



MINISTRY OF PUBLIC ADMINISTRATION

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2011-2012

Administrative Report
Ministry of Public Administration



Empowering Change: Fostering a Citizen Centric Public Service

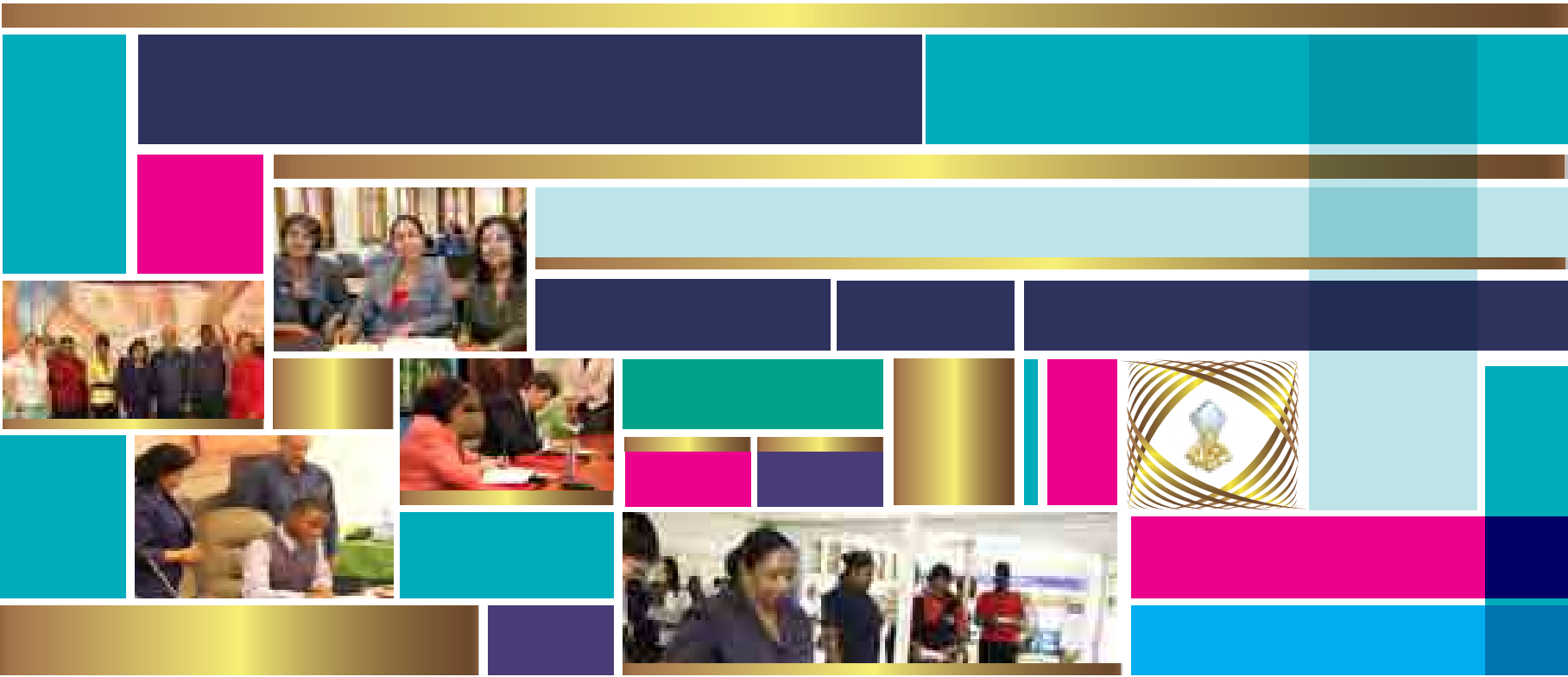
Abbreviations

AP	Associate Professional
B2B	Business to Business
BPR	Business Process Re-engineering
CAPAM	Commonwealth Association for Public Administration and Management
CAPE	Caribbean Advanced Proficiency Examination (Advanced Level)
CCD	Corporate Communication Division
CPO	Chief Personnel Officer
CSO	Central Statistical Office
CTB	Central Tenders Board
CTO	Commonwealth Telecommunications Organisation
CTU	Caribbean Telecommunications Union
DPS	Deputy Permanent Secretary
EBC	Elections and Boundaries Commission
EGKBP	E-Government and Knowledge Brokering Programme
F&A	Finance and Accounts Division
FY	Fiscal Year
GHRS	Government Human Resource Services Company
GORTT	Government of the Republic of Trinidad and Tobago
HRM	Human Resource Management
ICT	Information and Communication Technologies
IDB	Inter-American Development Bank
IhRIS	Integrated Human Resource Information System
ITEC	Indian Technical and Economic Cooperation
ITU	International Telecommunication Union

Abbreviations

M&E	Monitoring and Evaluation
MORI	Market & Opinion Research International
MPA	Ministry of Public Administration
MPMF	Ministerial Performance Management Framework
MSO	Management Support Officer
MSS	Management Support Series
OAS	Organisation of American States
OLP	Opinion Leaders Panel
PD	Personnel Department
PMCD	Public Management Consulting Division
PS	Permanent Secretary
PSA	Public Service Academy
PSRIP	Public Service Reform Initiation Programme
RHA	Regional Health Authority
SATD	Scholarships and Advanced Training Division
SCD	Service Commission Department
SHRM	Strategic Human Resource Management
SIDSTEC	Small Island Developing States Technical Cooperation
SSITD	Strategic Services & Information Technology Division
TATT	Telecommunications Authority of Trinidad and Tobago
TCU	Technical Co-operation Unit
THA	Tobago House of Assembly
TSTT	Telecommunication Services of Trinidad and Tobago
TTPS	Trinidad and Tobago Police Service
UWI	The University of the West Indies

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The Honourable Carolyn Seepersad-Bachan
Minister of Public Administration

Minister's Foreword

“EMPOWERING CHANGE: FOSTERING A CITIZEN CENTRIC PUBLIC SERVICE”

The major product of national development is change that is planned and phased, deliberate and deep-rooted. The Ministry of Public Administration (MPA) is an agent of national development and its remit is the public service of Trinidad and Tobago.

The need for change in the public service as an instrument of government policy and the services that it delivers, including considerations like speed, cost, quality and access, have been concerns since the public service came into existence in 1962 as both a symbol and institution of nationhood.

Public service transformation has been an elusive dream. I am constantly asked what makes me think that it can be achieved within this decade of 2012 – 2022, that we have described as the milestones in our journey “From Gold to Diamond”. We saw the first fifty years of Independence as the golden platform from which we can launch our public service renewal. We will celebrate our Diamond Jubilee in 2022 and plan to use the 10-year period starting in 2012 to put in place a citizen-centric public service that will be geared for all our service needs for the entire 21st Century.

I base my belief, my conviction in fact, on the convergence of four important phenomena that were not all present previously.

The first and most important development is that our citizens are increasingly demanding value for money from government services and, knowing that something must be done, they

are willing the transformation to happen. We have the almost unanimous support of the people of this country.

The second major impetus for transformation is the growing availability and ubiquity of Information and Communications Technologies or ICTs. These new technologies which shrink space, time, distance and costs are the keys to the delivery of the highest quality service to our citizens; whether at existing Government Ministries and agencies, convenient kiosks, mobile phones or homes of citizens regardless of their location. Increasingly, our citizens, not just our youths, are becoming “tech-savvy”.

The third major driver of the transformation process is that public officers are beginning to understand and appreciate that theirs is a profession in which opportunities exist and will proliferate for those who perform at the highest levels. Moreover, those who are stuck in dead-end jobs at the base of the present pyramidal structure of the service, see hope in a future where professionalism and achievement would be the critical criteria for advancement and success. The red tape that has virtually immobilized the public service in the past is being replaced by a new spirit of optimism, entrepreneurship and support for innovation and imagination.

The fourth and most important factor is that the political will exists for transformation. The MPA is part of an administration which from the beginning of its tenure was committed to public

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“EMPOWERING CHANGE: FOSTERING A CITIZEN CENTRIC PUBLIC SERVICE”

service transformation and the structural and strategic changes necessary to make it happen.

The issue is not government but governance. Good governance is citizen-centric and addresses the allocation and management of resources objectively. If we are to rebuild trust and credibility in the public service, the onus is on the present and future leaders of the public service to put in place and maintain the governance structures that will ensure that the needs and wishes of our citizens are paramount.

Governance is also about leadership. Part of what we see as our role as a Ministry is to set the stage and create the opportunities as well as the supportive environment for new leaders to emerge. We are going to put the right people in the right places at the right time.

We intend to build on the strengths of our stakeholders as much as on our own enhanced capacities and capabilities and will continue to be sensitive to the needs of all those who depend on us for service. To be citizen-centric we must always be able to see the world from the point-of-view of our clients. This is why, for instance, ease of doing business is perhaps the most important indicator of a transformed public service. Both internally and internationally the public service must see its business as facilitating and encouraging business activity.

One major challenge we have identified is defining and defending the public interest. Public officers must have a clear sense of what this entails. We realize that being citizen-centric implies

and includes a culture that values, recognises and rewards public officers who display and portray, who demonstrate and personify the values and virtues of honesty and integrity, fairness, transparency and conscientiousness and who add value instead of debasing the integrity of the system.

The journey from Gold To Diamond will be paved with the values of courtesy and respect, integrity and fairness, value for money, quality assurance and by a culture of continuous improvement and innovation. It will be judged by its excellence in service delivery.

At this stage of the journey from Gold to Diamond, I have even greater hope in the future. I have a dream of a public service where citizens have access to services at any government office and even from their phone or home. I am certain that my dream of a public sector that delivers services of the highest quality, in the shortest time, at the lowest cost to the people of this country regardless of who they are or where they live will come true. I am convinced that the changing architecture of the public service will provide opportunities for entrepreneurship and the unleashing of the creative energy for which the people of our country are famous. Most of all, we have a Government and a Ministry of Public Administration that are putting the resources in place so that the citizen is the centre of the public service universe and the sun around which our efforts and achievements revolve.

During the years ahead we will build on our efforts to create an empowered organisation, one in which there is delegation of authority and where the staff feel empowered and energized. This

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“power shift” will ensure the equitable redistribution of authority and provide greater room for growth in the public service which will be less “hands-on” and more innovative. The foundation for this transition will be cemented through legislation and the adoption of best practices.

In terms of best practices, we will be implementing the Excellence in Service Delivery awards as part of the Gold to Diamond journey on which we have embarked. This, together with other initiatives and incentives, including the implementation of shared services among some Ministries and Departments, will help to create an environment that will make the public service more competitive as well as more cooperative.

What we need most now is your support as a valued stakeholder and client. Public service transformation is not just the business of the Ministry, the Government or the public servant. It is everybody's business and we urge you to be part of it.



Permanent Secretary's Review

This year, public service transformation, the Ministry's core function, took a giant leap forward with our multi-faceted "GOLD TO DIAMOND" strategy which includes modifying the architecture and structure of the public service, implementing programmes that focus on excellence in service delivery, and introducing mechanisms to improve the quality, accessibility, cost and speed of delivery of all public goods and services.

The Journey from GOLD TO DIAMOND was launched by the Prime Minister of Trinidad and Tobago, The Honourable Kamla Persad-Bissessar, at our Public service Gala Awards Ceremony on December 5, 2012. Our 50th year of Independence also marked fifty years of an independent public service. The outstanding contributions of public officers from 1962 to 2012 symbolize the golden base, a foundation of the public service. The next ten year period which leads up to the nation's 60th Anniversary or Diamond Jubilee will be the "DIAMOND" part of our journey.

The public service is so interwoven into the fabric of our society and our lives that the transformation process must encompass and involve the entire nation of Trinidad and Tobago.

The Ministry recognizes this as both a challenge and an opportunity. The goal of the Ministry is to have a citizen-centric public service, one that understands the need to put the citizen first and to do everything possible to make the citizen the centre of the public service universe. To this end, the Ministry is developing and improving the structure of the public service to provide the

environment and opportunities for public officers to develop and use their skills as entrepreneurs and innovators. The new architecture allows for greater autonomy and risk taking while it forces public officers to be more accountable and thorough in the performance of their duties.

We have improved the procedures for recruitment and management of contract employees and have standardized twenty-six (26) job descriptions and job designations in the areas of human resources, communications, legal and management support. The new arrangements allow Ministries and Departments to prepare employment contracts internally and reduce the time for executing employment contracts. We also clarified the information requirements for requesting comments from the Public Management Consulting Division (PMCD) of the Ministry on renewing contracts and creating contract positions.

At the request of Permanent Secretaries, the Ministry through the Strategic Human Resource Management (SHRM) Council, pursued several initiatives to improve the engagement and management of human resources. The SHRM Council is chaired by the Minister and its membership includes representatives from the Service Commissions Department, Public Service Commission, Personnel Department and the Ministry of Public Administration. The Council has been focused on improving processes for engaging contract officers and modernising the human resource management structures in public service agencies. The cumulative effect of these improvements will be

Gillian Macintyre
Permanent Secretary (Ag.)
Ministry of Public Administration

Permanent Secretary's Review

jobs that are in keeping with a 21st century public service and a reduction in delays in the recruitment process, including the issuing of contracts prior to the assumption of duty.

The Ministry continued to contribute to the development of public officers through the Public Service Academy and the Scholarships and Advanced Training Division. In 2011, eight hundred and ten (810) public officers accessed training programs offered by the Academy. In 2012, one thousand, one hundred and fifty-one (1,151) public officers were trained in various areas including policy development, occupational health and safety, project management and monitoring and evaluation.

In keeping with its mission, to lead the renewal and modernization of a citizen-centric public service and in commemoration of the 50th Anniversary of the public service, the MPA hosted an Open House as part of the Public Service Week of activities from June 18 - 22, 2012 at the Brian Lara Promenade, Port-of-Spain, and on June 20, 2012 at the Harris Promenade, San Fernando. The Open House gave fifty-four (54) varied public sector organisations the opportunity to showcase their history, services, achievements and plans. Our intention was to increase public awareness of the diversity of government services and the many employment opportunities available.

In looking back at the year, I believe that we have set the stage for the modernisation and renewal of the public service and have in place the many different building blocks on which the future will be built. The critical success factor is the extent to which public officers will buy into the process and recognise the opportunities, benefits and advantages available to them in the transition to a more effective and efficient public service. There is considerable evidence that they want to be part of the journey, and in the next year, we will focus on defining what we will have in place at the journey's end.



About the Ministry

The Ministry of Public Administration has oversight and accountability for initiatives to improve the delivery of government services. From its early beginnings in the Office of the Prime Minister in 1991, the organisation has been committed to developing a brighter future for our country by developing a stronger and more versatile public service to realise the highest degree of citizen, employee and business sector satisfaction.

