



MINISTRY OF PUBLIC ADMINISTRATION

www.mpa.gov.tt

A large, glowing diamond graphic is centered in the upper half of the page. It is surrounded by a dark, starry background with smaller, scattered diamond fragments. The diamond has a bright white core and a yellowish-gold base. The background of the entire page is a dark blue gradient with abstract purple and pink geometric shapes on the right side.

ANNUAL REPORT

2012 - 2013

OCTOBER - SEPTEMBER



Journeying from Gold to Diamond –
Improving Capability, Connectedness, Culture

MINISTRY OF PUBLIC ADMINISTRATION

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JOURNEYING FROM GOLD TO DIAMOND

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JOURNEYING FROM GOLD TO DIAMOND

This report represents an account of the undertakings of the Ministry of Public Administration (MPA) over the fiscal period October 1st, 2012 to September 30th, 2013.

This report was compiled from performance data collected by the Ministry.

This report is produced in accordance with Section 66D of Act No. 29 of 1999 cited as the Constitution (Amendment) Act 1999 that states that Government Ministries:

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

For further information on the services, activities, projects and/or programmes of the Ministry of Public Administration, please **contact us**:

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P
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Ag.	Acting
AP	Associate Professional
CCD	Corporate Communications Division
CPO	Chief Personnel Officer
CSD	Corporate Services Division
CSO	Central Statistical Office
EGKBP	E-Government and Knowledge Brokering Programme
Exec Sec	Executive Secretariat
F & A	Finance and Accounts Division
FY	Fiscal Year
G2D	Gold to Diamond
GHRS	Government Human Resource Services Company Limited
GoRTT	Government of the Republic of Trinidad and Tobago
HRM	Human Resource Management
IAP	Independent Advisory Panel
IDB	Inter-American Development Bank
ICT	Information and Communication Technologies
IhRIS	Integrated Human Resource Information System
ITEC	Indian Technical and Economic Cooperation Programme
LSD	Legal Services Division
MoH	Ministry of Health
MPA	Ministry of Public Administration
NALIS	National Library and Information System Authority
OLP	Opinion Leaders Panel
OSH	Occupational Safety and Health
PD	Personnel Department

PDP	Professional Development Programme
PMCD	Public Management Consulting Division
PMD	Programme Management Division
PMU	Programme Management Unit
PSA	Public Service Academy
PSRIP	Public Sector Reform Initiation Programme
PSTD	Public Service Transformation Division
SATD	Scholarships and Advanced Training Division
SCD	Service Commissions Department
SIDSTEC	Small Island Developing States Technical Cooperation Programme
SHRM	Strategic Human Resource Management
SSITD	Strategic Services & Information Technology Division
T&T	Trinidad and Tobago
TTDS	Trinidad and Tobago Diamond Standard
TCU	Technical Co-operation Unit
UWI	The University of the West Indies



JOURNEYING FROM GOLD TO DIAMOND

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FOREWORD

BY THE HONOURABLE CAROLYN SEEPERSAD-BACHAN

The Annual Report for this period, 2012/2013, details the beginning of an exciting phase in the history of Public Service transformation in Trinidad and Tobago. In it, we begin documenting the revitalising of the Public Service, with the formal launch, on December 5th, 2012, of the Gold to Diamond (G2D) Journey a ten – (10) year transformation and modernisation programme that focuses on improving and enhancing the Public Service’s ability to deliver on its mandate to all those who use Government services.

The crucial role the Public Service plays in achieving sustainable national development is undeniable. The Public Service must rise to the challenges of any given age and must continue to reinvent itself, if it is to be effective in helping businesses to grow and develop, foster innovation and creativity, increase competitiveness or add value to our exports. The heart of the G2D Journey is a transformed Public Service capable of dealing with the challenges of the 21st century and beyond, steering our country through whatever uncharted waters it may be called upon to sail.

The vision for the Public Service is that by the year 2022, all Government services will be available anywhere, at any time, and via multiple platforms, and at the lowest cost with the highest quality service. To achieve this, we need Public Service institutions that are citizen-centric, strong, flexible, dynamic and responsive to the rapidly-changing demands of the time. These institutions will be re-engineered to be results-based, and have the right organizational structure, staffed with the right people to carry out their operations: staff who deliver high quality service efficiently and effectively to citizens and all others who require these services.

The G2D Journey has begun with the transitioning of the bottom heavy pyramidal structure into a Diamond shaped HRM Architecture. The modernized HRM system ensures there is still a space for all the hard working public officers who got the Service to its Golden Anniversary, while allowing them the opportunity for greater autonomy and authority in middle management.

This ten year Journey involves a formidable array of cutting-edge initiatives, designed to engender an integrated approach to modernisation across the public service. A critical element of G2D is that these initiatives are owned, engineered and executed by the Public Officers themselves, an empowered group for whom continuous learning is a key strategy to achieve transformation. MPA has identified those critical competencies which the new Public Officer must possess if they are to be agents of transformation.

The HRM modernization relies heavily on a horizontal strategy to dismantle the silos within the current civil service structure. The Diamond shaped Architecture must therefore be filled with Public Officers who are results driven and understand the benefits of working in project-driven, cross-functional teams across the Public Service. Exploiting diversity in age, gender, culture, ethnicity and religion among public officers will provide room for growth, renewal, innovation and creativity at all levels of the civil service structure creating a horizontal platform for progress based on team-work and the pursuit of excellence. One of our first projects derived from this platform is the sharing of support services among Ministries and Agencies thereby reducing cost and enhancing efficiency with which public services are delivered.

One of the first high points of this journey of modernisation during the period under review is the official launch of the Trinidad and Tobago Diamond Standard (TTDS) on June 24, 2013. It is the G2D's flagship project, and its primary aim is to ensure that all services delivered by public service agencies are of the highest possible quality and meet the highest standards of excellence. Apart from technology, the programme encourages a team based approach to innovation, creativity and continuous improvement. One of the critical competencies identified and developed for this project is the ability of the public officer to partner with stakeholders and actively engage citizens in the re-design and creation of delivery mechanisms for Government services. The TTDS is less about competition and more about motivating the unique government services, and the staff who provide these services, to demand more of themselves and each other when it comes to service delivery. In order to become Diamond Standard certified, these government services must determine and develop the best practices that ensure they provide quality service to all customers and clients. The new Public Officer must be extremely competent and committed to providing client satisfaction through quality service delivery – that is, “diamond standard” service – an ultimate goal of G2D.

The TTDS programme is largely a bottom-up strategy, which moves the focus away from a Ministry, and places it squarely on a branded service. Such a service must be capable of responding to the changing demands of citizens and are expected to evolve over time. The

focus on the service facilitates a flexible approach allowing not only different ministries and agencies to support the service but for the level and type of service to vary over time in response to changing demands. This encourages partnership among public officers and agencies to engender the one stop shop/no wrong door approach to the delivery of public services. The three (3) year certification will ensure sustainability and continuous renewal. Already we are seeing improvements in service delivery through self-managed charters that define the services that public service agencies provide, which they are expected to uphold, as well as improvements in customer care and client consideration.

There is an old adage that says “Charity begins at home...” and as such, we at the MPA fully embraced the tenets of the G2D Journey, transforming our Ministry by taking a tactical approach to our strategies and operations as a whole. Utilising programme and project management principles, we identified, assessed and prioritised needs into doable and impactful projects, moving beyond departmental boundaries and involving cross-functional project teams that can achieve the transformation results that the Public Service requires. Consequently, this report is structured in accordance with the projects undertaken during the fiscal year and not by divisional activities.

I believe that in ten years from now, when we have in place the different tools, services and support systems for a transformed Trinidad and Tobago Public Service, fiscal 2012-2013 will be recognised and fully appreciated as a pivotal period in the G2D Journey. It is the beginning of a new age of transformation and modernisation of which we all should be proud. It is a stepping stone to a better and brighter future.

I am, therefore, pleased to present this Annual Report showcasing how the staff of MPA and our valued partners worked collectively to build the foundation for success, in this inaugural year of the G2D.

