><b>Paragraph 4.37 of the Report states:</b></p> <p>"The Comptroller of Accounts by Circular No. 12 dated 2010 August 24 provided Administering Officers with guidelines for the preparation and submission of financial statements including the requirement that Notes to the Statements should disclose the following:</p> <ul style="list-style-type: none"> <li>i. Projects which were implemented in-house;</li> <li>ii. The name of the contractor and contract prices with respect to projects for which contracts were awarded;</li> <li>iii. Projects funded by unspent balances;</li> <li>iv. Amounts surrendered by the client Ministry to the Executing Agency; and</li> <li>v. Statements of balances on refundable deposits such as Tender Deposits and Cash Performance Deposits.</li> </ul> <p>The financial directive highlighted above was not complied with totally in the case of the following Administering Officers who submitted certified financial statements for the financial year 2010 which reflected actual expenditure totaling \$2,038,800,699.97.</p>	<p>A review of Circular No. 12, Note 4 and the Statement prepared and submitted by the MPA revealed that the statement does not specifically address Items i-v of the Circular.</p> <p>Non-compliance in this regard was attributed to the fact that that Items i –v do not apply to the MPA as the Property and Real Estate Services Division (PRESD) only has oversight of projects. Therefore the role of the Ministry is limited to making payments only as the funds are provided in the MPA's Estimates.</p> <p>With the transfer of the PRESD to the Ministry of Housing and the Environment this no longer falls within the purview of the Ministry of Public Administration.</p>



# Procurement Information

## CONTRACTS AWARDED

The Permanent Secretary (Accounting Officer) has the authority to award contracts up to a limit of TT\$200,000 on the basis of at least three (3) proposals from consultants/consulting firms. A summary of contracts awarded during the reporting period is as follows:

CONTRACT	SUMMARY OF CONTRACT
DAH Consulting Ltd	<b>Agreement between MPA and DAH Consulting Inc.</b> for Review and Evaluation of the New-systems facilitator Initiative.
Kwesi Prescod	<b>Agreement between MPA and Kwesi Prescod</b> for Provision of Specialist ICT Advisory Services.
Michael Baptiste	<b>Agreement between MPA and Michael Baptiste</b> for the Provision of Consulting Services for continued support to the Advancement of the Public Service Transformation Programme Phase 2 – Streamlining of the Public Sector Investment Programme (PSIP).
PESTEX Limited	<b>Agreement between MPA and PESTEX Limited</b> for Pest Control Services at the Siparia and Tunapuna Administrative Complexes.

CONTRACT	SUMMARY OF CONTRACT
PKF Limited	<b>Agreement between MPA and PKF Limited</b> for the Provision of Audit Services for the Financial Year October 1, 2009 – September 30, 2010 ( <b>PSRIP - Public Sector Reform Initiation Programme</b> ).
PKF Limited	<b>Agreement between MPA and PKF Limited</b> for the Provision of Audit Services for the Financial Year October 1, 2009 – September 30, 2010 ( <b>E-Government &amp; Knowledge Brokering Programme</b> ).
Inglefield/Ogilvy & Mather Caribbean Limited	<b>Agreement between MPA and Inglefield/Ogilvy &amp; Mather Caribbean Limited</b> for the provision of Services for the Design, Layout, Printing and Production of the 2009/2010 Annual Report of the Ministry of Public Administration.
Kex Limited	<b>Contract between MPA and Kex Limited</b> for the supply and on-going servicing of Four custom Logo Mats for MPA.

# Procurement Information

## MINISTERIAL TENDERS COMMITTEE

The Ministerial Tenders Committee (MTC) of the Ministry of Public Administration (MPA) may award contracts ranging in cost from TT\$200,000 to TT\$1,000,000 on the basis of public advertising and/or at least three (3) proposals from consultants/consulting firms in cases where the MTC is satisfied with the justification advanced. Summary of contracts awarded during the reporting period is as follows:

CONTRACT	SUMMARY OF CONTRACT
Phoenix Protective Services	<b>Contract between MPA and Phoenix Protective Services Limited</b> for the Provision of Security Services to MPA – PMCD and NICTC Gaston Court, Chaguanas.