Over the past twenty years, there have been several iterations in terms of structure. It was reconstituted in 2001, and became the Ministry of Public Administration and Information in 2003. In 2007, the information portfolio was detached from the Ministry and in 2011 and 2012 the Property Management, ICT portfolio and oversight of the Telecommunications Authority of Trinidad and Tobago (TATT) were transferred to other Ministries.

To achieve its mandate of transforming the public sector, the Ministry continues to partner with relevant government agencies. The composition of the Ministry reflects its mandate. The Strategic Human Resource Management Division, Public Service Transformation Division and the Public Management Consulting Division provide management consulting advice, guide transformation initiatives and policy development. The Scholarships and Advanced Training Division administers scholarships on behalf of the Government of Trinidad and Tobago to develop the human resource capacity of the country and the Public Service Academy facilitates training of public officers for the wider government service.

At the helm of the Ministry is the Honourable Carolyn Seepersad-

Bachan who was appointed Minister of Public Administration on June 27th, 2011 and Ms Gillian Macintyre who was appointed to act as Permanent Secretary on March 28th, 2011.

During the fiscal year 2012, the Ministry laid the groundwork for the implementation of the Government's Public Service Renewal and Modernisation Plan entitled 'Gold to Diamond'. This ten year plan officially began on the Golden anniversary, of the nation on August 31st 2012. It is expected to continue until the Diamond anniversary on August 31st, 2022.

This report represents the work of the Ministry of Public Administration for the period October 1st 2011 to September 30th 2012. The report has been compiled in accordance with the Framework for Sustainable Development, which came into effect June 2010.



Organisational Structure

The Ministry of Public Administration executes its development programs through the **core Divisions** listed below.

Table 0.1 Core Divisions and Services

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"> • Policy management (includes proposed Knowledge Centre) • Change management • Service alignment • Monitoring and evaluation (includes Opinion Leaders Panel and Public Service Employee Surveys and Innovation Awards) • Transformation support
Public Service Academy	Public Service training and development programmes	<ul style="list-style-type: none"> • Public Service training policy • Review and approval of Ministry and Department training plans • Conduct of training programmes for enterprise-wide and agency specific needs • Administration of Technical Cooperation training from foreign governments and international agencies • Provides consultancy services on training matters to government Ministries/ Departments/Agencies

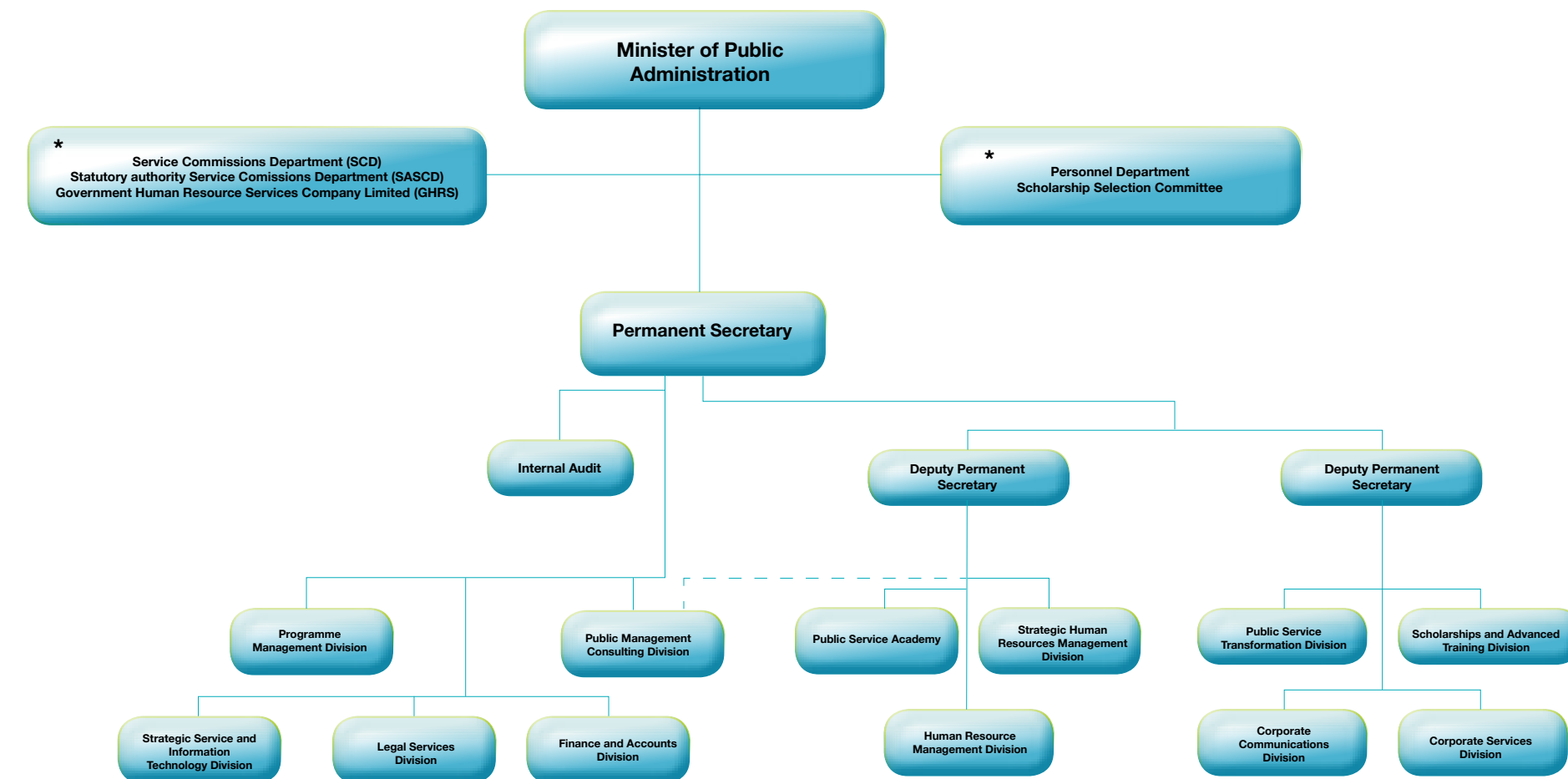
Organisational Structure

Table 0.1 Core Divisions and Services (Cont'd)

Public Management Consulting Division	Consultancy services/advice on organisational structure design	<ul style="list-style-type: none"> Rationalisation and restructuring of Ministries and Departments Organisational design, review and redesign lhrIS position management Strategic Planning support
Scholarships and Advanced Training Division	Administration of scholarships offered by and through the GORTT Scholar placement and development	<ul style="list-style-type: none"> Management of the scholarship application process, selection process and Secretariat to Cabinet appointed Selections Committee Provision of support services to scholars during study Management of the job placement of returning scholars to meet contractual obligations and to maximise the return on investment National skills gap needs assessment and planning Policy review and development
Strategic Human Resource Management	Development and coordination of a programme to achieve public service HRM transformation	<ul style="list-style-type: none"> HR policy research and planning HR policy design and development HR policy monitoring and evaluation HR advisory services HR audits Implementation of HR best practices Management and leadership development

Ministry of Public Administration Organisational Structure

Figure 0.1: Organisational Structure



* Agencies, Divisions and Cabinet appointed Committees that report to the Minister of Public Administration

September 2013

The Executive Team

Ms. Gillian Macintyre (Ag.)
PERMANENT SECRETARY

Richard Madray
Deputy Permanent Secretary (Ag.)

Prabhawatie Maraj
Deputy Permanent Secretary (Ag.)

Wade Alleyne
Director,
Corporate Services Division

Claudelle McKellar
Director,
Public Sector Transformation Division

Jacqueline Johnson
Director,
Scholarships and Advanced Training Division

Marcia London-McKellar
Director (Ag.),
Public Service Academy (PSA)

Meena Jagarsar
Director,
Public Management Consulting Division

Kurt Meyer
Director (Ag.),
Strategic Services and Information Technology
Division

Angela Lum-Joseph
Director, Finance and Accounts Division

Cheryl Small
Director (Ag.),
Human Resource Management Division

Muriel Lezama
Senior Project Coordinator,
Programme Management Division

Deniece Serrette*
Corporate Communications Division

Sharon Morris- Cummings
Director, Legal Services Division

Abigail Bynoe*
Strategic Human Resource Management.

**Most senior officer during the period for which the report was prepared*

Vision, Mission and Core Values

VISION:
MPA is the champion of service delivery excellence

MISSION:
To facilitate and lead the renewal and modernisation of a citizen-centric public service

CORE VALUES:
Team Driven: In the spirit of mutual respect and co-operation, we partner amongst ourselves and with Ministries, Departments and other stakeholders.

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 our achievements along the way.

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.

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.

MPA Strategic Plan 2012-2015

The following represents the strategic priorities of the MPA as aligned to the relevant pillars of the National Framework for Sustainable Development

Table 0.2 Core Divisions and Services

Strategic Priority	National Pillar
1. Review and operationalise the governance framework of the public service	Pillar 6: Good Governance
2. Redesign and build the HRM architecture for a 21st century public service	Pillar 1: People-Centered Development Pillar 6: Good Governance
3. Develop and implement the service delivery policy framework and architecture	Pillar 6: Good Governance
4. Build the human resource capability and capacity for national development	Pillar 5: A more diversified, knowledge intensive economy.
5. Build business continuity management capacity of the public service	Pillar 3: National and Personal Security. Pillar 4: Information and Communication Technology.
6. Develop and strengthen the MPA's capability and capacity	Pillar 6: Good Governance



Scholars at Scholarship Symposium 2012

Section One: Building Human Resource Capacity and Capability for National Development

One of MPA's key strategic priorities is building the human resource capacity of the country which is a critical component in achieving a sustainable and diversified economy. To facilitate this the Ministry of Public Administration administers scholarships on behalf of the Government of Trinidad and Tobago and facilitates training of public officers for the wider government service.

Section One: Building Human Resource Capacity and Capability for National Development

Award of Scholarships

MPA's strategic priority "Building the human resource capability and capacity for national development" is aimed at ensuring that nationals are equipped with the knowledge, skills and competencies required for achieving national developmental goals. For fiscal 2012, a total of four hundred and ninety-one (491) scholarships were awarded and administered through various scholarship programmes. In addition, a further twelve (12) scholarships were awarded to nationals on behalf of various foreign governments and institutions. Table 1.1 below provides greater detail on the various scholarship programs and the number of recipients of each award.

Table 1.1 – Award of Scholarships

Scholarship Area	No. of Recipients
Locally Sponsored Scholarships	
CAPE Awards (awarded on Merit – Ministry of Education)	372
Postgraduate Scholars	76
Developmental Needs	15
Social Services	14
Library and Information Sciences	7
Differently Abled Scholarship	4
Allied Health	3
SUB TOTAL	491

Table 1.1 – Award of Scholarships (Cont'd)

Scholarship Area	No. of Recipients
Foreign Sponsored Scholarships	
Cuba Scholarship Programme	4
Commonwealth United Kingdom	3
Organisation of American States	2
People's Republic of China (CPS)	1
People's Republic of China (OAS)	1
Commonwealth New Zealand	1
SUB TOTAL	12
Total Sponsored Scholarships	503

Section One: Building Human Resource Capacity and Capability for National Development

Improving the Scholarship Management Process

The Scholarships and Advanced Training Division (SATD) of the Ministry has designed evaluation frameworks to govern the selection of candidates for each of the scholarships offered by the GORTT. These evaluation frameworks are used to determine eligibility and selection criteria for scholarship applications. An applicant can use the framework to assess the strength of their application by means of the scoring guidelines.

The Division commenced a comprehensive review of its policies and the following were developed in the period under review.

1. Award of the Scholarship to person with Disability to pursue Undergraduate/Postgraduate studies (Cabinet Minute No. 2001-2011/08/04)

Under this programme five (5) scholarships per annum will be offered for a period of five (5) years to enable nationals with disabilities to pursue studies at tertiary institutions in Trinidad and Tobago. Two (2) of the five (5) scholarships will be offered to disabled nationals who wish to pursue studies at the postgraduate level

2. Award of scholarship under the Development Needs Scholarship Programme 2012 (Cabinet Minute No. 2832-2012/10/25)

For the next five (5) years (2011 to 2015) fifteen (15) scholarships will be awarded annually, based on the updated list of human resource needs or any new area deemed critical to the development of the country as identified by the Scholarships Selection Committee, pending the completion of the national manpower needs survey by the Ministry of Labour and Small and Micro Enterprise Development. The scholarship will be awarded to the following levels:

Section One: Building Human Resource Capacity and Capability for National Development

Degree Level	No. of Scholarships	Scholarships
Undergraduate	2	
Master's	5	
Doctorate	8	

3. Policy governing the award of Postgraduate Scholarship for National of Trinidad and Tobago who attained First Class Honours Degree at the Bachelor's Level (cabinet Minute No. 1909-2012/07/19).

This Policy ensures the alignment of areas of study to the human resource development needs of the country as approved by Cabinet from time to time. Eligible candidates will therefore be required to provide detailed evidence that their programme of study and research are tied to an identified critical development need within the country.

In May 2012, SATD fully launched the Scholarship and Advanced Training Information System (SATIS). SATIS is a software solution which facilitates online scholarship application, selection and award. It was piloted in 2011 with the Caribbean Advanced Proficiency Examination Scholars (CAPE) and Teachers. The benefits that have been derived from the implementation of SATIS are as follows:

1. Improved transparency in the scholar application process
2. Reduced incidence of lost scholar applications and misplaced documents during processing
3. Improved access to scholar information and reduced downtime in operations due to staff changes
4. Improved convenience to scholars due to increased speed in responses to applicant and scholar queries

Employees of the Division were trained in the use and maintenance of the system and are continuously retrained to ensure high quality service delivery to all applicants and scholars.



Section One: Building Human Resource Capacity and Capability for National Development

A breakdown of expenditure for scholarships awarded during the period 2011/2012 is shown in Table 1.2 below.