The Honourable Carolyn Seepersad-Bachan
Minister of Public Administration



PERMANENT SECRETARY'S REVIEW

The Ministry of Public Administration (MPA) provides a range of services designed to help Ministries, Departments and Agencies of Government improve their performance, increase their productivity, enhance their innovativeness and creativity, develop their human resources, and most of all provide excellence in service delivery to clients, customers and citizens as a whole. The work of the MPA is critical to improving the nation's global competitiveness, ease of doing business and quality of life for citizens.

In fiscal 2012-2013 the Ministry undertook a number of complementary activities. The focal point for most of the activities of the MPA during this fiscal year was the launch of the Public Service's Journey from Gold to Diamond (2012-2022). In 2012, the public service celebrated fifty (50) years as an independent public service. At a Gala ceremony in December, we recognised fifty (50) persons who helped to build the foundation that we have today. Those persons are named at Appendix I of the Report. Three (3) agencies were awarded **Excellence in Service Delivery Awards**.

The success of the initial awards for Service Delivery identified the need for institutionalising not the awards so much as the standard of excellence required. Considerable research followed and led to the official launch of the Trinidad and Tobago Diamond Standard (TTDS) Programme on June 24, 2013. The TTDS is a mechanism which allows agencies to focus on service by defining a service charter and a service improvement programme that enables continuous improvement.

During the review period we focused on improving and enhancing the human resource management system and ensuring a more dynamic, responsive and customer-focused public service. The task was divided into several core areas – Governance, Human Capital Management, Infrastructure, Service Delivery, Institutional Strengthening and Promoting Citizen Participation.

Each area of the MPA had a role in making excellence in service delivery a priority. It was always envisaged as the hallmark, flagship and ultimate determinant of the transformation process and, as this report shows, each played its part satisfactorily and successfully. However, the process was not departmental but team-based, using multi-disciplinary teams to manage different functions required to launch and manage the Standard successfully and sustainably. The MPA also facilitated the restructuring and retooling efforts of various Ministries/Agencies and Departments by means of two (2) Inter-American Development Bank (IDB) loan programmes.

If I were to single out any area of activity in which a solid foundation has been laid in 2012-2013, it would be Human Capital Management. It is the cornerstone of our Gold to Diamond journey. The Ministry recognises that it is people who create and manage change and for the various transformation efforts throughout the public service to be successful, agencies must be staffed with the right people in the right places at the right time. One of our key initiatives during this reporting period was improving the efficiency of the contract administration process in the public service and providing greater transparency so that before signing contracts with the Government, potential employees were aware of the terms and conditions of their employment. Twenty-six (26) job descriptions in the areas of HR, Legal, Communications and Administrative/Office Support were standardised and standardised terms approved by the CPO.

Five hundred and ninety (590) scholarships were awarded by the Government of the Republic of Trinidad and Tobago (GoRTT) through the Scholarships and Advanced Training Division (SATD) of the MPA in 2012-2013. At the same time, the Public Service Academy (PSA) of the MPA, which delivers training programmes to build capacity in the areas necessary for officers to function effectively in their jobs, trained one thousand and sixty (1060) officers in various disciplines. A Leadership and Management Development Programme was also conducted for Executive Leaders and their Deputies and Emerging Leaders (Directors and Divisional Heads). Also, Permanent and Deputy Permanent Secretaries benefitted from programmes offered by the Kennedy Business School in the United States of America.

Based on our conviction that proper provision and maintenance of government infrastructure is crucial to the public service's ability to provide client-centric services, one of the criteria for achieving the TTDS was that public service agencies needed to ensure that their office accommodation was consistent with the Outfitting Policy, the Occupational Safety and Health Act (OSHA) and the Fire Service Regulations.

Preparatory work for a new initiative, Business Continuity Management (BCM), started in 2013. BCM is a process which ensures that despite disasters and emergencies the public

service will continue to function and provide much needed services to citizens.

Two (2) extremely promising initiatives were launched in this fiscal year. In December 2012, Cabinet approved, in principle, the adoption of a Shared Services Programme among public service entities. The idea is to increase the effectiveness of public management by reducing the cost of support services to government agencies. Already, the strategy has demonstrated its power to improve the productivity and performance of public service organisations through the standardisation of business processes and better use of resources.

Integrated Service Delivery was another initiative, but is still in the project definition phase. It is the realignment of service delivery to facilitate cross-ministry services and reduce user inconvenience. It enables the provision of a single government interface to citizens and other customers so they can access multiple services via a single access point. This "one-stop shop" mechanism will be a crucial pillar of modernising the delivery of public services.

We at the MPA recognise the challenges that the future will bring, but are comforted by the fact that all the key elements of a Diamond future are either already in place or are being added as part of a planned, structured and managed process of change.

We believe that the times are propitious, the supporting structures are available and accessible, the mechanisms are operational and the will to proceed and progress is unshakeable and unstoppable.

This fiscal year, 2012-2013, is the beginning of a sea-change which heralds the dawn of a new era of excellence in service delivery in the public service of Trinidad and Tobago.



MPA AT A GLANCE

MANDATE, VISION, MISSION AND CORE VALUES

MPA AT A GLANCE

MANDATE:

The Ministry of Public Administration (MPA) has responsibility for the Public Service, more specifically, Public Service Administration and Management. (Source: Gazette Notice dated July 6, 2012). MPA's core business is centred on modernisation and renewal initiatives that improve the capacity and capability of the Public Service to better deliver government services. The Ministry:-

1. manages service delivery transformation projects
2. coordinates human resource management policies and a modernisation programme
3. provides organisational design services to improve on structures and staffing
4. facilitates training and development of public officers and administers scholarships on behalf of the Government of Trinidad and Tobago
5. is a principal partner in strengthening public service governance
6. leads business continuity management to ensure response to and recovery from interruptions to business operations.

VISION:

Ministry of Public Administration 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.

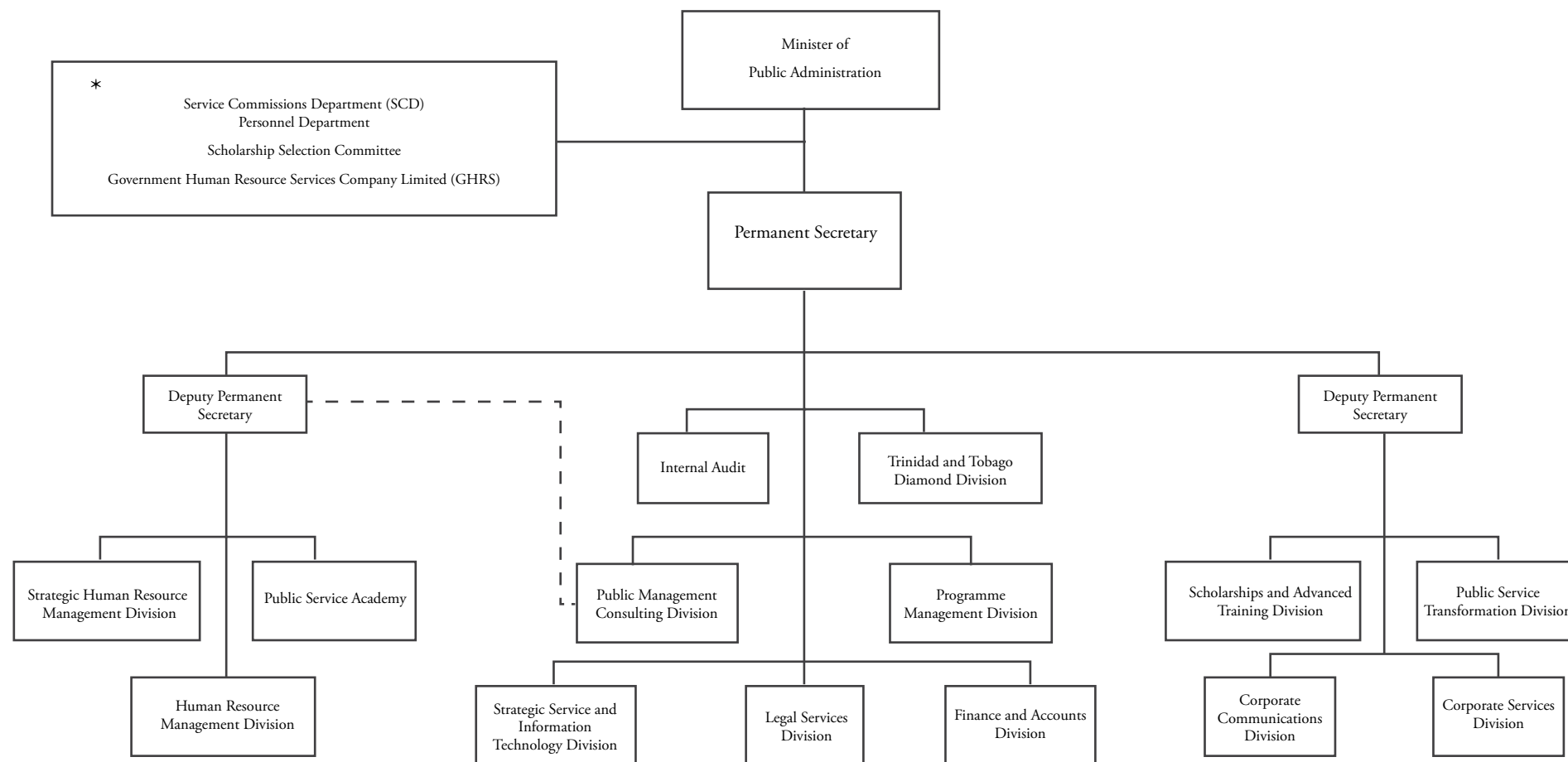
Integrity Based: We interact amongst ourselves and others with honesty, building relationships based on respect and trust. In honouring our commitments, we conduct our affairs ethically to ensure that we meet all professional obligations.