## CENTRAL TENDERS BOARD

The CTB may award contracts costing over TT\$1,000,000 based on public advertising and/or selective tendering where the CTB is satisfied with the justification advanced. Summary of contracts awarded during the reporting period is as follows:

CONTRACT	SUMMARY OF CONTRACT
Government Human Resource Services Ltd	<b>Agreement between GHRS and MPA</b> for the Supply, Installation, Support and Maintenance of an Information System for SATD.
Government Human Resource Services Ltd	<b>Agreement between GHRS and Microedge LLC</b> to customize, develop and implement a Web-enabled Management Information System for the Scholarships Division MPA (with attached Novation Agreement between MPA and GHRS and Microedge LLC.
Mirosoft Ltd	<b>Microsoft Volume Licensing and Premier Support Services</b> Description Schedule.

# Abbreviations

AP	Associate Professional	ICT	Information & Communications Technology
ASI	Adam Smith International	IDA-i	Info-communications Development Authority International
B2B	Business to Business	IHRIS	Integrated Human Resource Information System
CANTO	Caribbean Association of National Telecommunication Organizations	ILO	International Labour Organization Convention
CAPAM	Commonwealth Association for Public Administration and Management	INTAN	Institut Tadbiran Awam Negara
C.A.P.E	Caribbean Advanced Proficiency Examination (Advanced Level)	IRD	Inland Revenue Division
CAPSE	Citizens' Allied for Public Service Excellence	IT	Information Technology
CCD	Corporate Communication Division	ITEC	Indian Technical and Economic Corporation Programme
CIDA	Canadian International Development Agency	IXP	Internet Exchange Point
CLGF	Commonwealth Local Government Forum	JICA	Japan International Cooperation Agency
COMMSEC	Commonwealth Secretariat	LSD	Legal Services Division
CPC	Chief Parliamentary Counsel	M&E	Monitoring and Evaluation
CPO	Chief Personnel Officer	MNS	Ministry of National Security
CSD	Corporate Services Division	MOE	Ministry of Education
CSM	Customer Satisfaction Measurement	MOF	Ministry of Finance
CSO	Central Statistical Office	MoLG	Ministry of Local Government
CTB	Central Tenders Board	MORI	Market & Opinion Research International
DPA	Director of Personnel Administration	MOT	Ministry of Tourism
ecommerce	Electronic Commerce	MoU	Memoranda of Understanding
EGKBP	E-Government and Knowledge Brokering Programme	MOWT	Ministry of Works and Transport
eTeck Limited	Evolving TecNologies and Enterprise Development Company	MPA	Ministry of Public Administration
Exec Sec	Executive Secretariat	MPMF	Ministerial Performance Management Framework
FAD	Finance and Accounts Division	MRM	Meeting Room Manager
FY	Fiscal Year	MTCT	Malaysian Technical Cooperation Programme
GAAP	Generally Accepted Accounting Principles	MTI	Ministry of Trade and Industry
GHRS	Government Human Resource Services Company	MTS	National Maintenance Training and Security Company Limited
GoRTT	Government of the Republic of Trinidad and Tobago	NBN	National Broadcasting Network
GRM	Government Revenue Management	NGC	National Gas Company
GTC	Government Training Centre	NICTCL	National Information and Communications Technology Company Limited
HRMD	Human Resource Management Division	NIPDEC	National Insurance Property Development Company
IA	Internal Audit	NPSTA	National Public Service Transformation Agenda
IADB	Inter American Development Bank	NSAATT	National Scholars Alumni Association of Trinidad and Tobago
		NSFs	New Systems Facilitators
		OAS	Organisation of American States



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