Table 1.2 Breakdown of Expenditure on Scholarships

Development Programme	Scholarship Program	Expenditure 2011/2012
National/Additional Scholarships based on Advanced Level Examinations	Open and Additional Scholarships based on Advanced Level Examinations	78,154,522
Scholarships/Full Pay Study/Leave for Teachers	Teachers' Scholarships	44,221,046
Postgraduate Studies	Postgraduate Scholarships	21,575,831
Annual Scholarship and Technical Assistance	1. <i>Allied Health Scholarships</i> 2. <i>Social Services</i> 3. <i>Sport and Youth Development</i>	9,210,683
Programme of Development Needs Scholarships	Developmental Scholarships	5,721,865
Arrears of Salary to Scholarship Awardees	Payment of Arrears to Scholars from the Teaching Service	5,406,272
Training of Librarians	Library Scholarships	2,929,594
President's Medal and Non Advanced Level Examinations	Presidential Scholarships	2,740,918
Establishment of the Undergraduate/ Postgraduate Scholarship Scheme for Students with a Disability	Disability Scholarships	665,177
TOTAL		170,625,908

Section One: Building Human Resource Capacity and Capability for National Development

Enhancing Scholars – The Associate Professional Programme

The scholarships and advanced training programme's objective of contributing to the development and advancement of our national human resource capital includes the strategic placing of returning scholars in jobs, based on current labour market analysis and demands. The Associate Professional (AP) programme, established in 2008, was introduced to create an avenue for public service agencies to retain and use the skills of returning scholars. For fiscal 2012, there were three hundred and seventy-five (375) scholars in the programme as compared to one hundred and sixty-four (164) in 2011. This represents a one hundred and twenty-nine per-cent (129%) increase of scholars in the Associate Professional Programme.

Scholar Contract Management

SATD has focused on improving the effectiveness of the scholar management process, ensuring that both the scholar and the taxpayer receive value for money by managing the scholars' obligatory service to the country. In addressing those cases where scholars do not desire to provide obligatory service to the nation, the Division has implemented a review of the breach process which was formalised by Cabinet in 2010. The process includes collaboration with the MPA's Legal Services Division, the Office of the Solicitor General and the scholar, toward reaching an acceptable agreement, which is usually a refund of the scholarship sum to the government.



Section One: Building Human Resource Capacity and Capability for National Development

The Public Service Academy – Training Public Officers

PSA Training Plan 2011 to 2012

The Public Service Academy (PSA) facilitates the enhancement of skills, knowledge and competencies of public officers through the conduct of training courses in key areas that are current and relevant to the needs of the public service. Each fiscal year, the PSA develops a programme of training and development activities to address the needs described in the training plans of various government departments, as informed by their strategic plans. Additionally, the PSA is continuously engaged in the process of scanning the public service environment so that it is aware of the various changes and developments that impact on its clients. Feedback provided by Ministries from past training courses is also used to aid in the design of future course offerings. A detailed listing of the training courses conducted for public officers over the reporting period can be found in Appendix 1.

In fiscal 2012, the Public Service Academy trained one thousand, one hundred and fifty-one (1,151) public officers over one hundred and fifty two (152) training days in courses including leadership, protocol, cabinet note writing, policy development, project management and financial management.



Section One: Building Human Resource Capacity and Capability for National Development

The Public Service Academy – Training Public Officers

Administration of Technical Co-operation Awards

The Public Service Academy is also responsible for administering the Technical Co-operation Unit (TCU) 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, technical co-operation training scholarships were awarded under various programmes, including the Small Island Developing States Technical Cooperation (SIDSTEC) Programme, the Indian Technical and Economic Cooperation (ITEC) Programme, and programmes offered under the Organisation of American States (OAS). Over the financial period, the PSA administered a total of twenty-nine (29) awards to Public Servants and nationals of Trinidad & Tobago. Table 1.3 below provides greater detail on the awards.



Table 1.3 List of Technical Cooperation Awards Administered by the PSA

AWARD	RECIPIENT/ MINISTRY/ AGENCY	NUMBER OF PARTICIPANTS	DATE	COUNTRY
<i>Design, Development and Implementation of e-Learning Courses.</i>	<i>Ministry of Works and Infrastructure; Trinidad and Tobago Bureau of Standards</i>	<i>3</i>	<i>October 17 to December 9, 2011 and October 24 to December 16, 2011</i>	<i>India</i>
<i>Disaster Communication Management</i>	<i>Telecommunication Services of Trinidad and Tobago (TSTT)</i>	<i>1</i>	<i>October 31st to November 10, 2011</i>	<i>United States of America</i>

Section One: Building Human Resource Capacity and Capability for National Development

Table 1.3 List of Technical Cooperation Awards Administered by the PSA (Cont'd)

AWARD	RECIPIENT/ MINISTRY/ AGENCY	NUMBER OF PARTICIPANTS	DATE	COUNTRY
<i>Seminar on Solar Power Generation Technology</i>	<i>The Power Generation Company of Trinidad and Tobago</i>	<i>1</i>	<i>Feb 26- April 28, 2012</i>	<i>Japan</i>
<i>Public Administration and Management -Enhancing Performance in Public Administration</i>	<i>Ministry of Public Administration</i>	<i>2</i>	<i>May 7-11, 2012</i>	<i>Malta</i>
<i>Legal Framework for Information and Communications Technologies</i>	<i>Office of the Attorney General</i>	<i>1</i>	<i>May 21-26, 2012</i>	<i>Malta</i>
<i>Commonwealth Executive Programme in Public Management</i>	<i>Integrity Commission</i>	<i>1</i>	<i>June 3 - 15, 2012</i>	<i>Canada</i>
<i>Framework for Information and Communication Technologies</i>	<i>Telecommunications Authority of Trinidad and Tobago, Ministry of National Security</i>	<i>2</i>	<i>June 11-16, 2012</i>	<i>Malta</i>

Section One: Building Human Resource Capacity and Capability for National Development

The Public service Academy – Training Public Officers

Table 1.3 List of Technical Cooperation Awards Administered by the PSA (Cont'd)

<i>AWARD</i>	<i>RECIPIENT/ MINISTRY/ AGENCY</i>	<i>NUMBER OF PARTICIPANTS</i>	<i>DATE</i>	<i>COUNTRY</i>
<i>Health Care and Pandemic Preparedness</i>	<i>Ministry of Health</i>	<i>1</i>	<i>June 26-July 5, 2012</i>	<i>Singapore</i>
<i>Mini MBA in Telecommunications</i>	<i>Telecommunication Services of Trinidad and Tobago</i>	<i>1</i>	<i>July 9-20, 2012</i>	<i>Canada</i>
<i>Environmental Public Health Management</i>	<i>Ministry of Health</i>	<i>1</i>	<i>July 16-27, 2012</i>	<i>Singapore</i>
<i>Environmental Public Health Management</i>	<i>Ministry of Health</i>	<i>1</i>	<i>September 3-7, 2012</i>	<i>Singapore</i>
<i>Preparing Tomorrow's Teachers with Web 2.0 Tools and 21st Century Skills</i>	<i>Division of Planning, Tobago House of Assembly (THA) / Ministry of Education</i>	<i>15</i>	<i>October 2, 2012- November 29, 2012</i>	<i>United States of America</i>

Section Two: Moving from Gold to Diamond-Service Delivery Improvements

Since Trinidad & Tobago's Independence on August 31, 1962, the public service has been the platform for the development of the country. In 2012, as the country celebrated its golden anniversary, the public service embarked on its renewal and modernisation signalling a new era of a citizen-centric public service that has modern jobs and systems to enable effective service delivery.

Section Two: Moving from Gold to Diamond- Service Delivery Improvements

MPA's Research Services

The Trinidad and Tobago Police Service (TTPS) requested through the MPA, the services of Market Opinion and Research International (MORI) to develop and analyse internal and external surveys that would represent baselines for future research studies for the TTPS.

Table 2.1 MPA Research Surveys Administered for TTPS

Survey Title	Period administered	Purpose of Survey
Public Opinion Survey on the Police Service 2011	October – November 2011	<i>This external survey of citizens was requested by the Police Service Commission to obtain representative data and evidence of external perspectives of the performance of the Trinidad and Tobago Police Service and of the Commissioner of Police.</i>
Trinidad and Tobago Police Service Employee Survey 2011	November 2011	<i>The internal survey was given to civilian and uniformed staff to obtain representative data and evidence of internal perspectives of the performance of the Trinidad and Tobago Police Service and of the Commissioner of Police.</i>



Section Two: Moving from Gold to Diamond- Service Delivery Improvements

The Opinion Leaders Panel project (commonly known as the OLP) is considered to be an innovation in Government-to-Citizen (G2C) relations as it allows government to regularly and consistently consult with the public. Five (5) OLP surveys and more than twenty (20) focus groups were conducted during fiscal year 2012. The Panel comprises two thousand, seven hundred and forty-seven (2,747) randomly selected individuals representative of the population of Trinidad and Tobago. Since 2002, MPA has solicited the views of either subsets of the Panel, or the entire Panel on government performance and public service delivery.

Table 2.2 Opinion Leaders Panel Waves Conducted

Opinion Leaders Panel Wave (OLPW)	Period administered	No.of Focus Groups	Focus Group Period
OLPW20	Oct – Nov 2011	6	Oct 2011
OLPW21	Feb – Mar 2012	7	Mar 2012
OLPW22	July – Aug 2012	6	Sept 2012

Research Training Workshops: Research Techniques, Methodologies and Applications

Ten (10) workshops were conducted over the period July 2011 – June 2012. Participants were exposed to the tools, techniques, methodologies and application of quantitative and qualitative research, including the development and execution of online surveys. These participants included technical and professional officers, Permanent Secretaries, Deputy Permanent Secretaries, Administrators, Monitoring & Evaluation Officers, Research Officers, Human Resource Officers and officers with responsibility for Policy and Planning across the public sector.

Section Two: Moving from Gold to Diamond- Service Delivery Improvements

Table 2.3 Research Training Workshops Conducted

Group	No. of Workshops	Date
Senior Human Resource Officers	3	July, August & October 2011
THA Technical Officers	2	September , November & December 2011
Public service Leaders: PSs, DPSs, & Administrators of the THA	3	April & May 2012
Ministry of Health & the RHAs	1	June 2012
On-Line Training Workshop for M&E Officers	1	June 2012
Total	10	

Moving from Gold to Diamond - Improving Service Delivery

The journey from Gold to Diamond seeks to achieve a higher standard of service delivery within the public service. Just as diamonds are measured based on their three C's; Colour, Cut, Clarity, so too is the public sector's Diamond Standard, where the C's stand for: Capabilities, Connectedness, and Culture.

The Ministry of Public Administration continues to partner with government ministries and agencies to achieve a citizen-centric public service. The projects in the Ministry's service delivery portfolio are focussed on improving productivity and service excellence, and include the development of Customer Service Charters, Service Improvement Plans, Business Process Re-engineering and Public Policy Development. They are all centred on the principles of good governance, people participation and citizen-'centeredness'. The Diamond Standard programme is a collaborative effort between the Ministry of Public Administration and Ministries/ Government Agencies to achieve a citizen-centric public service and is a central plank of the ten (10) year programme of public service transformation, known as the journey from "Gold to Diamond" (G2D).

Section Two: Moving from Gold to Diamond- Service Delivery Improvements

Customer Service Charters

Training in the preparation of the Customer Service Charter and Service Improvement Plan was continued during this fiscal period. This initiative is intended to improve the quality of the delivery of public services.

The Customer Service Charter is a document that sets out basic information on services provided, the standards of service that citizens can expect from an organisation, what is expected from the customer, and how to make complaints or suggestions for improvement. This year, the Ministry of Public Administration facilitated training in the production and use of charters for public services. Ten (10) agencies were trained and these trained staff can now support their organisations in designing services that meet the needs of the public and government and reflect the priorities and lifestyle of users of public services. The end result is that fifteen (15) charters are at different stages of development. A critical next step is the development of Service Improvement Plans to ensure that agencies are able to achieve the standards proposed in the Charters.



Business Process Re-engineering

The business process re-engineering programme is closely linked with the development of service charters. The Ministry of Public Administration offers business process reengineering services to all government agencies whether or not they are implementing service charters (though this is encouraged). During fiscal 2011-2012, the Ministry of Public Administration trained personnel from the following agencies: Ministry of Planning and Sustainable Development, Ministry of Transport (Transport Division), Ministry of National Security (Immigration Division), Service Commissions Department, Personnel Department, North West Regional Health Authority and Ministry of Education (Examinations Section).



Mystery Shopping and Service Excellence Awards

The Ministry of Public Administration as part of its celebration of the 50th Anniversary of the public service in 2012, initiated the Excellence in Service Delivery Award as a means of recognising public service organisations that provided excellent customer service.

Section Two: Moving from Gold to Diamond- Service Delivery Improvements

In order to identify the organisations with the best customer service delivery mechanisms, the Ministry conducted “Mystery Shopper” exercises between May and August of 2012 at over two hundred (200) government agencies across the public service. The “Mystery Shopper” assessors visited agencies offering health, community development, finance, legal, housing, national security, local government, library, transport, and social services. The agencies visited were rated using the following criteria outlined in the table below.

Table 2.4 Mystery Shopping Criteria

Criteria	Description	Percentage
Level of Customer Care	Responsiveness and timeliness; professionalism (attitudes, behaviours, friendliness, helpfulness); knowledge and information; customer provider interaction	25%
Customer Helps	Use of ICTs, service options or channels, CSR assistance, ticketing system, signage, customer feedback mechanism (suggestion box or complaints mechanism)	20%
Space Planning	Ordered customer flow, appropriateness of service area for agency clients, space design	15%
Service Environment (Aesthetics and Physical Amenities)	Cleanliness, air conditioning, drinking water, TV, radio, visuals and seating, public washrooms, elevator, if required, if required	25%
OSHA Compliance	Safety measures, disabled access, healthy environment	15%

This exercise gathered a lot of positive responses. Some less than positive responses were identified as opportunities for service improvement. The information from this extensive exercise has been used to create baseline data which can be used for comparative purposes as government seeks to deliver clearer, more transparent and better designed service delivery processes. Twenty-nine (29) of the agencies visited during the Mystery Shopping initiative were shortlisted and further scrutinised by an independent panel. Using internationally accepted benchmarking tools, the Panel assessed the manner in which the agencies treated with and served their customers to determine the finalists of the Excellence in Service Delivery Award Scheme. This function originally scheduled for September 2013 was rescheduled to December 2013 and will be reported on in 2014.

Section Two: Moving from Gold to Diamond- Service Delivery Improvements

Table 2.5 Citizen-Centered Service Excellence Awards 2012

No. of Agencies visited in “Mystery Shopper” exercise	No. of Agencies short-listed after “Mystery Shopper” exercise	Agencies short-Listed after onsite interview	Top three agencies
200	29	<ol style="list-style-type: none"> 1. NALIS, Arima 2. Cashier’s Unit, 3. Ministry of Finance 4. Scarborough General Hospital 5. Blood Bank, Port of Spain General Hospital 6. NALIS, Mayaro 7. Elections and Boundaries Commission, Couva 8. Immigration Office, Sangre Grande 	<ol style="list-style-type: none"> 1. Scarborough General Hospital 2. NALIS, Arima & Mayaro 3. Immigration Office, Sangre Grande

Outfitting Policy

The Outfitting Policy, developed jointly by the MPA and the Ministry of Housing and the Environment, was officially approved in January 2012. This policy focuses on ensuring the safety and security of government owned and leased buildings, as well as addressing any possible occupational health issues that may affect public officers and persons accessing government office accommodations. It was recognized that the design of office spaces directly impacts productivity, safety, service delivery and client satisfaction. The policy proposes that all government agencies design their layout using the Open Plan concept. The design focuses on the reduction in the number of enclosed or private offices, thereby encouraging improved communication and teamwork, allowing increased energy efficiency through the use of natural lighting and facilitating adaptability to new technology and ways of working.