Mr Richard Madray, Acting Deputy Permanent Secretary

MINISTRY OF PUBLIC ADMINISTRATION ORGANIZATIONAL STRUCTURE

As at September, 30, 2013



* Agencies, Departments and Cabinet appointed committees that report to the Minister of Public Administration

THE LEADERSHIP TEAM

TEAM

THE LEADERSHIP



EXECUTIVE TEAM that heads the following Divisions from left to right:

Ann Marie Jordan-Downes (Human Resource Management Division), **Gary Turpin** (Strategic Services and Information Technology Division), **Kurt Meyer** (Public Management Consulting Division), **Marcia London-McKellar** (Public Service Academy), **Carol Mapp** (Strategic Human Resource Management Division), **Prabhawatie Maraj** (Deputy Permanent Secretary) **Rupert Antione** (Corporate Services Division), **Richard Madray** (Deputy Permanent Secretary), **Colleen Gallazzi** (Diamond Division) **Rae Ann Harper-Walters** (Corporate Communications Division), **Angela Lum-Joseph** (Finance and Accounts Division), **Jacqueline Johnson** (Scholarships and Advanced Training Division), **Abigail Bynoe** (Strategic Service Division), **Candice Hicks**, (Legal Services Division), **Muriel Lezama**, (Programme Management Division), Claudelle McKellar (Public Service Transformation Division).

*Missing from this photo- **Annalisa Sankar**, Senior Legal Officer, (Legal Services Division), **Indira Frank** Auditor II (Ag.), (Internal Audit), **Dhanmattee Ramdath**, Director (Corporate Services Division)*

TEAM

THE LEADERSHIP



Ms Prabhawatie Maraj, Acting Deputy Permanent Secretary

Ms. Gillian Macintyre
PERMANENT SECRETARY

Richard Madray Deputy Permanent Secretary (Ag.)
Prabhawatie Maraj Deputy Permanent Secretary (Ag.)

Dhanmattee Ramdath Director (Ag.),
 Corporate Services Division
 (assumed on November 1, 2012)
 Former – Wayne Alleyne

Ann Marie Jordan-Downes Director (Ag.),
 Human Resource Management Division
 (assumed November 26, 2012)
 Former – Maria Joseph

Jacqueline Johnson Director (Ag.),
 Scholarships and Advanced Training Division

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

Kurt Meyer Director (Ag.),
 Public Management Consulting Division
 (assumed June 17, 2013)
 Former – Meena Jargarsar

Gary Turpin* Manager,
 Strategic Services and Information Technology Division
 Former Director – Kurt Meyer

Angela Lum-Joseph Director,
 Finance and Accounts Division

Claudelle McKellar Director (Ag.),
 Public Service Transformation Division

Indira Frank Auditor II (Ag.), Internal Audit

Rae Ann Harper- Walters Director,
 Corporate Communications Division
 (assumed November 26, 2012)

Annalisa Sankar* Senior Legal Officer,
 Legal Services Division

Muriel Lezama Programme Manager,
 Programme Management Division

Candice Hicks* Senior Legal Officer,
 Legal Services Division

Carol Mapp* Senior Project Management Coordinator,
 Strategic Human Resource Management Division
 (assumed March 4, 2013)

**Most Senior Officer*

PUBLIC SERVICE TRANSFORMATION

The Public Service Transformation Division (PSTD) is focused on creating a public service that is visibly citizen-centric, efficient, and integrated; a public service that meets the needs and surpasses the expectations of citizens and stakeholders. This objective is pursued through the application of solutions that are rooted in the principles of change management, research, policy management and collaboration.

PSTD's work is primarily geared towards identifying existing good practices of public management and examining how these could be adapted to the national public service environment. PSTD's stakeholders include, but are not limited to, the Executive of the MPA, the Board of Permanent Secretaries and Heads of Departments, the Deputy Permanent Secretaries Group and the Human Resource Management Leaders Forum.

Head of Division: Mr. Claudelle McKellar - Director, Public Management (Ag.)

PUBLIC MANAGEMENT CONSULTING

The Public Management Consulting Division (PMCD) is an internal management consulting agency for the Government of the Republic of Trinidad and Tobago (GoRTT). The division provides advice and solutions to the Cabinet, ministries, departments and associated government agencies on public management issues. The work of PMCD involves organisational structure reviews and designs of ministries and departments, business processes reviews, strategic planning interventions and Integrated Human Resource Information System (ihRIS) position management.

Head of Division: Kurt Meyer – Director, Public Management

PUBLIC SERVICE ACADEMY

The Public Service Academy (PSA) provides human resource development interventions to line ministries, departments, statutory bodies and other agencies. The opportunities delivered by the Academy are aligned with the skills and competencies required for a transformed public service. The training and development programme seeks to meet the common needs identified by agencies in their human resource training plans. The Academy also administers technical co-operation opportunities offered by foreign governments and international agencies.

Head of Division: Marcia London-McKellar - Director, Public Service Academy (Ag.)

SCHOLARSHIPS AND ADVANCED TRAINING

The Scholarships and Advanced Training Division (SATD) is responsible for administering scholarships offered by or through the GoRTT. Scholarships are offered on a competitive basis through open calls for applications via public notices. However, the Advanced level scholarships are awarded based on the academic performance of the recipients at Advanced level Examinations.

The SATD provides administrative and financial support to scholars during their course of study. In order for scholars to meet their obligation to serve the country, the division sources jobs for scholars who have completed their studies. The Associate Professional (AP) Programme aims to have scholars placed within one month of reporting to the division on completion of their studies. The division also partners with public and private sector agencies to identify job opportunities for scholars. To ensure their success in the work place, scholars are provided with additional professional development training aimed at building their core competencies.

Head of Division: Jacqueline Johnson - Director, Public Management (Ag.)

STRATEGIC HUMAN RESOURCE MANAGEMENT

The Strategic Human Resource Management (SHRM) Division is responsible for coordinating Human Resource Management (HRM) modernisation and the development of HRM policies for the public service. This is done in collaboration with the other central HRM agencies and line HRM Divisions.