HRM professionals at a presentation on the new HRM Architecture

Section Three: Moving from Gold to Diamond- Modernisation of the HRM Architecture

Modernisation of the Human Resource Management (HRM) architecture is a critical component of the Gold to Diamond (G2D) journey. HRM and reform practitioners advise that HRM modernisation is a prerequisite to all other types of reform. Without the right people in the right jobs, at the right time, Ministries and Departments simply would not be able to deliver on their respective mandates or to continuously improve to exceed the expectations of citizens and other stakeholders.

Section Three: Moving from Gold to Diamond- Modernisation of the HRM Architecture



The Strategic Human Resource Management (SHRM) Division is responsible for coordinating Human Resource Management Modernisation and the development of Human Resource Management (HRM) policies and best practices for the public service. As part of the G2D journey, the SHRM Division is spearheading the modernisation of the HRM Architecture as part of the G2D journey which refers to:

- The public service organisational structure, agency organisation structures, positions, job design, salary classifications, career paths
- Capacity and capability of HRM officers
- HRM processes e.g. appointments, promotions, discipline, training and development, administration (some are set in legislation)
- Human Resource Information Systems (HRIS)
- The legislative and regulatory framework
- HRM policies, guidelines and standards

The HRM Architecture therefore encompasses all of the systems and processes that affect the life of employees; from the point of recruitment and selection to the time they exit or retire from the service.

Seventeen (17) focus group sessions were conducted with stakeholders at different authority levels in late 2012. The feedback from these sessions revealed widespread dissatisfaction with HRM among public officers and the public service executives. Simply stated, the current HRM frameworks structures, systems, and processes which were designed to serve the needs of a smaller and less complex public service are now largely obsolete.



Section Three: Moving from Gold to Diamond- Modernisation of the HRM Architecture

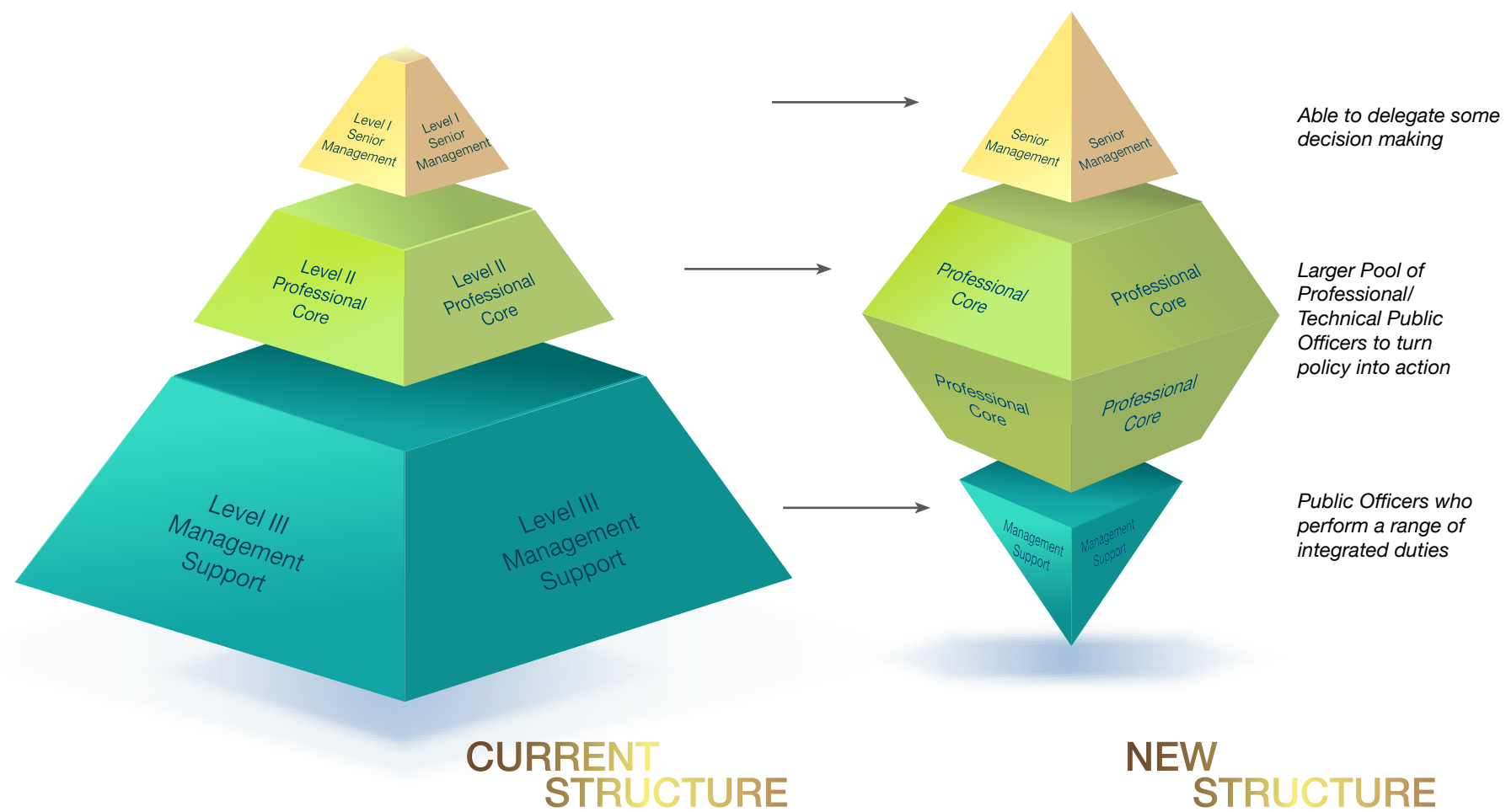
In pursuit of a modernised HRM Architecture fit for an effective public service which is delivering a high standard of service to the citizens of Trinidad and Tobago, the MPA has proposed that the public service structure be revamped into a flexible, modern entity, reflective of best practices and capable of supporting Government's development plans. The transformation of the HRM Architecture includes, among other things:

- Changing the structure of the Civil Service from a pyramid shape to a diamond shape (*see Figure 3.1*)
- Creating more modernised jobs and revising duties to allow for job enrichment
- Providing opportunities for public officers who have become qualified and are ready for career progression
- Introducing new Professional Series which takes into account those functional and technical areas which are currently mainly staffed with contract personnel
- Introducing opportunities for renewal i.e. bringing new life and energy into the organisation at entry points, at various levels
- Creating a modernised classification system which can attract and retain talented resources and technical expertise



Section Three: Moving from Gold to Diamond-Modernisation of the HRM Architecture

Figure 3.1 Proposed Diamond Shape



Section Three: Moving from Gold to Diamond-Modernisation of the HRM Architecture

The new diamond structure is fit-for-purpose, with a narrower Level 3 indicating the integration of clerical and secretarial jobs, and a wider Level 2, embracing professional and technical streams and the movement of qualified public servants from Level 1 into these streams. Level 3 will comprise of more enriched integrated jobs suitable for fast track development programmes and multi-skilled individuals and will also feature the adoption of international best practice of shared services and outsourcing where appropriate. This level will also encompass the new Management Support Series (MSS), which integrates the clerical and secretarial classes and is designed to provide administrative support within governmental agencies. It is also in line with the current international trends.

The proposed offices within the new series which have been approved by Cabinet are:

- **Management Support Officer (MSO) I** - the entry level position, into the stream. This position allows for flexibility and officers will be required to undertake more varied and complex tasks as they progress.
- **Management Support Officer II** – officers in this position provide more specialized services in various disciplines.
- **Management Support Coordinator (MSC)** – these officers function at a supervisory level to integrate the work of the MSOs, undertake quality control and support the functioning of entire Sections/Divisions and the Executive.

The offices were approved by Cabinet in September 2012 and are currently before the Chief Personnel Officer (CPO) for classification.



Section Three: Moving from Gold to Diamond- Modernisation of the HRM Architecture

Management Streams

A modernised HRM Architecture will also allow university graduates who have excelled in their chosen fields of study to enter the public service via the Management Trainee Programme, one of the proposed renewal points in the new public service structure. The Programme will include cycles of orientation, training, mentoring and rotation and upon completion, the Management Trainees can compete for promotional opportunities into various professional streams.

Achievements

The following are highlights of the achievements of the SHRM Division for the reporting period:

- 1. Programme Roadmap:** Through visioning exercises, problem analysis and strategy formulation the SHRM Division has developed a preliminary roadmap which outlines the path from current state to a transformed HRM Architecture. The Roadmap identifies over twenty-nine (29) initial projects to be undertaken during the period 2012 to 2022 (see Table 3.1)



Section Three: Moving from Gold to Diamond- Modernisation of the HRM Architecture

Table 3.1 SHRM Roadmap

Phase 1- Foundation	Progress
1. Establishment of the SHRM Council	Completed
2. Cabinet approval of initial work programme	Completed
3. SHRM Divisional staffing	In Progress
4. Programme Development/ Planning, initial procurement	Completed
5. Sensitization/ Stakeholder Engagement and Communications	Completed
6. Institutional Strengthening of Central HRM Agencies and HRM Divisions	In Progress
Phase 2- Initial Implementation/ Pilots	Progress
7. Develop and pilot Civil Service Organisational Architecture and Job Design	In Progress
8. Manpower Audit	To be Initiated
9. Data collection on staffing, vacancies and attrition	In Progress
10. Job Evaluation Exercise	In Progress
11. Competency Based Management Framework, Policy and System	In Progress
12. Legislative and Regulatory amendments; Full Review and options	In Progress

Section Three: Moving from Gold to Diamond- Modernisation of the HRM Architecture

Table 3.1 SHRM Roadmap (Cont'd)

Phase 2- Initial Implementation/ Pilots	Progress
13. ICTs:	In Progress
13.1 Recruit Workforce and Position Management lhrIS modules made fully functional	
13.2 Electronic Document Management Systems for SCD and PD specifications defined	
14. Contract employment administration improvements	In Progress
15. Policies and improved processes re: Recruitment and Selection (MPA pilot); Performance Management	In Progress
16. Streamline HRM Divisional structures	To be Initiated
17. Enhance HRM capability through training and development for pilot agencies	In Progress
18. Promotional Examination for entry into the Administrative Class	Executed
19. Pilot HRM Community of Practice	In Progress
20. Properly accommodate central HRM agencies	To be Initiated
21. Design M&E programme and collect data (focus groups etc.) and performance metrics	To be Initiated
22. Stakeholder Engagement and Communications	In Progress
23. Programme Management consultancy	In Progress

Section Three: Moving from Gold to Diamond- Modernisation of the HRM Architecture

Table 3.1 SHRM Roadmap (Cont'd)

Phase 3-Full Implementation	Progress
24. Complete implementation of Diamond Standard Human Resource Management Architecture	To be Initiated
25. Complete revision of Legislation and Regulations	To be Initiated
26. Policies/Guidelines to be developed:	To be Initiated
26.1 Planning	
26.2 Promotion	
26.3 HRD	
26.4 Compensation and Benefits	
26.5 Discipline	
26.6 Industrial Relations	
26.7 Employee Administration	
26.8 Employee Assistance	
26.9 Health and Safety Employee Handbook	
27. Business Process Re-engineering of the following processes:	To be Initiated
27.1 Planning	
27.2 Promotion	
27.3 HRD	
27.4 Compensation and Benefits	
27.5 Discipline	
27.6 Industrial Relations	
27.7 Employee Administration	
27.8 Employee Assistance	
27.9 Health and Safety	

Section Three: Moving from Gold to Diamond- Modernisation of the HRM Architecture

Table 3.1 SHRM Roadmap (Cont'd)

Phase 3-Full Implementation		Progress
28.	IhRIS Modules made fully functional, Data Warehouse	To be Initiated
29.	Revise the administration of contract employment	To be Initiated
30.	Assess the impact of HRM capability training and development initiatives and make adjustments if required	To be Initiated
31.	Recruitment and Selection Audit/benchmarking	To be Initiated
32.	Training and Development Audit/benchmarking	To be Initiated
33.	Second Manpower Audit	To be Initiated
34.	Conduct mid-term Programme evaluation; collect data and performance metrics	To be Initiated
35.	Stakeholder Engagement and Communications	To be Initiated
Phase 4- Review and Closeout		Progress
36.	Programme Evaluation	To be Initiated
37.	Closeout	To be Initiated

Section Three: Moving from Gold to Diamond- Modernisation of the HRM Architecture

1. SHRM Council: Established in this reporting period, the Strategic Human Resource Management (SHRM) Council is responsible for providing oversight and direction of the HRM function and the HRM Modernisation Programme for the Civil Service.

2. Chaired by the Minister of Public Administration, members include representatives of the Central HRM Agencies, including representatives of the Public Service Commission, the Chief Personnel Officer (CPO), the Director of Personnel Administration (DPA), the Permanent Secretary, MPA and their deputies. The SHRM Division of the MPA serves as the Secretariat to the Council.

The Council developed and approved a number of strategy initiatives and pilots as part of the HRM Modernisation programme, and has established project teams to collaborate on various efforts. Among these include:

- The creation of a project office in an effort to reduce a significant backlog of the determination of Terms & Conditions of service for contract employees
- The re-introduction after a lapse of over 15 years of the promotional exam for entry into Administrative Class for Officers holding appointments at the Level of Clerk IV to enable them to qualify for promotion to that position
- The creation of the Management Support Series as the first set of career positions for the Diamond Public Service and the approval of relevant job specifications for these positions



Section Three: Moving from Gold to Diamond- Modernisation of the HRM Architecture

The SHRM Division, as guided by the SHRM Council and with the inputs of the Central HRM Agencies, has developed a programme of both short-term and long-term HRM Modernisation projects, to address, amongst other concerns:

- The need to replace obsolescent positions and create new integrated and enriched jobs in the Secretarial and Clerical streams (Cabinet Minute No. 2440 of September 13, 2012 refers).
- The re-shaping of the public service organisational structure from a pyramidal to a diamond-shaped structure, bringing new life into the Service and allowing for growth and career planning (branded as Gold to Diamond).
- Solutions to the administration of contract employment, including the standardisation of terms and conditions and job descriptions for certain contract positions and the delegation of certain administrative functions from the office of the CPO to Ministries, Departments and Agencies.