The SHRM Division's work therefore, involves the collaborative development or revision of legislation and regulations, policies, guidelines, standards, business processes and structures related to HRM. This redesigning incorporates best practices such as human resource management audits which facilitate evaluation of the HRM function. Of utmost importance is the focus on the strengthening of the capabilities of HRM practitioner.

Senior Officer – Carol Mapp - Senior Project Management Coordinator, Strategic Human Resource Management

PROGRAMME MANAGEMENT

The Programme Management Division (PMD) plays a key supportive, facilitative and monitoring role in all of the Ministry's projects. It ensures that deliverables and objectives are achieved within stipulated time frames, budgets and quality, towards improving the performance of the Ministry.

The PMD manages the Public Sector Investment Program (PSIP) and provides programme and project management oversight for transformation programmes and projects. The division also manages and coordinates the programmes of the Public Service Transformation Agenda through external funding agencies.

Head of Division: Muriel Lezama – Programme Manager, Programme Management Division

CORPORATE COMMUNICATIONS

The Corporate Communications Division (CCD) is responsible for developing and guiding the Ministry's corporate communications strategy. Its activities include internal communications, public relations, media relations, event management, branding, crises and issues management. The division's primary purpose is to enhance the image and reputation of the Ministry and to help establish and maintain beneficial dialogue and understanding between the Ministry and its main stakeholders both internally and externally.

Head of Division: Rae Ann Harper-Walters - Director, Corporate Communications

CORPORATE SERVICES

The Corporate Services Division (CSD) provides a range of administrative and internal support services that include office management, customer support services, records management, registry and facilities management, which contribute to the effective operations of the Ministry.

Head of Division: Dhanmattee Ramdath – Director, Corporate Services (Ag.)

FINANCE AND ACCOUNTS

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

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

INTERNAL AUDIT

The Internal Audit (IA) Unit is an independent unit that is subject to the directive and control of the Accounting Officer (Permanent Secretary) only.

This unit assists the Accounting Officer in the effective discharge of her responsibilities by conducting reviews of the functions of the Ministry and furnishing reports with objective analyses and recommendations on the reviews conducted.

These reviews are undertaken by first preparing an Annual Programme of Work which must be approved by the Accounting Officer from which Monthly Programmes are extracted and reviews carried out accordingly. These reviews include, but are not limited to, financial records, previous year's payments related to salaries, acting allowances and other payments such as invoices and bills. Internal Audit is also responsible for verifying Comptroller of Accounts notifications re: motor vehicle advances, applications for contract gratuity, pension and leave records, applications for credit on the exchequer account, increment eligibility and all other financial operations of the Ministry.

Senior Officer: Indira Frank - Auditor II (Ag.), Internal Audit

HUMAN RESOURCE MANAGEMENT

The Human Resource Management (HRM) Division is responsible for developing a strategic and coherent approach to the management of the Ministry's most valued resources – its employees - who individually and collectively contribute to the achievement of strategic objectives.

To fulfil this responsibility, the HRM Division is engaged in several core activities including human resource strategic planning, recruitment and selection, training and development, labour relations management, as well as other support services to realise the full potential of employees and create a team that can successfully accomplish the strategic objectives of the Ministry.

Head of Division: Ann Marie Jordan Downes – Director, Human Resource Management (Ag.)

LEGAL SERVICES

The Legal Services Division (LSD) provides legal support services to the Ministry. The division treats with legal issues which may arise in the course of the Ministry's business, as well as provide services in legal transactional matters such as the negotiation and preparation of contracts, the preparation of other legal instruments, and settlement of legal claims relevant to the Ministry's responsibilities. The division provides legal advisory services on a range of matters including scholarship claims, employee issues, legislation, procurement and policy.

Senior Officers – Annalisa Sankar, Candice Hicks – Senior Legal Officer, Legal Services

STRATEGIC SERVICES

The Strategic Services and Information Technology Division (SSITD) is responsible for coordinating and providing operational support for internal information communications technology projects and systems along with strategic planning and organisational reporting activities in the Ministry. SSITD is also responsible for collaborating with divisions to establish monitoring and evaluation mechanisms to ensure alignment of ministerial programmes with national development priorities. .

Senior Officer: Gary Turpin – Director, Information and Communications Technology

EXECUTIVE SECRETARIAT

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

Permanent Secretary (Ag.): Gillian Macintyre
Deputy Permanent Secretary (Ag.): Prabhawatie Maharaj
Deputy Permanent Secretary (Ag.): Richard Madray

PART ONE

JOURNEYING FROM GOLD TO DIAMOND

*“Action without vision is only passing time, Vision without action is merely day dreaming, But vision with action can change the world”
Nelson Mandela - Political Activist, Nobel Peace Prize winner and Former President of South Africa*



JOURNEYING FROM GOLD TO DIAMOND

PART ONE

SPOTLIGHT ON G2D

The Trinidad and Tobago Public Service celebrated its golden Anniversary in 2012 – 50 years of stability, steering the country through tough times and laying the foundation for national prosperity into the future. As we head to the Diamond Jubilee in 2022, the MPA recognises the need for re-tooling, renewal and re-engineering, to ensure a Public Service worthy of the title “Diamond”...

THE DIAMOND MODEL FOR PUBLIC SERVICE MODERNISATION AND RENEWAL 2012

MPA’s vision is that by the year 2022, the public service will comprise strong, flexible, responsive, appropriately structured and staffed institutions, delivering efficiently and effectively the kind and quality of services to meet the demands of our citizens, and all others who require services. This aspiration will be achieved through the “Gold to Diamond” (G2D) Journey, a ten (10) year transformation and modernisation programme that focuses on improving and enhancing the capability, connectedness and culture of the public service, thus ensuring a more dynamic and customer-focused entity. The roadmap for the G2D journey identifies over forty (40) projects to be undertaken during the period 2012 to 2022. Appendix I shows a list of projects conceptualised during fiscal 2012/2013.

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

This overarching G2D philosophy for the public service will outline a set of guiding principles, values and ideals critical to the provision of diamond standard public service.

Four (4) agencies agreed to participate in a pilot programme of G2D interventions for the initial phases of the modernisation and renewal journey. These are:

1. Inland Revenue Division;
2. Customs and Excise Division;
3. Ministry of Trade, Industry, Investment and Communications; and
4. The Judiciary.

Agencies were selected based on their direct impact on revenue collection, overall impact on the citizenry, potential to improve our global competitiveness indices and relative stability and continuity of their operations. The quest for service delivery and human resource management excellence – the Public Service Renewal and Modernisation Programme – was formally launched by the Prime Minister of Trinidad and Tobago, the Honourable Kamla Persad-Bissessar SC, at the Public Service Gala Awards Ceremony on December 5th, 2012.