2. Removal of the examination requirement for the appointment to the offices of Clerk Typist I and Clerk Stenographer I/II: In December 2011, the Minister of Public Administration signed a Legal Order which removed the examination requirement for the appointment to the offices of Clerk Typist I and Clerk Stenographer I/II. This Legal Order has resulted in the appointment of approximately one hundred and seventy (170) Clerk Typist I and one hundred and seventy-eight (178) Clerk Stenographers I/II by the Public Service Commission.

3. Re-introduction of the Promotion Examination for entry into the Administrative Class: The Promotion Examination for persons in the Clerical Class who have obtained the level of Clerk IV and the accompanying development programme and examination was designed as a mechanism for the preparation and testing of public officers in the clerical class for promotion to the Administrative Class. The programme was conducted over a six (6) month period (full time) at the Government Training Centre, Chaguaramas. The last programme cycle ran from April to October, 1998. According to PMCD, there are about two hundred and twelve (212) Clerk IV positions. Some officers holding these positions have attained the Certificate in Public Administration offered by the University of the West Indies (UWI). This certificate would exempt the holder from the Clerk IV examination requirements. There are however, officers who for various reasons did not advance themselves academically, and in accordance with the existing regulations should be afforded the opportunity to qualify themselves for promotion to the Administrative Class, thus the temporary re-introduction of the programme and examination.

Section Three: Moving from Gold to Diamond- Modernisation of the HRM Architecture

4. Improved Contract Employment Administration: The MPA, in collaboration with the Personnel Department, undertook a project in 2012, to review the systems and processes involved in the administration and management of contract employment in the public service which has resulted in:

- a) The standardisation and rationalisation of twenty-six (26) Job Descriptions and Job Designations in respect of common positions in the Clerical/Secretarial, Manipulative, Human Resource Management, Communications and Legal streams. This eliminated hundreds of similar job descriptions and job designations
- b) The establishment of salaries and other terms and conditions, as applicable, for the positions mentioned above. This has eliminated the use of interim terms and conditions for these jobs
- c) The delegation of preparation of contracts of employment to Legal Divisions by the Chief State Solicitor
- d) The requirement for 6-year Contract Employment Staffing Plans from Ministries and Departments with a view to shortening the timeframe for recruiting or renewing the employment of existing resources

The Division has also developed a monitoring instrument to be completed by Ministries and Departments in respect of recruitment and selection activities undertaken for employment on contract. This will allow for some rigour for the implementation of the revised processes.

5. HRM Policy: The SHRM Division has also been engaged in the development of an overarching HRM Philosophy for the public service and a Recruitment and Selection Policy for contract employment for the entire public service.

6. HR Capacity Building - Competency Based Interview Skills: A critical element of the HRM Modernisation programme is increasing the competency of HRM practitioners so that they can address staffing matters more effectively. In fiscal 2012, thirty (30) officers received training in Competency Based Interviewing, a technique that has been proven to be more objective in assessing employees for selection.



Cross functional team at work

Section Four: Improving Government Organisational Structures

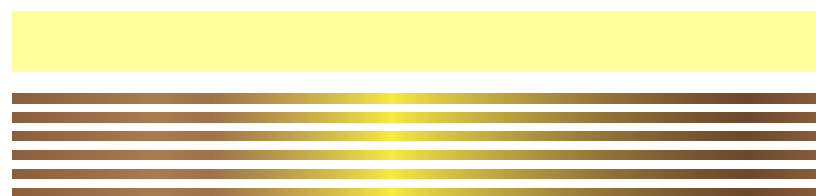
The Public Management Consulting Division (PMCD) plays a key role in contributing to Good Governance as it ensures that Government Ministries, Agencies and Departments are optimally structured to deliver quality service to nationals of Trinidad and Tobago. In this regard the PMCD division undertook the following:

- Rationalization and restructuring of government Ministries
- Organisational design, review and redesign
- lhrIS position management
- Strategic planning support

Section Four: Improving Government Organisational Structures



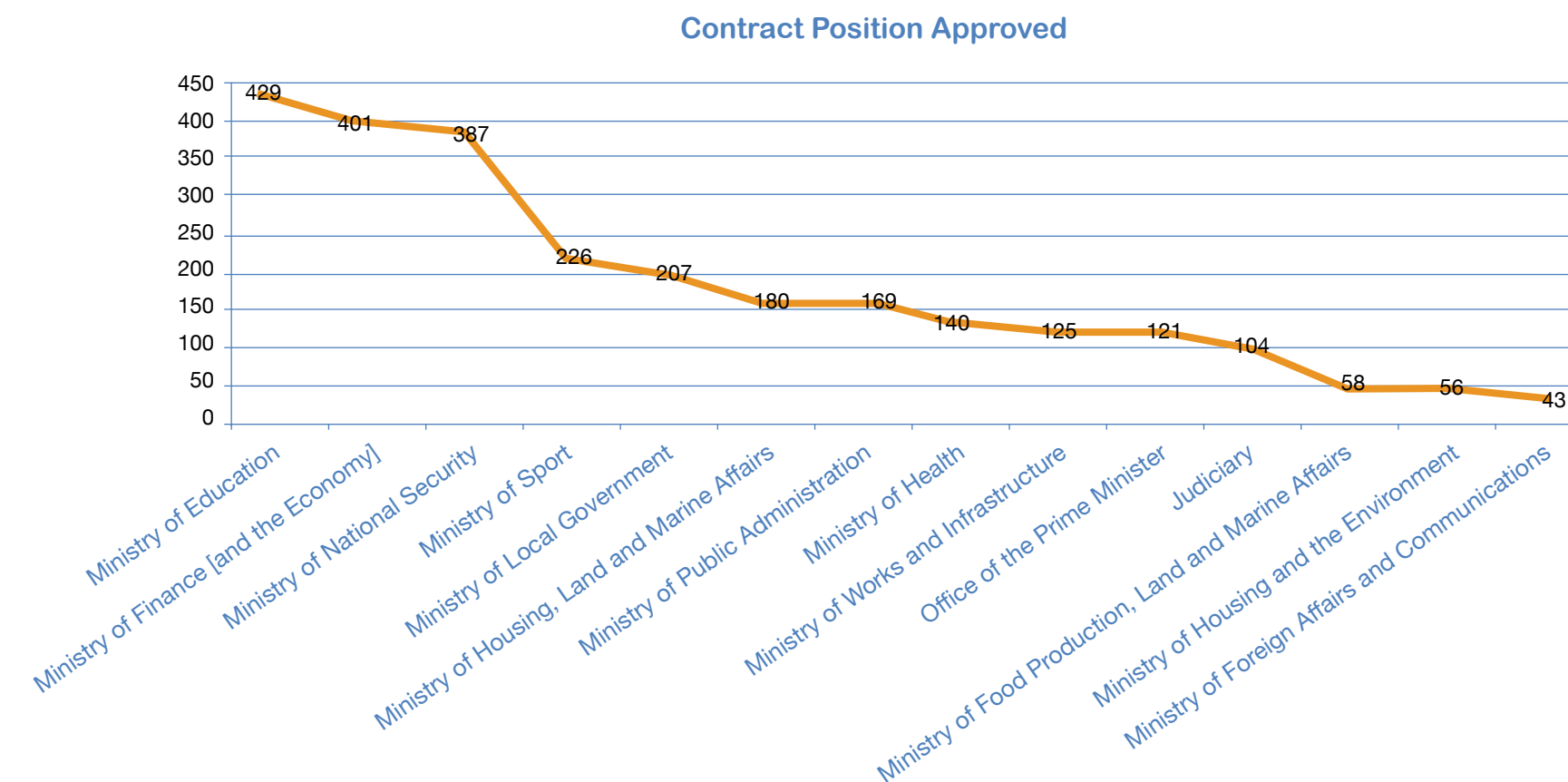
For fiscal 2012, the PMCD assisted a number of public service organisations with structural improvements. For more details see Appendix 2. It is significant to note that PMCD approved the suppression of fifty-seven (57) establishment positions in the Ministry of Labour and Small and Micro Enterprise Development, and twenty-one (21) establishment positions in the Ministry of National Security.



Section Four: Improving Government Organisational Structures

For the fiscal 2011 – 2012, the PMCD assisted a number of public service organisations with Structural Improvement activities. The chart below describes the number of approved contract positions within the reporting year.

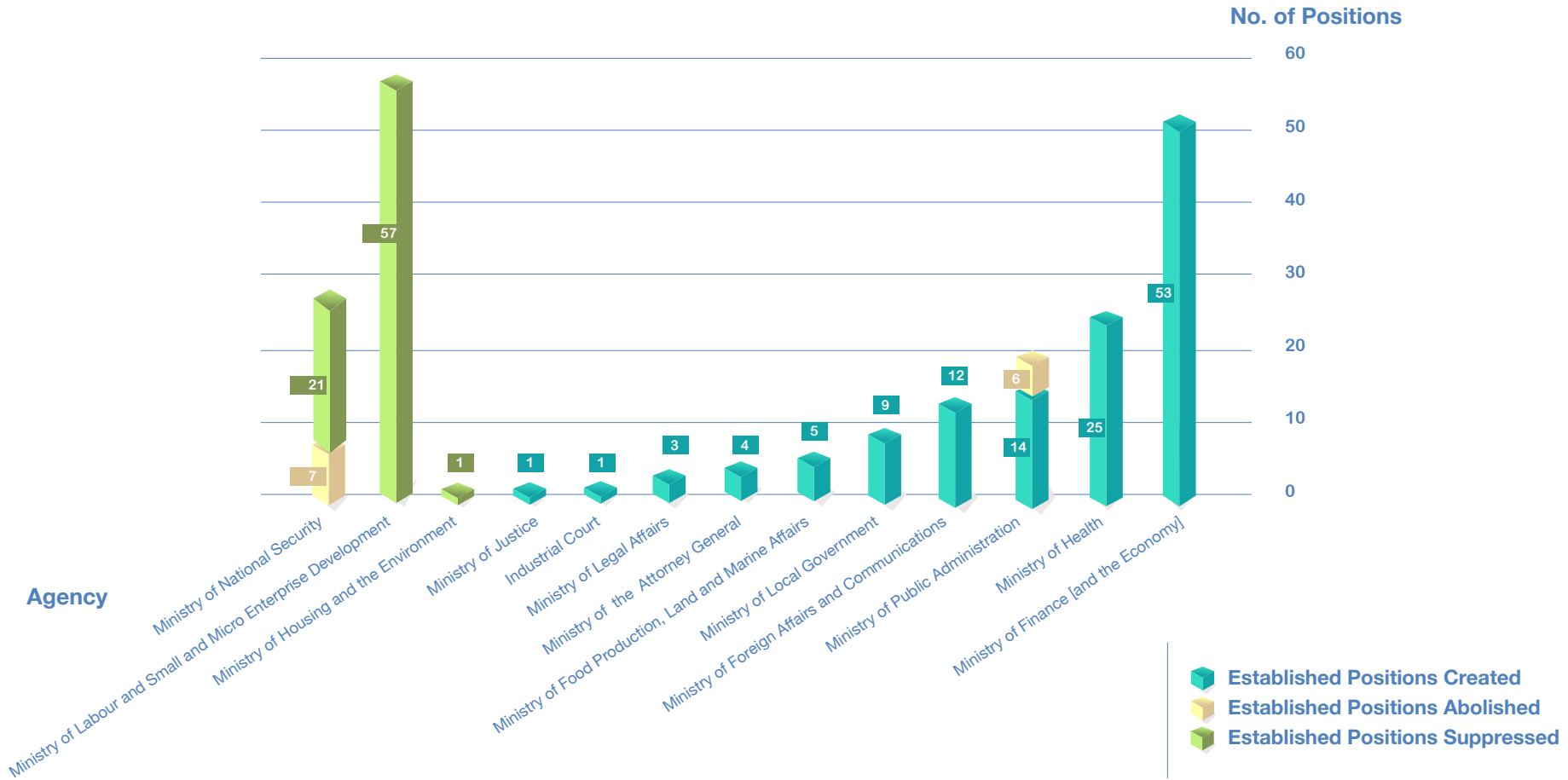
Figure 4.1 Contract Positions Approved



Section Four: Improving Government Organisational Structures

The graph below describes the number of established position changes approved within the reporting year.

Figure 4.2 Established Positions Approved



Section Four: Improving Government Organisational Structures

Special Projects Undertaken by PMCD

PMCD, over the period 2011-2012 has been involved in the under-mentioned projects:

Restructuring/Rationalizing of the Public Service

The restructuring of Ministerial portfolios in 2012 resulted in the expansion of a number of Government Ministries. On receipt of the Gazette Notice No. 76 dated Thursday April 12, 2012, and 120 dated Friday July 6, 2012, PMCD began its investigations and collaboration with Permanent Secretaries of the Ministries affected by changes in portfolios, in order to make the necessary adjustments to staff establishments. A Draft Note to Cabinet was prepared and submitted for approval.

Organisational Review of the Elections and Boundaries Commission

PMCD facilitated a strategic review of the Elections and Boundaries Commission (EBC) and produced an Administrative Report on the exercise. As part of the review, the following was undertaken:

- A review of the Accounting Unit as a matter of priority to ascertain
 - whether accounting systems laid down by the Treasury Division were being complied with and
 - to identify any weaknesses in its internal controls
- A 'full scale' review of the organisational structure of the EBC with a view to improving its overall management effectiveness
- The preparation of a report with appropriate recommendations

The strategic review had the general objectives of improving management efficiency at the EBC, as well as, enhancing the organisation's capacity to discharge its constitutional, legal and administrative responsibilities. The Strategic Report received the approval of the Elections and Boundaries Commission and a Draft Note is being prepared regarding proposed staffing requirements.

Section Four: Improving Government Organisational Structures

Position Management IHRIS

The Integrated Human Resource Information System (IHRIS) is an automated human resource management support system designed to assist the public service in delivering service excellence by:

- Improving the accuracy of Position Management Data on IHRIS
- Increasing the usage of IHRIS functionality in the public service.

A pilot project to implement additional IHRIS modules has been undertaken and to date is ongoing with the Election and Boundaries Commission (EBC), Statutory Authorities Service Commission (SASC), Service Commissions Department (SCD), Ministry of Public Administration (MPA), Ministry of Trade, Industry and Investment (MTII) and Ministry of Tourism. The Division has completed the assignment of position numbers on IHRIS for the six (6) pilot Ministries/Departments. The HRM Units of participating Ministries/Departments are currently engaged in an exercise to “clean up” their records. This exercise has highlighted several concerns with regard to the proper utilization of the Position Management Module. PMCD plans to conduct an assessment of the HRM Divisions procedures in the Position Management Module.

Shared Services

The Ministry introduced the Shared Services Concept to the public service of Trinidad and Tobago with a view of improving the overall efficiency of the public service, minimizing duplication and reducing costs. This concept was based on a model utilized by the Canadian public service. Shared Services in a public service context refers to “Government units providing support services to more than a single Ministry or sub-sector of government.” In May 2012, a team was established to prepare the requisite Position Paper. A Draft Position Paper and Cabinet Note entitled “Shared Services for Effective Administration” was prepared and submitted to Cabinet which agreed, in principle, to the introduction of the Shared Services concept in the public service of Trinidad and Tobago. Stakeholder consultations were held with the Ministry of Finance and the Board of Permanent Secretaries to inform this paper.

Section Four: Improving Government Organisational Structures

Institutional Strengthening of PMCD

The Division commenced a process of institutional strengthening to improve the efficiency of the consultancy services provided to Cabinet/Ministries/Departments. This involved the redesign of the Division’s organisational structure, which was subsequently approved by Cabinet, and included an additional six (6) permanent positions of Public Management Consultant I, the recruitment of staff, and the engagement of a training and development provider. At the end of the reporting period, ten (10) Public Management Consultants were recruited and a provider with management consulting expertise was engaged to deliver on the job training, to equip the new recruits with the skills required to perform and to help them ascend the required learning curve.

Business Process Re-engineering

As part of its continuing efforts to improve the timeliness of delivery of services to its clients, PMCD has re-engineered the process for the preparation of Comments on Cabinet Notes.

Templates have been developed for the preparation of Comments for the renewal of contract positions and the creation of new positions. Guidelines have also been formulated and disseminated to Ministries/Departments in respect of the preparation of Draft Notes for Cabinet submitted to PMCD for Comments as agreed to by Cabinet.



Section Four: Improving Government Organisational Structures

Special Projects under the MPA: Institutional Strengthening of the Central Statistical Office (CSO)

The Ministry of Public Administration finalised a contract between Statistics Sweden and the Government of the Republic of Trinidad and Tobago for the reorganisation and restructuring of the Central Statistical Office. Statistics Sweden is a public authority organized and existing under the laws of the Kingdom of Sweden and is situated in Stockholm, Sweden. The contract was signed on February 2, 2012.

The MPA is the executing agency for the Public Sector Reform Initiation Programme (PSRIP) loan funds from the Inter-American Development Bank (IDB). For this reason, MPA, the CSO and its parent Ministry, the Ministry of Planning and Sustainable Development, have been working jointly on this initiative with support from other stakeholders. The MPA has also provided contract and project management oversight for the duration of the project.

The main outcome of the project is to transform the CSO into a high performing agency. This restructuring project is high on the agenda of initiatives which are important for transformation of the economy. Strengthening, resourcing and re-organising the Central Statistical Office to ensure the provision of accurate and meaningful information in a timely and efficient manner is essential to providing the statistical infrastructure and empirical information base for informing policy decision making and planning for sustainable development.

The broad objectives of this consultancy were:

- To provide support to CSO to perform a study on the supply and demand of statistical information within and outside the country, and define core products of the agency
- To define the most appropriate organisational structure of the new National Statistical Institute and to give dimensions to the new structure in terms of human resources that will be necessary
- To provide the necessary human resource and technical expertise to drive the process of transformation, and
- To develop the IT Master plan for CSO in order to align the mission of the proposed re-organisation to the new IT system



Section Four: Improving Government Organisational Structures

Special Projects under the MPA: Financial Management Reform Programme

The MPA, using PSRIP loan funds, procured consultancy services to provide technical support to the Ministry of Finance, to map out and develop project documents for financial management reform.

Following the change in Government after the May 2010 elections, the Minister of Finance requested that the Inter-American Development Bank (IDB) design a programmatic policy reform loan to support the Government's Transparency and Accountability Agenda, in particular the legislative agenda related to Public Procurement, Financial Management and Audit and its subsequent implementation and monitoring. The Minister of Finance emphasized the importance of linking financial management reform with public sector transformation.

The Ministry of Finance therefore is designing a program to modernize the public financial management systems including strengthening of the budget process, treasury management, investment programming and auditing systems with complementary systems in an integrated financial management information system, and procurement management modernisation. Implementation of the program will involve a broad range of activities with responsibilities allocated across various functional units within Finance and other ministries and departments.

This consultancy is funded by the IDB. The contract is a one year contract and it commenced in June 2012. At the end of the fiscal year 2012, the Consultant delivered the Inception Report and Readiness Assessment and a Governance Report to the Ministry of Finance.

To date the internal dialogue and consensus building on the broad architecture of the modernisation program has been the responsibility of an in-house team. Nonetheless, the implementation will require considerable technical work, communication and coordination of the various stakeholders involved.

In this context, the Bank recommended the establishment of a dedicated technical unit to develop a more structured, policy driven approach to the management of the program.



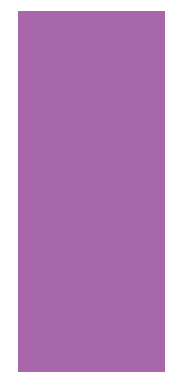
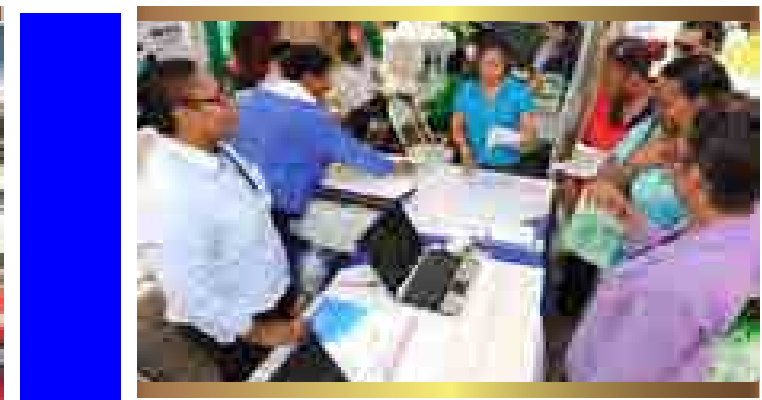
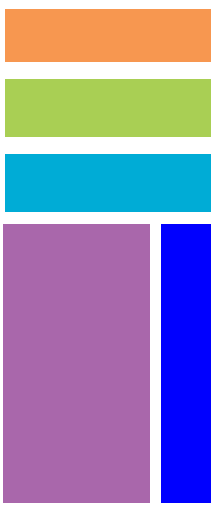
Section Four: Improving Government Organisational Structures

Strengthening Public Service Collaboration

In observance of United Nations World Public Service Day and in commemoration of the 50th Anniversary Celebrations for the Republic of Trinidad and Tobago, the Ministry of Public Administration held a week-long Open House for Ministries, Departments and their respective agencies. The Week of activity began with a 5K Walk/Run held at the Queen's Park Savannah on June 16, 2012. The aim of this activity was to focus the public service on pursuing a healthy lifestyle and to give employees the opportunity to have fun and relax with their colleagues and families.

Entitled "One Walk One Public Service," two thousand, five hundred (2,500) public servants and their families from thirty seven (37) different Ministries and Agencies, took part in the walk, emphasising the notion of a unified public sector. The Ministry of Finance, with a team of three hundred and fifty (350) participants, won the award for the Ministry with the most finishers.

Winners included representatives from the Ministry of Education, Ministry of Finance, Ministry of Tourism, and the Service Commissions Department. Prizes were awarded to both males and females of different age groups. All participants who completed the walk/run were treated to a medal and a water bottle both branded with the theme "From Gold to Diamond".



Section Five: Telecommunications

The Ministry of Public Administration in this period contributed to the advancement of Information and Communication Technology (ICT) in Trinidad and Tobago, by assisting in the development of the Telecommunications Sector. MPA previously managed the government's portfolio for the development of ICT, which included administrative oversight of the Telecommunication Authority of Trinidad and Tobago (TATT). In 2011, portions of the overall ICT portfolio were transferred to the Ministry of Science and Technology, with administrative oversight of TATT transferred to the same Ministry in July 2012. Telecommunications plays a critical role in the uptake of ICT, which in turn is a driver of public service transformation. It is recognized that the development of ICT infrastructure, particularly broadband, and a competitive, liberalized telecommunication sector that is attractive to investors, are key factor inputs in the delivery of cost effective and citizen-centred government services. Additionally the GORTT, through the Ministry of Public Administration, represented and championed the needs and concerns of stakeholders in both Trinidad and Tobago and the Caribbean on matters of telecommunications development in several international telecommunication fora.

IT PERSONNEL CHECK THE STATUS OF MPA SERVERS



Section Five: Telecommunications

The following is a description of the achievements of the MPA in the telecommunications sector during the reporting period:

Trinidad & Tobago Broadband Plan

TATT in collaboration with MPA developed the Trinidad and Tobago Broadband Plan. The report was delivered to the Ministry of Finance in September, 2011. MPA coordinated the various agencies including TSTT and TATT that provided technical inputs into the plan.

Broadband and the Tobago Stimulus Plan

The MPA chaired the Broadband Sub-Committee of the Tobago Stimulus Plan Multi Sectorial Committee and compiled the Sub-Committee's Report of Tobago Broadband.

World Bank Broadband Plan

The MPA was consulted between December 2011 and May 2012 by the World Bank Broadband Advisory team and the Ministry participated as a member of the Technical Advisory Committee (TAC). The advisory team was established to advise Cabinet on the World Bank Report.

Section Five: Telecommunications

Telecommunication Regulatory Environment

During financial year 2011-2012, MPA worked collaboratively with TATT to develop a telecommunications regulatory environment that is predictable and promotes healthy competitive practices, which would be attractive to potential investors. Telecommunications Regulations approved by Cabinet during FY 2011-2012 included policies on interconnection, access to facilities, spectrum management, numbering plan, pricing, accounts separation, information requirements for providers, quality of service and universality.

Telecommunication Regulations

A Delegation headed by the Minister of Public Administration and comprising members of the MPA and TATT represented Trinidad and Tobago at the World Radio Communications Conference held in Geneva, Switzerland from the 23rd January to the 17th February 2012. On behalf of the Government of the Republic of Trinidad and Tobago, the Minister of Public Administration signed the new Radio Communication Regulations.

Switchover from Analogue to Digital Television

At a Caribbean Stakeholder consultation on the Digital Terrestrial Television (DTT) switchover at the World Radio Communications Conference held in Geneva, Switzerland in February 2012, the Trinidad and Tobago delegation was instrumental in achieving approval for International Telecommunication Union (ITU) to facilitate a workshop on this subject for regional stakeholders. The workshop was held in Barbados in July 2012.



Section Five: Telecommunications

Regulatory Meetings

The International Treaty establishing the International Telecommunication Satellite Organisation (ITSO) was extended to 2021. The agreement was due to expire in 2014 and an extension was supported by the T&T High Commission in Kampala, based on MPA recommendations and briefing to Cabinet.

The MPA, through the leadership of the Minister of Public Administration in her capacity as President of the Caribbean Telecommunications Union (CTU), coordinated the CTU Caribbean's preparations for the ITU's Connect the Americas Summit. Further achievement included hosting of the first Connect the Caribbean preparatory priority meeting in March 2012 on the World Conference on Information Technology (WCIT).

The MPA made representation at the Commonwealth Telecommunication Organisation (CTO) Council Meeting in Botswana, March-April 2012. This resulted in CTO approving changes to its Constitution which would allow the CTO to focus more on development projects as opposed to revenue generating projects.

ITU Connect the Americas Summit

The MPA facilitated the hosting of a Caribbean Preparatory Meeting for the Connect the Americas Summit. The MPA / TATT developed a database of Caribbean CTA project proposals. This proposal was accepted by the CTU for submission at the Summit in Panama.

Section Six: Human Resource Management

Human Resource Management in the MPA

The Human Resource Management (HRM) Division's strategic objective continues to be striving towards "[being] the premier Human Resource Management Division in the public service and the exemplar for Human Resource Management services, systems and processes." By improving the capacity of the HRM Division to deliver services, the MPA will be better poised to deliver on its mandate and accomplish its transformation proposals for a 21st Century Public Service. For the period under review, the Division focused on addressing a sixty (60) per cent vacancy rate within the MPA utilising consulting resources.

From Left to Right: Mr Claudelle McKellar, Director of PSTD, the Honourable Carolyn Seepersad-Bachan, Minister of Public Administration, Ms Prabwatie Maraj, Deputy Permanent Secretary (Ag.); Mr Richard Madray, Deputy Permanent Secretary (Ag.)

Section Six: Human Resource Management

Internal Strengthening

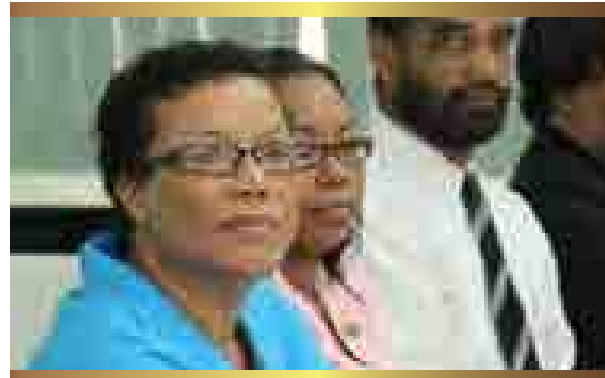
To allow Divisions to efficiently execute their respective mandates, the HRM Division moved to fill vacant contract positions by advertising, short-listing and selecting appropriate candidates after a written assessment or test and interviews. The Division strengthened its submission of compensation proposals to ensure that a sound justification was forwarded for requests for terms and conditions of contract officers. The HRM Division also focused on the timeliness of processing contract termination, end-of-contract leave, gratuity and salary payments. Special attention was paid to ensure that performance appraisal reports were submitted in a timely manner; an essential prerequisite for processing increments and end of contract gratuities. The HRM Division set standards for all these activities and captured data on lhris to easily facilitate the payment of salaries and acting allowances.

Progress on the internal strengthening of the Ministry's human resource capabilities are continuously assessed, and reports with recommendations are presented and discussed at the Heads of Divisions meetings.

Table 6.1 MPA Establishment Positions

Established Positions	Employees/ Positions in 2010	Employees/ Positions in 2011	Employees/ Positions in 2012
Filled established positions	169	68	156
Vacant established positions	90	167	80
Total MPA Established Positions	259	235	236

Note: In 2012, 156 established positions were filled with 83 appointed public officers and 73 officers acting in their positions



Section Six: Human Resource Management

Performance Appraisals and Increments

For the period under review, one hundred and thirty-two (132) performance appraisals were completed and submitted. The Ministry also prepared two hundred and thirty six (236) memos for the preparation of increments and dispatched two hundred and one (201) increment certificates for payment.