Figure 1 - Transforming the Public Service from Gold to Diamond

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

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

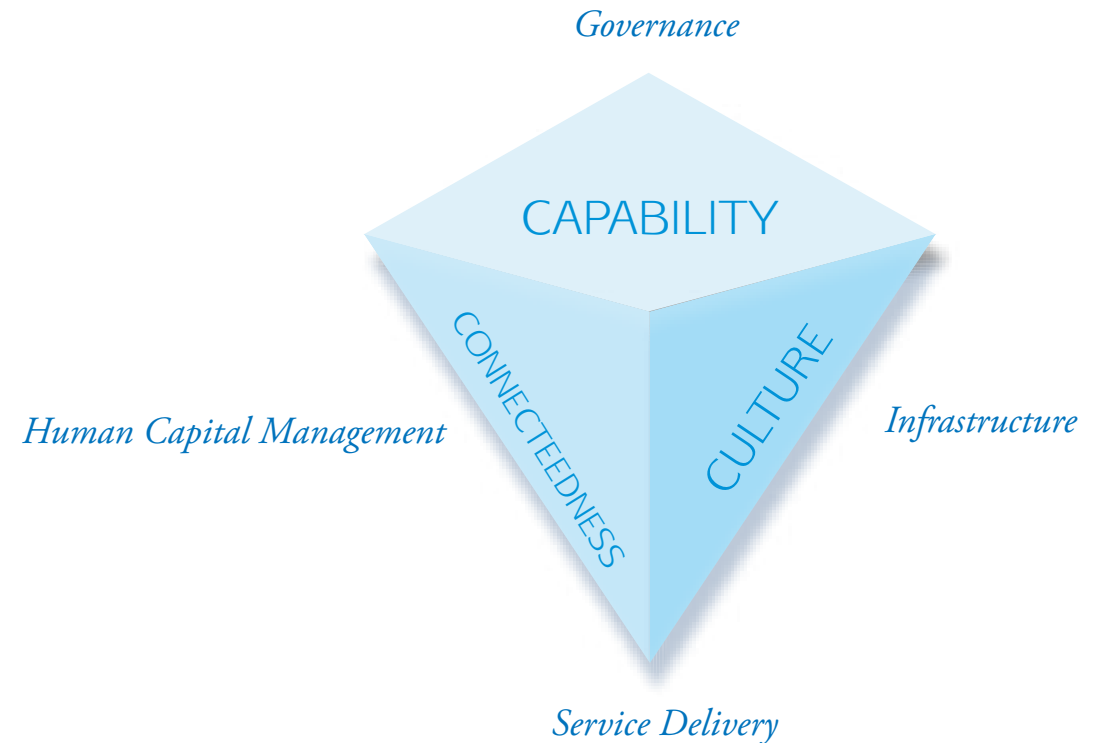


Figure 2 – The Diamond Model for Public Service Transformation

THE DIAMOND MODEL FOR PUBLIC SERVICE MODERNISATION AND RENEWAL 2012

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

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

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

This report of the transformation journey over the period October 1st, 2012 to September 30th, 2013, outlines the activities and achievements made by the MPA, as we lead the overall public service modernisation effort.



SECTION ONE

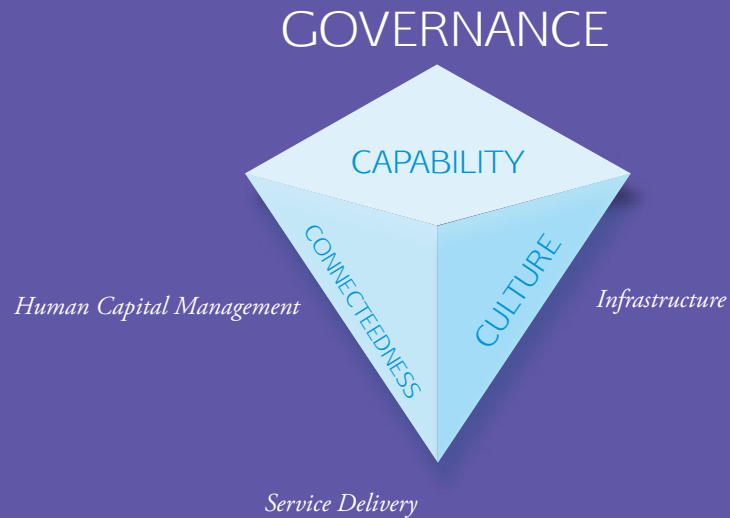
GOVERNANCE

JOURNEYING FROM GOLD TO DIAMOND





GOVERNANCE



SECTION I: GOVERNANCE

“Every single member of your government is equally responsible for the delivery of services and provision of good governance.” The Honourable Kamla Persad-Bissessar, Prime Minister of the Republic of Trinidad and Tobago, Address to the Nation on the Occasion of the 51st Anniversary of Independence

Good Governance is the sum of strong public institutions that support accountability, transparency, consultation and consensus-building, thereby leading to enhanced democracy and more meaningful representation. It is essential in creating citizen-centric civil service organisations with strong execution and delivery capacity. These bodies are then better able to partner with all the other major institutions of Trinidad and Tobago to achieve sustainable development.

Extensive analysis of overall governance systems has been carried out many times over the life of the Trinidad and Tobago Public Service, and four (4) fundamental issues were revealed continually, namely: segmented decision-making; lack of policy coherence; poor linkages between policy and national priorities; and the need to evaluate the impact of these policies and programmes.

Our efforts to address the above-mentioned, and to build a solid governance framework during fiscal 2012 to 2013, included:

1. Strengthening existing institutions;
2. Promoting citizen participation;
3. Strengthening execution capacity and restructuring of delivery systems to be more responsive.

1. Strengthening Existing Institutions

An effective Centre of Government (CoG) Framework is seen as key to achieving many of the transformation outcomes of the G2D initiative. The Centre of Government is the lever in the governance structure that provides direct support and advice to the Head of Government on enterprise-wide policies and strategies required to achieve the national policy agenda. The CoG Mechanism is intended to ensure that there is public policy alignment across the public service.

The Centre of Government (CoG) Framework seeks to ensure a harmonisation of government policy and strategy creation and execution, facilitating enhanced collaboration and coordination amongst the central government agencies with responsibility for these functions. This type of framework is seen as key to achieving many of the transformation outcomes of the G2D Initiative. The Centre of Government (CoG) is the lever in the governance structure that provides direct support and advice to the Head of Government on enterprise-wide policies and strategies required to achieve the national policy agenda. The CoG Mechanism is intended to ensure that there is public policy alignment across the public service. The Government bodies identified as critical Centre of Government institutions are the Office of the Prime Minister, Ministry of Planning and Sustainable Development, Ministry of Finance and the Economy and the MPA.

In the initial research and planning stages, MPA hosted consultations with key stakeholders in the CoG Framework, and prepared a position paper and road map. In addition, MPA participated in two (2) study tours to Jamaica (September

11-12, 2012) and Canada (November 18-27, 2012), where the mechanisms employed by the centre of government of these countries were examined. Both countries can be described as having expansive (as opposed to minimalist) type centre of government systems. The MPA also attended a regional workshop on “Centre of Government” in St. Lucia in May 2013. The information from both the study tours and the workshop are being used to prepare an overall “Centre of Government” policy chart and action plan.

2. Promoting Citizen Participation

Stakeholder feedback sessions were held with various interest groups including Non-Governmental Organisations (NGOs), Community-Based Organisations (CBOs) and civil society bodies throughout Trinidad and Tobago, towards the preparation of the White Paper for Civil Service Transformation. This paper will outline Government’s approach and plan of action for modernising and improving the Public Service.

The Research Consultancy with MORI Caribbean for the conduct of Opinion Leaders Panel (OLP) surveys was concluded in November 2012. These surveys heavily informed many of the approaches to be undertaken within the G2D Initiative. Although the consultancy itself has come to an end, the data remains invaluable. The MPA will continue to engage members of the public and private sectors in 2014, to secure their ideas on the modernisation and renewal proposals which are to be included in the White Paper.

3. Strengthening execution capacity and restructuring delivery systems to be more responsive

The MPA, recognising the need for a culture of results oriented and creative decision making, hosted a series of workshops and training programmes for persons from various public service institutions. In this regard, twenty-five (25) persons attended two (2) workshops in Results Based Management, in January and March 2013. Similarly, forty-five (45) persons attended four (4) workshops in Innovation held in September 2013.

The MPA facilitated the reform and restructuring efforts of various ministries/agencies and departments through the management of two (2) Inter-American Development Bank (IDB) loan programmes:

- a. Public Sector Reform Initiation Program (PSRIP)
- b. E-government and Knowledge Brokering Program (EGKBP)

Public Sector Reform Initiation Program (PSRIP)

The Public Sector Reform Initiation Programme (PSRIP) aims to support the GoRTT in the initial stage of the development and implementation of a strategic plan for the comprehensive and progressive transformation of the public sector. The PSRIP loan programme will end in March 2014. The focus for fiscal 2014 will be the completion of the audit of financials and the close-out report.



Table 1.1 below provides details of key projects funded under the PSRIP loan programme during the reporting period.