Pension and Leave Processing

The HRM Division has been working towards improving the processing of employees' human resource records in time for their retirement. To date, forty four (44) personnel files are currently under review and sixty-one (61) personnel files have been submitted for processing by the Finance and Accounts Division and verification by Internal Audit. Sixty five (65) pension and leave records were dispatched to other Ministries and the Service Commissions Department for the review period.

Recruitment of Contract Officers

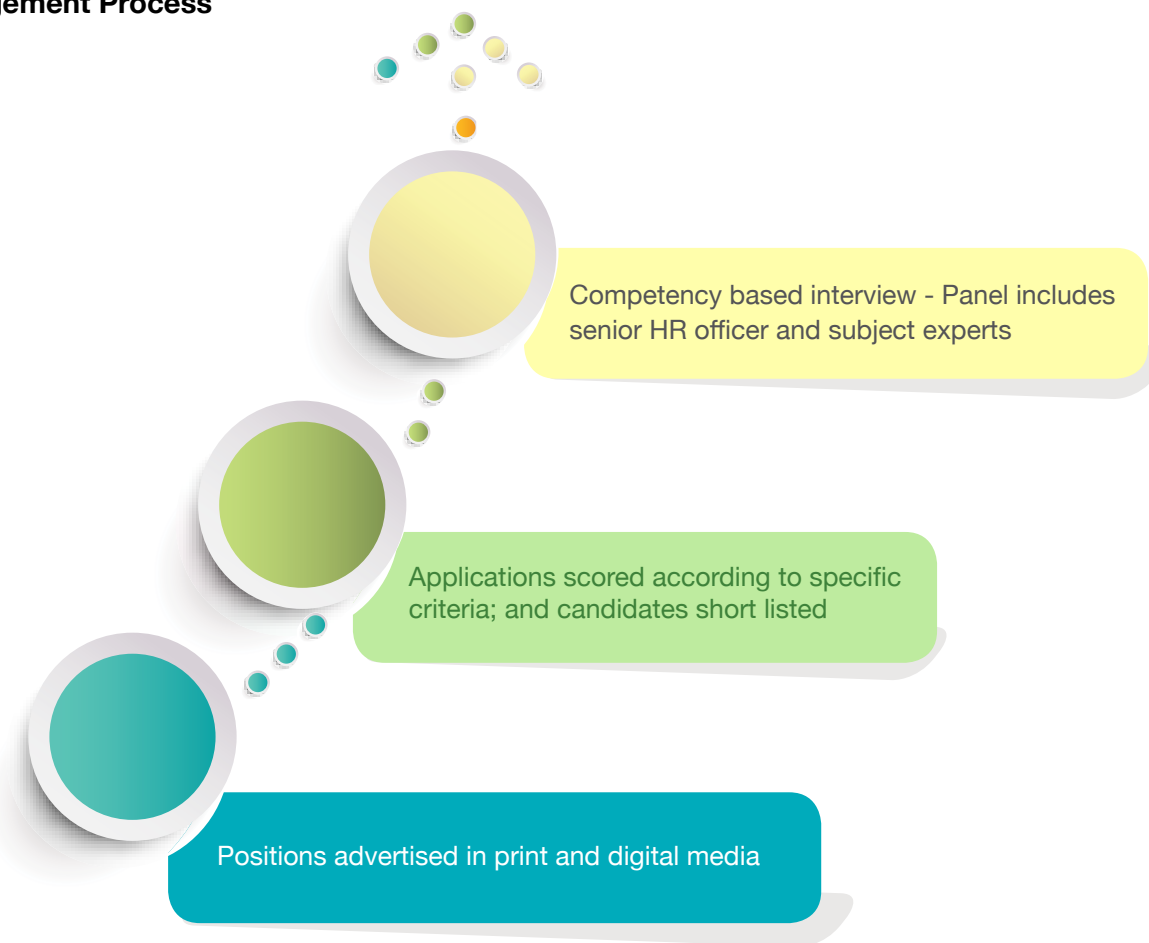
In accordance with the principles of good governance, public accountability and transparency, the HRM Division follows stringent procedures in the recruitment process.

The Guidelines for Contract Employment within Ministries states "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 utilized in the selection. The process should include advertisement of the position and the conduct of interviews by a committee set up for the process".



Section Six: Human Resource Management

Figure 6.1 Contract Management Process



Section Six: Human Resource Management

The MPA uses a competency based process for recruitment. Contract positions are advertised in the print media and on the GHRS website. Applications received are scored according to specific criteria including case studies and tests for certain positions. Candidates with the highest scores are then shortlisted for an interview 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 assessment.

Table 6.2 Total MPA Contract Positions

Contract Positions	Employees/Positions 2011	Employees /Positions 2012
Filled Contract Positions	74	82
Vacant Contract Positions	114	120
Total MPA Contract Positions	188	202

Note: Three hundred and eleven (311) Associate Professionals were employed as at the end of the financial year 2011/2012.

Table 6.3 Total MPA employees

No. of MPA Employees	Employees/Positions 2011	Employees /Positions 2012
Filled Established Positions	68	156
Filled Contract Positions	74	82
Total MPA Employees	142	238
Percentage of Contract Employees	52%	34%



Section Six: Human Resource Management

Table 6.4 Number of MPA Contract Positions Filled

Division	Contract Positions Filled in Fiscal 2010/2011	Contract Positions Filled in Fiscal 2011/2012
Corporate Communications Division	1	1
Corporate Services Division	1	3
Minister's Secretariat	4	4
Programme Management Division	2	3
Strategic Services Division	4	25
Scholarships and Advanced Training Division	0	2
Public Management Consulting Division	0	2
Public Service Transformation Division	0	1
Total	12	41

Section Six: Human Resource Management

Table 6.5 MPA Contract positions by Division:-

Division	Number of Vacant Contract Positions 2011	Number of Vacant Contract Positions 2012
Corporate Communications Division	4	7
Corporate Services Division	17	9
Human Resource Management Division	1	35
Legal Division	4	2
Programme Management Division	15	13
Public Management Consulting Division	4	1
Public Service Transformation Division	28	26
Scholarships and Advanced Training Division	3	1
Strategic Human Resource Management Division	4	5
Strategic Service Division	34	21
Total Vacant Contract Positions	114	120

Section Seven: Financial Information

Financial Operations

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

Section Seven: Financial Information

Expenditure

The allocation of the Ministry of Public Administration for the financial year 2011-2012 represented three percent (3%) of the National Budget; amounting to one billion, seven hundred and thirty-four million, six hundred and fifty-seven thousand, two hundred and twenty dollars (\$1,734,657,220.00). The MPA also was allotted the sum of four million dollars (\$4,000,000.00) from the Infrastructure Development Fund. Hence, the aggregate resources available to facilitate operational, capital and infrastructure development expenditure was one billion, seven hundred and thirty-eight million, six hundred and fifty-seven thousand, two hundred and twenty dollars (\$1,738,657,220.00). This represents a decrease in allocation by approximately ten percent (10%) from financial year 2010-2011.

The actual expenditure for the period was nine hundred and forty-five million, five hundred and thirty thousand one hundred and eighty-four dollars and sixty three cents (\$945,530,184.63). This represents fifty-four (54%) percent of the total allocation and a seven percent (7%) increase in expenditure from the previous year. A breakdown of estimated and actual expenditure is shown in table 7.1 below.

Table 7.1 Breakdown of Allocation and Expenditure for FY 2012

Expenditure Category	Allocation	Actual Expenditure	Variance
Recurrent Expenditure	\$1,508,523,220.00	\$739,955,702.20	\$768,567,517.80
Development Programme (DP)	\$226,134,000.00	\$203,599,285.04	\$22,534,714.96
Infrastructure Development Fund (IDF)	\$4,000,000.00	\$1,975,197.39	\$2,024,802.61
Total	\$1,738,657,220.00	\$945,530,184.63	\$793,127,035.37

Recurrent Expenditure

Recurrent expenditure is the cost associated with the operations and maintenance of an organisation or system. 'Allocations' means all funds budgeted and approved by the Ministry of Finance. 'Actual Expenditure' refers to allocated funds actually spent by the

Section Seven: Financial Information

Ministry on its budgeted programmes. Ninety-six percent (96%) of the total annual allocation of the MPA was recurrent expenditure; which amounted to one billion, five hundred and eight million, five hundred and twenty-three thousand two hundred and twenty dollars (\$1,508,523,220.00). Actual expenditure for the period was seven hundred and thirty-nine million, nine hundred and fifty-five thousand, seven hundred and two dollars and twenty cents (\$739,955,702.20); an increase of approximately four percent (4%) over the last financial period.

The budgetary allocations received under recurrent expenditure are classified by line item. A comparison of budgeted and actual expenditure under each line item for fiscal years 2011 and 2012 and projections for 2013 are shown in table 6.2 below:

Table 7.2 Budget versus Actual Recurrent Expenditure for FY 2011 to 2012 with projections for 2013

Expenditure Category Sub – Head & Item	2011		2012		2013
	Allocation	Actual Expenditure	Allocation	Actual Expenditure	Estimates
Personnel Expenditure	\$18,706,830.00	\$16,903,282.77	\$16,694,050.00	\$14,413,486.21	\$19,023,430.00
Goods and Services	\$1,501,251,359.00	\$520,275,581.72	\$1,478,603,660.00	\$712,817,055.20	\$127,816,788.00
Minor Equipment Purchases	\$1,029,600.00	\$345,894.94	\$1,340,900.00	\$992,798.51	\$1,216,670.00
Current Transfers and Subsidies	\$142,414,700.00	\$140,579,543.17	\$11,884,610.00	\$11,732,362.30	\$11,173,582.00
Current Transfers to Statutory & Similar Bodies	\$1,806,570.00	–	–	–	–
Grand Total	\$1,665,209,059.00	\$678,104,302.60	\$1,508,523,220.00	\$739,955,702.22	\$159,230,470.00

Section Seven: Financial Information

It is important to note that there was no expenditure under the expenditure category 'Current Transfers to Statutory & Similar Bodies'. In 2011, the Telecommunication Authority of Trinidad and Tobago returned a surplus, and hence the allocation of one million, eight hundred and six thousand, five hundred and seventy dollars (\$1,806,570.00) remained unspent. In 2012, the Telecommunications Authority was transferred to the Ministry of Science and Technology and hence no further allocations were made under that expenditure category.

Variances under Recurrent Expenditure

The MPA utilized forty-nine percent (49%) of the total allocation for recurrent expenditure during the financial period. The variance of seven hundred and sixty-eight million, five hundred and sixty-seven thousand, five hundred and seventeen dollars and seventy-eight cents (\$768,567,517.78) is largely attributed to the following:

- Personnel Expenditure – Variance due to acting approvals not received and vacant posts not filled.
- Goods and Services – Allocations in respect of the Property and Real Estate portfolio were still made under MPA. Many projects related to this portfolio were not completed hence payments were not made. For example, with respect to the Government Campus Plaza and Chancery Lane Complex; two hundred and forty million, three-hundred and fifty-one thousand, three-hundred and twenty-six dollars (\$240,351,326.00) and one billion, two hundred and fifty one million , seven hundred and forty eight thousand, four hundred and twelve thousand dollars (\$1, 251,748,412.00) remained unspent on respective projects.
- Minor Equipment Purchases – Variance was due to no purchases being made during the period.

Section Seven: Financial Information

Development Programme (DP)

Approximately thirteen percent (13%) of the Ministry's allocation was apportioned to the Developmental Programme; denoted by a sum of two hundred and twenty-six million, one hundred and thirty-four thousand dollars (\$226,134,000.00). This represents a decrease in allocation by seventeen million, five hundred and forty-six thousand dollars (\$17,546,000.00). The actual expenditure for the period was two hundred and three million, five hundred and ninety-nine thousand, two hundred and eighty-five dollars and four cents (\$203,599,285.04), an increase in expenditure of approximately three percent (3%) from the last financial period.

The Ministry funds three (3) categories of projects under the Development Programme. These include:

1. Education Services - This Sub-Head is used to fund the Ministry's scholarship administration services thus contributing to national Human Resource Development. Scholarships were awarded for eight (8) programmes during the period.
2. Administrative Services – This Sub-Head is used to fund most of the projects and programmes stemming from the MPA's six (6) strategic priority areas.
3. Public Buildings - This Sub-Head funds property and building related activities. Eighteen thousand, seven hundred and sixty-three dollars and nineteen cents (\$18,763.19) was used for the acquisition of properties during the period. It is important to note that the projects under this Sub-Head mainly related to the work of the Property and Real Estate Division (PRESD) that was transferred to the Ministry of Housing and Environment in July 2011.

Section Seven: Financial Information

The table below compares funds allocated and actual Development Programme expenditure for the past two (2) financial periods.

Table 7.3 Budget versus Actual Development Programme

Expenditure Category Sub – Head & Item	2011		2012		2013
	Allocation	Actual Expenditure	Allocation	Actual Expenditure	Estimates
004-04 Social Infrastructure, Education G. Educational Services	196,180,000.00	161,851,832.84	203,134,000.00	194,471,493.98	196,172,000.00
005-06 Multi Sectorial and Other Services, General Public services A. Administrative Services	45,500,000.00	35,191,407.34	22,500,000.00	9,109,027.87	37,600,000.00
F Public Buildings	5,000,000.00	0	500,000.00	18,763.19	2,700,000.00
Total	246,680,000.00	197,043,240.20	226,134,000.00	203,599,285.04	236,472,000.00

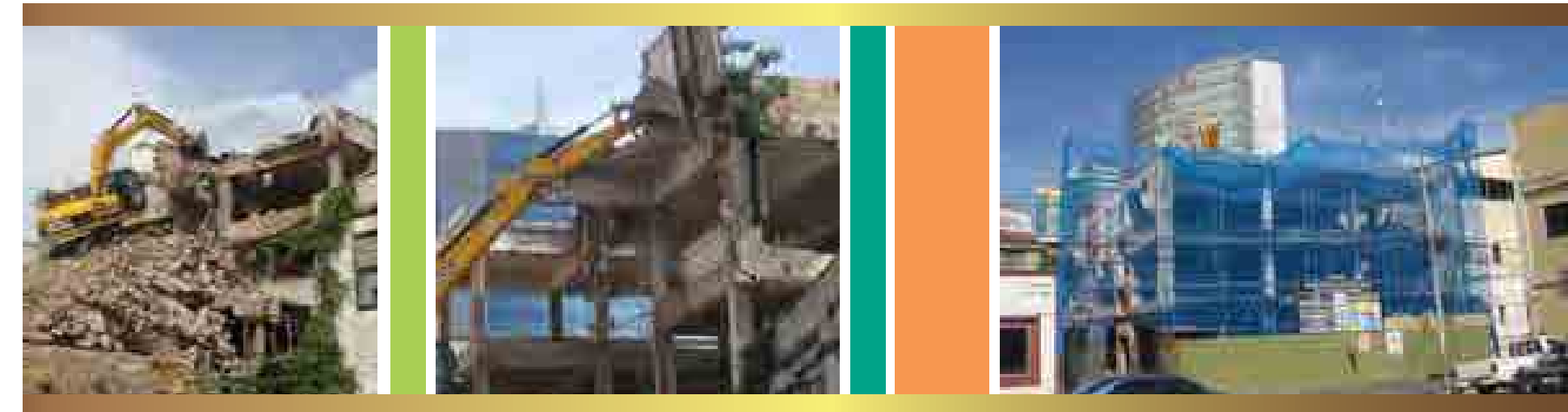
Section Seven: Financial Information

Variances under Development Programme

The differences between funds allocated and actual expenditure for the Development Programme were largely due to planned contracts not being signed during the period. In addition, some scholarship offers were not used and other awards were deferred.