Project Name	Project Description	Project Duration dates	Major Project Outputs/ Deliverables	Expected Project Outcomes	Status as at September 2013
Implementation support for reengineering of the Ministry of Health (MoH)	Support for the implementation of the reengineering of the MoH Programme	December 2012 to March 2014	Transformed governance structure between the MoH and regional health authorities	Better health service delivery to citizens of Trinidad and Tobago	<ul style="list-style-type: none"> Review of deliverables on going To be transferred to EGKBP
Business intelligence tools for Central Statistical Office (CSO) – Statistical Packages for the Social Sciences (SPSS) - Econometric Views	Acquisition of business intelligence tools for CSO including SPSS, E Views	March to April 2013	New software application	Improved national statistical information in keeping with developed country status	Completed
Restructuring of the Central Statistical Office (CSO)	Acquisition of business intelligence tools for CSO including SPSS, E Views	February to July 2013	Demand governance system for Statistical products New hardware equipment	Improved national statistical system in keeping with developed country status	Completed

Project Name	Project Description	Project Duration dates	Major Project Outputs/ Deliverables	Expected Project Outcomes	Status as at September 2013
Programme Management Unit (PMU) financial management reform coordinator (Ministry of Finance and the Economy)	Engagement of a Financial Management Reform Coordinator for the PMU, Ministry of Finance	June 2011 to July 2015	IFinancial Management Reform strategy for Trinidad and Tobago	Increased efficiency and effectiveness of the public service	1 st year completed. 2 nd year in effect To be transferred to EGKBP
Public Service Academy (PSA) outfitting of a computer lab	Outfitting of the computer lab of the PSA	March to July 2013	New hardware equipment and software applications	Efficient and effective public service	Completed

Table 1.1 Details of key projects funded under the Public Sector Reform Initiation Program (PSRIP)

E-government and Knowledge Brokering Program (EGKBP)

The long term goal of the EGKBP is to increase the effectiveness and efficiency of the public service, via:

- Expanded and more effective development and implementation of e-government solutions; and
- Transfer of knowledge on international best practices (Knowledge Brokering).

Under the EGKBP, there are thirty-three (33) projects at varying stages of procurement.

The EGKBP loan programme ends in September 2014, unless a special extension is applied for and granted. A special extension will allow for the life of the programme for an additional year, until September, 2015. The focus for fiscal 2014 will be the completion of all contracts which are in progress.

Table 1.2 provides details of key projects undertaken by various ministries and agencies funded under the EGKBP during fiscal 2012/2013.

Project Name	Project Description	Project Duration	Major Project Outputs	Project Outcomes	Status as at Sept. 2013
Consultancy Services to assist with the design of an Electronic Document Management System for the Service Commission Department (SCD)	Consultancy to conduct a Needs Assessment and Gap Analysis and design an Electronic Document Management System for the SCD	June 2013 to February 2014	<ul style="list-style-type: none"> Final Information Management Needs Assessment and Gap Analysis Report Final Functional Specifications Reports A Project Management Plan and work plan Proposals evaluated 	<ul style="list-style-type: none"> To facilitate better service delivery to the Department's internal and external customers by streamlining business operations; To preserve government's documents; To ensure data integrity 	<ul style="list-style-type: none"> In progress Awaiting submission of first deliverable
Consultancy Services to develop a Short Term Expansion Plan and a 5 Year Business Plan for the UWI Faculty of Medical Sciences (Ministry of Tertiary Education and Skills Training - TEST)	Consultancy to prepare the project scope definition for the immediate to long term expansion of the Faculty of Medical Sciences	June 2013 to July 2014	<ul style="list-style-type: none"> Inception Report Situational Analysis Report Short-Term Expansion Plan Report 5 year Business Plan Project Scope Statement 	<ul style="list-style-type: none"> Effective implementation of immediate & medium term growth, development & quality improvement expansion plans Increased capacity to meet increasing demands of T&T medical students 	<ul style="list-style-type: none"> Project in progress. Awaiting submission of first deliverable

Project Name	Project Description	Project Duration	Major Project Outputs	Project Outcomes	Status as at Sept. 2013
Modernisation of Parliament – 1. Development of an Asset Management Solution 2. Upgrade of Hansard Server equipment	1. Design and implementation of an Asset Management Solution for the Parliament of T&T	August 2013 to May 2014	Asset Management Solution <ul style="list-style-type: none"> • Audit Report of all items procured & distributed • Physical Asset Data Dictionary • Project Management Plan • Specifications of hardware and software needed 	Asset Management Solution <ul style="list-style-type: none"> • Improved administrative efficiency • Improved allocation & utilization of resources • Improved control over capital expenditure • Reduced asset-related operating costs • More efficient auditing of assets 	Asset Management Solution <ul style="list-style-type: none"> • Project Ongoing • Awaiting submission of first deliverable
	2. Provision of hardware to support the software upgrade of the Hansard Reporting System		Hansard Server Equipment <ul style="list-style-type: none"> • IT hardware (server equipment) installed 	Hansard Server Equipment <ul style="list-style-type: none"> • Improved capacity of the Hansard Software 	Hansard Server Equipment <ul style="list-style-type: none"> • Project completed

Project Name	Project Description	Project Duration	Major Project Outputs	Project Outcomes	Status as at Sept. 2013
Review of Allowances paid to Scholarship Recipients (MPA)	Review of allowances applicable to recipients of national scholarships	May 2013 to October 2013	<ul style="list-style-type: none"> Automated system (allowance values calculated based on set criteria) Defined methodology for collecting and inputting information Training sessions held for at least 20 persons from the MPA 	<ul style="list-style-type: none"> Increased benefit of allowances to scholars Enhanced effectiveness of the national scholarship programme 	<ul style="list-style-type: none"> Project in closing phase Awaiting submission of final deliverable

Table 1.2 Details of key projects funded under the E-government and Knowledge Brokering Program (EGKBP)

SECTION TWO

HUMAN CAPITAL MANAGEMENT

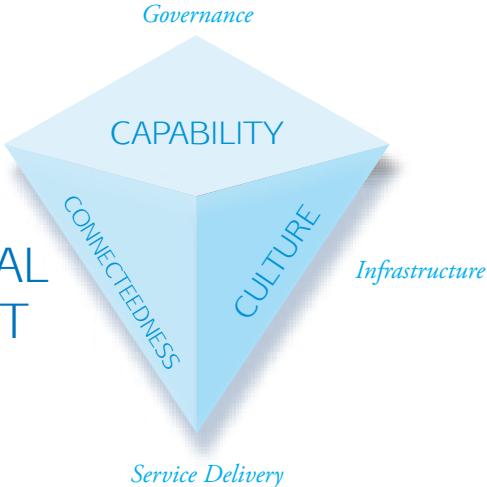


JOURNEYING FROM GOLD TO DIAMOND





HUMAN CAPITAL MANAGEMENT



SECTION II: HUMAN CAPITAL MANAGEMENT

“Those of you who choose a career in the public service will be part of a new career-development process in a new structure or a new human resource architecture that will give you great freedom to excel and more scope for upward mobility.”

The Honourable Carolyn Seepersad Bachan, Minister of Public Administration, Returning Scholar Symposium, September, 2013.

For MPA, modernising the Public Service’s Human Resource Management (HRM) structures and systems is integral to achieving government’s goal of building a sustainable and diverse economy, while simultaneously delivering efficient and effective services to citizens.

We need a civil service that comprises high performing organisations that maximise the value of their employees and attract and retain the right people, to meet the immediate and future needs of the people of Trinidad and Tobago. In other words, and as has been observed by leading experts, employees (human capital) are the lifeline of an organisation and are the richest source of competitive advantage.

The current thinking is that Human Resource Management (HRM) and Human Capital Management (HCM) both go hand-in-hand, complementing each other so as to ensure that an organisation effectively develops the infinite capabilities of the human potential it can access via its human capital, while strategically and coherently managing those resources to achieve its overall productivity objectives.

MPA understands the necessity for integrating an effective HCM strategy as part of its HRM modernisation, and intends to build and sustain capability through:

1. Education and training;
2. Strong policy and policy guidelines;
3. Strong leadership;
4. Open competition for persons within and outside of the civil service;
5. Ensuring the right persons are in the right jobs; and
6. Eliminating gaps in the execution of the HRM function.

The MPA supports Human Capital Management through:

1. HRM Modernisation and Renewal;
2. Consultancy Services/Advice on Organisational Structure Design;
3. Scholarships and Advanced Training; and
4. Public Service Training.

SECTION II: HUMAN CAPITAL MANAGEMENT

HRM MODERNISATION AND RENEWAL

SPOTLIGHT ON G2D

Over the period 2011-2013, the Strategic Human Resource Management Division of the Ministry of Public Administration standardised twenty-six (26) job descriptions and job designations in respect of common contract employment positions in the public service. These positions are in five (5) job streams - Human Resource Management, Communications, Legal, Administrative and Office Support. This has improved the efficiency of the contract administration process in the public service and also enhanced transparency since employees in these positions now know upfront the terms and conditions of their employment.

The work of the SHRM Council, established in fiscal 2011/2012, continued as it provided oversight for the HRM modernisation and renewal programme. The Council comprises agencies responsible for HRM in the public service, namely the Personnel Department (PD), Service Commissions Department (SCD) and MPA. One of its first initiatives is to develop an overarching HRM philosophy that will develop a culture of HR excellence in our leaders and HR professionals.

Through consistent consultation and collaboration, the MPA sought to build connectedness; harnessing diversity and team synergy so that creative and adaptive solutions can be found to challenges. HRM network fora were held monthly with senior HRM officers of varying institutions of the civil service. In May 2013, Cabinet also agreed to establish Communities of Practice to further provide input into the development of the HRM model of this programme.

Position	Number of Employees
Senior Project Management Coordinator	1
Public Management Analysts	3
Associate Professionals (Returning Scholars)	5
Total Number of Employees	9

Table 2.1 – Staff of Strategic Human Resource Management (SHRM) Division as at September 30, 2013

SECTION II: HUMAN CAPITAL MANAGEMENT

HRM MODERNISATION AND RENEWAL

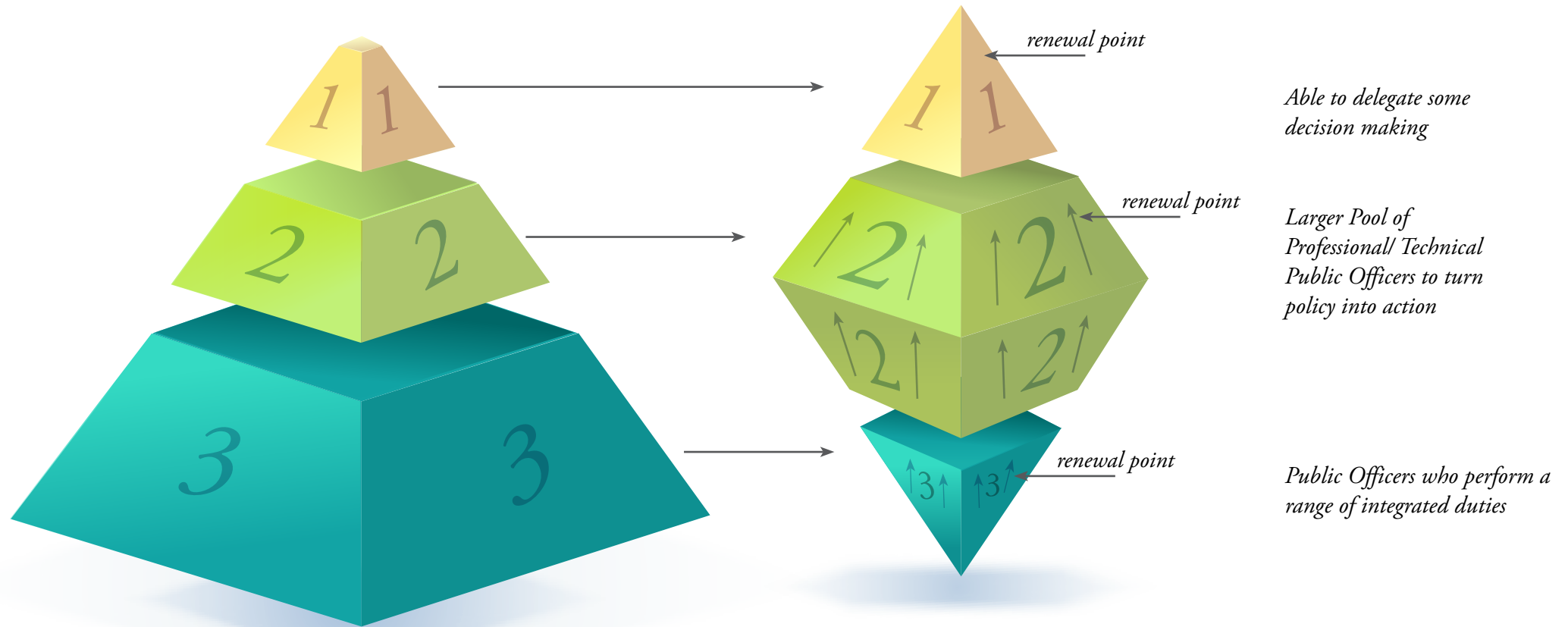
1. Civil Service Organisation Architecture and Redesign

MPA's SHRM Division hosted several focus groups with public and contract officers in 2012/2013 to gauge attitudes to the proposed redesign of the HRM architecture of the civil service. Feedback from all of these sessions indicated meaningful support for the paradigm shift, from the current pyramid shape with a heavy preponderance of clerical and manipulative staff, to a diamond shaped structure, which allows for a larger pool of professional and technical officers. Thus, the diamond-shaped HRM architecture is expected to:

1. Satisfy the multifaceted needs of our 21st century citizenry;
2. Create more opportunities at the middle management and professional levels;
3. Create opportunities for public officers who have taken advantage of the investment in education and training that the government has made over the years;
4. Enable a transition from the widespread use of contract employment;
5. Contribute to increased/improved production levels for the civil service and higher international ratings for the country; and
6. Contribute to the achievement of other modernization efforts such as financial management modernization and service delivery modernisation.

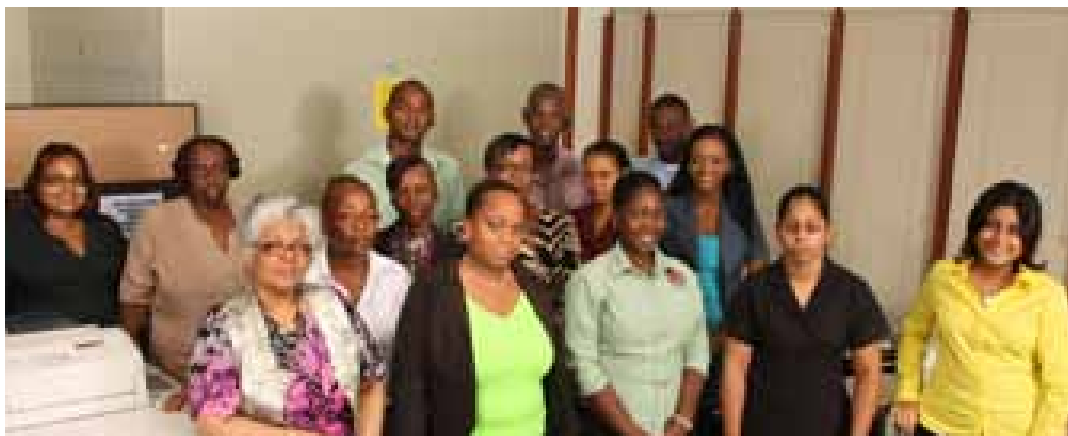


Figure 3 - Transformation of HRM Architecture from a Pyramid to a Diamond Shape



The new diamond structure is fit-for-purpose, with a narrower Level 3 (Management Support) indicating the integration of clerical and secretarial jobs, and a wider Level 2 (Professional Core) embracing professional and technical streams and the movement of qualified public servants from Level 3 into these streams. Level 3 will comprise more enriched integrated jobs suitable for fast track development programmes and multi-skilled individuals, and also will feature the adoption of international best practice of shared services and outsourcing where appropriate. This level will encompass the new Management Support (MS) Series, which will form the foundation for all professional streams within the civil service. The work load of Senior Management represented by Level 1 will also be impacted, due to an increased ability to delegate decision making to officers in the professional stream.