Infrastructure Development Fund (IDF)

Of the initial allocation of four million dollars (\$4,000,000.00), one million, nine hundred and seventy-five thousand, one hundred and ninety-seven dollars and thirty-nine cents (\$1,975,197.39) was released. The total expenditure for the period was one million, nine hundred and seventy-five thousand, one hundred and ninety-seven dollars and thirty-nine cents (\$1,975,197.39) to facilitate demolition works at the National Broadcasting Network (NBN) Building and the demolition of four (4) Government Quarters throughout Trinidad due to their dilapidated condition and vulnerability to unauthorized entry.



Section Seven: Financial Information

Further information on the funds allocated and actual expenditure for fiscal 2011 and 2012 is shown below;

Table 7.4 Budget versus Actual Infrastructure Development Fund (IDF)

Expenditure Category	2011		2012		2013
Sub – Head & Item	Allocation	Actual Expenditure	Allocation	Actual Expenditure	Estimates
005-06 Multi Sectorial and Other Services, General Public services	2,720,762.00	2,720,761.00	-	-	-
F Public Buildings					
004 Restoration of the Red House					
008 Refurbishment of NBN Building	898,847.00	321,439.00	1,000,000.00	999,997.39	2,000,000.00
013 Rehabilitation of State-owned residence at Flagstaff Hill Development	893,065.00	794,501.00	-	-	-
022 Demolition of Government Quarters throughout Trinidad	606,935.00	457,470.00	1,000,000.00	975,200.00	-
027 Refurbishment of Tunapuna Administrative Complex	1,000,000.00	149,404.00	2,000,000.00	-	-
Total	6,119,609.00	4,443,575.00	4,000,000.00	1,975,197.39	2,000,000.00

Section Seven: Financial Information

There was a variance between allocated and actual expenditure in 2012 as no expenditure was incurred in respect of the refurbishment of the Tunapuna Administrative Complex.

Revenue

Actual returns received via recoveries of expenses from government scholars totalled three million, three hundred and seventy-five thousand, eight hundred and eight dollars and forty-two cents (\$3,375,808.42) cash and one hundred and seventy-seven thousand, eight hundred and twenty five dollars and twenty three cents (\$177,825.23) in non-cash items. The total receipts disbursed to the Exchequer Account was three million five hundred and fifty-three thousand, six hundred and thirty-three dollars and sixty-five cents (\$3,553,633.65), fifty-one percent (51%) more than what was estimated.



APPENDIX I

Section Seven: Procurement Information

Contracts Awarded

Based on provisions described in the Central Tenders Board Act Chap. 71:91, Amendment 13 of 2010 and the Central Tenders Board Regulations 11(1) (a), 9b) and (2), (4); 12(1) (a), 12 (3), 4, 12 (5) and 12A, the Permanent Secretary (Accounting Officer) has the Authority to award contracts up to a limit of one million dollars (\$1,000,000.00) for goods and services and a limit of five hundred thousand dollars (\$500,000.00) for consultancy services. Seven (7) contracts for services/ consultancy which were within the Permanent Secretary's limit were awarded during this reporting period.

CENTRAL TENDERS BOARD

The CTB awards contracts costing over one million dollars (\$1,000,000.00) based on public advertising and/or selective tendering where the CTB is satisfied with the justification advanced. Two (2) contracts were awarded using CTB procedures.



APPENDIX I

List of training courses offered by the Public Service Academy

Name of Course	Date	No of Persons	Training Days
<i>Protocol for Public Officers</i>	<i>October 20-21, 2011</i>	<i>17</i>	<i>2</i>
<i>Preparation of Terms of Reference and Request for Proposals</i>	<i>October 19-21, 2011</i>	<i>22</i>	<i>3</i>
<i>Human Resource Leaders' Network Forum</i>	<i>October 21, 2011</i>	<i>17</i>	<i>0.5</i>
<i>Leadership and Management Development (Module II)</i>	<i>November 15-18, 2011</i>	<i>18</i>	<i>4</i>
<i>Leadership and Management Development (Module II)</i>	<i>November 22-25, 2011</i>	<i>19</i>	<i>4</i>
<i>Occupational Safety and Health Workshop</i>	<i>November 21-22, 2011</i>	<i>23</i>	<i>2</i>
<i>Financial Management for Non Accounting Officers</i>	<i>November 23-25, 2011</i>	<i>18</i>	<i>3</i>
<i>Preparation for Retirement</i>	<i>November 15-17, 2011</i>	<i>12</i>	<i>3</i>
<i>Designing Orientation Programmes</i>	<i>November 28-30, 2011</i>	<i>19</i>	<i>3</i>
<i>Cabinet Note Writing</i>	<i>November 30, December 1-2, 5-6, 2011</i>	<i>16</i>	<i>5</i>

APPENDIX I

List of training courses offered by the Public Service Academy (Cont'd)

Name of Course	Date	No of Persons	Training Days
<i>Critical Thinking</i>	<i>December 07-08, 2011</i>	<i>16</i>	<i>2</i>
<i>Policy Development</i>	<i>December 07-09, 2011</i>	<i>20</i>	<i>3</i>
<i>Human Resource Leaders' Network Forum</i>	<i>December 08, 2011</i>	<i>24</i>	<i>1</i>
<i>PSIP Implementation Programme</i>	<i>January 09-13, 2012</i>	<i>20</i>	<i>5</i>
<i>Ethics, Accountability and Good Governance</i>	<i>January 17 - 19, 2012</i>	<i>22</i>	<i>3</i>
<i>PSIP Implementation Programme Module II</i>	<i>January 23-27, 2012</i>	<i>20</i>	<i>5</i>
<i>Proposal Writing</i>	<i>January 25 - 27, 2012</i>	<i>27</i>	<i>3</i>
<i>HR Leaders' Network Forum</i>	<i>January 27, 2012</i>	<i>33</i>	<i>0.5</i>
<i>Inventory Management</i>	<i>January 31 - February 02, 2012</i>	<i>20</i>	<i>3</i>
<i>Protocol for Public Officers</i>	<i>February 02-03, 2012</i>	<i>18</i>	<i>2</i>
<i>PSIP Implementation Programme Module III</i>	<i>February 06-10, 2012</i>	<i>23</i>	<i>5</i>
<i>Interviewing Skills</i>	<i>February 07-09, 2012</i>	<i>19</i>	<i>3</i>
<i>Inventory Management</i>	<i>February 13-15, 2012</i>	<i>19</i>	<i>3</i>

APPENDIX I

List of training courses offered by the Public Service Academy (Cont'd)

Name of Course	Date	No of Persons	Training Days
<i>Human Resource Leaders' Network Forum</i>	<i>February 24, 2012</i>	<i>39</i>	<i>0.5</i>
<i>PSIP/Implementation Programme Recall Session</i>	<i>February 24, 2012</i>	<i>18</i>	<i>1</i>
<i>Emotional Intelligence</i>	<i>February 28-29, 2012</i>	<i>21</i>	<i>2</i>
<i>Managing People Through Change</i>	<i>February 29 - March 01, 13-15, 2012</i>	<i>25</i>	<i>5</i>
<i>Managing People Through Change</i>	<i>March 26-27 & April 16-18, 2012</i>	<i>25</i>	<i>5</i>
<i>Effective Speech Writing</i>	<i>March 27-29, 2012</i>	<i>24</i>	<i>3</i>
<i>Financial Management for Non-Accounting Officers</i>	<i>April 02-04, 2012</i>	<i>22</i>	<i>3</i>
<i>Managing People Through Change</i>	<i>April 12-13, May 08-10, 2012</i>	<i>20</i>	<i>2</i>
<i>Human Resource Leaders Network Forum</i>	<i>April 20, 2012</i>	<i>25</i>	<i>0.5</i>
<i>Conflict Management</i>	<i>April 24-26, 2012</i>	<i>17</i>	<i>3</i>
<i>Effective Speech Writing</i>	<i>April 24-26, 2012</i>	<i>15</i>	<i>3</i>
<i>Overview of Project Management</i>	<i>April 30 - May 04, 2012</i>	<i>20</i>	<i>5</i>
<i>Supervisory Management</i>	<i>May 04, 11, 18 & 25, 2012</i>	<i>15</i>	<i>4</i>

APPENDIX I

List of training courses offered by the Public Service Academy (Cont'd)

Name of Course	Date	No of Persons	Training Days
<i>Presentation Skills for Middle Managers</i>	<i>May 14-15, 2012</i>	<i>18</i>	<i>2</i>
<i>Interviewing Skills</i>	<i>May 15-17, 2012</i>	<i>20</i>	<i>3</i>
<i>Human Resource Leaders' Network Forum</i>	<i>May 18, 2012</i>	<i>22</i>	<i>0.5</i>
<i>Office Etiquette for Administration Support Staff</i>	<i>May 23-24, 2012</i>	<i>25</i>	<i>2</i>
<i>Organisational Development and Change</i>	<i>May 28-29, June 12-13, 28, 2012</i>	<i>21</i>	<i>5</i>
<i>Registry Systems and Procedures</i>	<i>June 12-14, 2012</i>	<i>24</i>	<i>3</i>
<i>Leadership and Management Development Programme</i>	<i>June 12-15, 2012</i>	<i>18</i>	<i>4</i>
<i>Administration of Government Contracts</i>	<i>June 13-15, 2012</i>	<i>18</i>	<i>3</i>
<i>Human Resource Leaders' Network Forum</i>	<i>June 14, 2012</i>	<i>21</i>	<i>1</i>
<i>Ethics, Accountability and Good Governance</i>	<i>June 25-27, 2012</i>	<i>16</i>	<i>3</i>
<i>Registry Systems and Procedures</i>	<i>July 10-12, 2012</i>	<i>16</i>	<i>3</i>
<i>Leadership and Management Development</i>	<i>July 10-13, 2012</i>	<i>18</i>	<i>4</i>

APPENDIX I

List of training courses offered by the Public Service Academy (Cont'd)

Name of Course	Date	No of Persons	Training Days
<i>Managing Diversity in the Workplace</i>	<i>July 18-19, 2012</i>	<i>22</i>	<i>2</i>
<i>Human Resource Leaders' Network Forum</i>	<i>July 20, 2012</i>	<i>18</i>	<i>0.5</i>
<i>Human Resource Leaders' Network Forum</i>	<i>August 17, 2012</i>	<i>19</i>	<i>0.5</i>
<i>Implementing Sustainable Change</i>	<i>August 22-23 and 28-29, 2012</i>	<i>20</i>	<i>4</i>
<i>Customer Service Delivery</i>	<i>August 27, 2012</i>	<i>16</i>	<i>1</i>
<i>Customer Service Delivery</i>	<i>August 28, 2012</i>	<i>18</i>	<i>1</i>
<i>Customer Service Delivery</i>	<i>August 29, 2012</i>	<i>19</i>	<i>1</i>
<i>Preparation of Terms of Reference and Request for Proposals</i>	<i>September 4-6, 2012</i>	<i>18</i>	<i>3</i>
<i>Human Resource Leaders' Network Forum</i>	<i>September 21, 2012</i>	<i>16</i>	<i>0.5</i>
<i>Total</i>		<i>1151</i>	<i>152</i>

APPENDIX II

APPENDIX II

For the fiscal 2011 – 2012, the PMCD assisted a number of public service organisations with structural improvement activities captured in the table below

Ministries/Departments	Establishment Positions			Contract Positions
	Created	Abolished	Suppressed	Approved
Ministry of the Attorney General	4	0	0	26
Ministry of Community Development	0	0	0	9
Ministry of Education	0	0	0	429
Ministry of Energy and Energy Affairs	0	0	0	7
Ministry of the Environment and Water Resources	0	0	0	4
Ministry of Finance (and the Economy)	53	0	0	401
Ministry of Food Production, Land & Marine Resources	5	0	0	58
Ministry of Foreign Affairs and Communications	12	1	0	43
Ministry of Gender, Youth and Child Development	0	0	0	3
Ministry of Health	25	0	0	140

APPENDIX II

Ministries/Departments	Establishment Positions			Contract Positions
	Created	Abolished	Suppressed	Approved
Ministry of Housing and the Environment	0	0	1	56
Ministry of Housing, Land and Marine Affairs	0	0	0	180
Industrial Court	1	0	0	0
Judiciary	0	0	0	104
Ministry of Justice	1	0	0	22
Ministry of Labour and Small & Micro Enterprise Development	0	0	57	39
Ministry of Legal Affairs	3	0	0	10
Ministry of Local Government	9	0	0	207
Ministry of National Security	0	7	21	387
Office of the President	0	0	0	1
Office of the Prime Minister	0	0	0	121
Parliament Department	0	0	0	1

APPENDIX II

Ministries/Departments	Establishment Positions			Contract Positions
	Created	Abolished	Suppressed	Approved
Ministry of People and Social Development	0	0	0	28
Ministry of Planning and the Economy	0	0	0	12
Ministry of Public Administration	14	6	0	169
Ministry of Public Utilities	0	0	0	30
Ministry of Science, Technology and Tertiary Education	0	0	0	15
Ministry of Sport	0	0	0	226
Ministry of Tourism	0	0	0	2
Ministry of Trade and Industry	0	0	0	28
Ministry of Transport	0	0	0	5
Ministry of Works and Infrastructure	0	0	0	125
Ministry of Arts and Multiculturalism	0	0	0	38
	127	14	79	2926

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