In the fiscal period 2012/2013, the MPA engaged consultancy services during the period to design new jobs for the new architecture, based on the principles of relevance, adaptability and multi-skilling. The new structure is to comprise a narrower Level 3 – the new Management Support Series – with more enriched and integrated clerical and secretarial jobs suitable for fast track development programmes and multi-skilled individuals, featuring the adoption of international best practices of shared services and outsourcing where appropriate. The architecture's wider Level 2 – the Professional Core – seeks to embrace professional and technical streams and the movement of qualified public servants from Level 3 into these streams. A recommendation regarding the classification of the MS Series has been submitted to the Ministry of Finance and the Economy for consideration.



2. Institutional Strengthening of the Central HRM Agencies

The central HRM agencies, namely the Personnel Department (PD), Service Commission Department (SCD) and MPA, play a key role in meeting the human resource needs of the civil service. However, the fragmented approach to HRM and the existing systemic deficiencies in these organisations can derail modernisation and renewal efforts if they are left unattended. The Personnel Department (PD) headed by the Chief Personnel Officer (CPO) plays a critical role, specifically in the introduction of new job streams with accompanying job descriptions and appropriate compensation management.

The performance of many public service agencies also has been affected by the high percentage of vacancies in their organisations and the delays in managing the disciplinary processes, both of which are under the purview of the SCD. The Public Management Consulting Division (PMCD) of the MPA, whose mandate is the design of appropriate structures for the public service, also needs to strengthen their capacity to meet the present and future needs of the public service, specifically by improving the turnaround time to provide Comments to ministries, agencies and departments on organisational structure design.

In this regard, project documentation for engagement of consultancy services to undertake a current state assessment, a best practice review in other jurisdictions and develop an action plan for transforming these agencies was prepared and forwarded to the Central Tenders Board. It is expected that the successful tenderer/s will assist in defining an appropriate organisational structure and staffing mechanism which will strengthen the capacity of these central HRM agencies to meet the demands of their operating environment and adequately equip them for their vital role in the Gold to Diamond (G2D) journey.

3. Review of Systems and Processes in the Administration and Management of Contract Employment

In the past, contract employment with defined term limits was utilised in the Civil Service for project related employment or to address critical staff shortages in specific skill areas. In more recent times, contract employment has become almost the default mechanism employed by ministries and departments in an effort to get the right mix of skills necessary to meet the demands of the complex operating environment. The number of contract employees in the Civil Service has therefore grown rapidly, that is from less than one hundred (100) in 1992 to over ten thousand (10,000) in 2010. In light of this, the administration and management system in place therefore is woefully inadequate to deal with these numbers, resulting in significant delays in the approval of contract jobs and the processing of terms and conditions of employment of staff hired on contract.

The MPA attempted to address some of the problems adversely affecting contract employment management during fiscal 2012/2013 through:

- a. Implementation of Contract Staffing Plans for 6 Year periods;
- b. Standardisation of Contract Job Descriptions; and
- c. A Backlog Project to determine Terms and Conditions of Contract Employees.

a. Implementation of Contract Staffing Plans 6 Year periods

In August 2012, Cabinet approved the implementation of a new system to allow agencies to plan six (6) years ahead for their contract positions and obtain approval for this via a single submission for all positions or a two-part submission; one for existing positions and another for the creation of new positions. Previously, ministries and departments would have had to request approval from Cabinet for renewal of contracts, after the first contractual period of three (3) years had ended.

These plans allow ministries and departments alike to plan for the medium term and forecast the manpower required to achieve their strategic objectives. Contract employees in the public service are also provided with a greater sense of stability; knowing that the particular position in which they are employed will exist for six (6) years unless unexpected events arise and they can have the opportunity to re-apply for the position for more than one (1) contractual term. In consultations held with a wide spectrum of employees of the public service, this mechanism was praised for its potential to significantly increase the efficiency of the public service. This initiative in the long term will also reduce the amount of ad-hoc requests received by the PMCD, which will in turn improve the Division's turnaround time for processing requests for organisational structure design or redesign.

As at 30th September, 2013 staffing plans were received from the following ministries and departments:

1. Ministry of People and Social Development;
2. Ministry of Local Government;
3. Ministry of Community Development;
4. Industrial Court;
5. Ministry of Legal Affairs;
6. Judiciary;
7. Ministry of Arts and Multiculturalism; and
8. Ministry of Education.

In 2014, the MPA will continue the collection, analysis and approval of staffing plans and address the issue of a lack of capability within HRM departments to develop these plans. PMCD will continue to provide technical support as necessary.



b. Standardisation of Job Descriptions

In fiscal 2011/2012, the MPA in collaboration with PD sought to identify the new skills sets required for level 2 of the new HR architecture. As an interim approach which also aided in increasing the efficiency of contracts administration, the standardisation of twenty six (26) job descriptions and job designations in respect of contract employment positions was undertaken in five (5) job streams that are found across the Public Service viz.

1. Human Resource Management;
2. Communications;
3. Legal Services;
4. Administrative Support; and
5. Office Support.

These standards were also used as the basis for the new jobs to be classified in the public service,

During the period 2012/2013, standardised salaries were defined in these five (5) areas. Sensitisation sessions were also held with the Board of Permanent Secretaries, HRM and legal representatives of ministries, departments and the Tobago House of Assembly, along with members of the public, to ensure the smooth implementation of the standardised job descriptions framework. These sessions were hosted by the MPA in collaboration with PD.

The MPA also worked with the Solicitor General's Office to implement standardised contracts and delegated authority to line agencies to manage the entire contractual process, with the aim to further improve efficiency and speed of staff acquisition.

In 2014, the MPA will seek to further streamline Contract job descriptions through the implementation of standardised job descriptions and job designations in the additional streams:

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

To this end, focus groups have been held with managers, directors, senior professionals and associates in the Information Technology and Legal streams.

c. Backlog Project to determine Terms and Conditions of Contract Employees

In fiscal 2013, the PD determined terms and conditions of employment for one thousand, three hundred and fifty-five (1355) persons engaged on contract. However, there were still approximately three thousand (3000) outstanding terms and conditions for contract employees to be determined.

To address this backlog, the MPA engaged a project team of twenty-two (22) persons to assist with the determination of salaries and allowances. This team was fully trained in the procedures related to salary and allowance determination by the PD, and as at September 30th, 2013 three hundred and fifteen (315) terms were completed.

4. Competency and Merit-based Recruitment and Selection Mechanisms

Modern organisations recognise that educational qualifications by themselves are not the best gauge of a candidate's suitability for a job. The focus of recruitment activities in the public service however is still largely based on an individual's qualification. In addition, the compensation and rewards framework is not in alignment with the resources being sought.

During the reporting period, the Ministry began the process to engage a consulting firm to develop a Competency Based Management Framework, Policy and System for the Trinidad and Tobago Public Service, which will help to better assess candidates against specific competency requirements. This exercise is due to commence in 2014.

The development of a 'Recruitment and Selection Policy' and a 'Compensation Philosophy' for contract employment in the public service, was also initiated. The thrust is to promote a culture of recruitment grounded in meritocracy and competence.

5. HR Capacity Building

The MPA contracted the services of the Government Human Resource Services Company Limited (GHRS) to design and deliver capacity building training programme and strengthen the performance of the HRM functions within the public service in respect of:

1. Recruitment and Selection for Contract Employment;
2. Performance Management;
3. Change Management;
4. Project Management;
5. Organisational Design;
6. Train the Trainer skills;
7. Management Support Series; and
8. Determination of Increments.

These programmes are due to be delivered in 2014.

6. Review of current HRM Legislative and Regulatory Framework

A legal consultant was engaged to review the Legal and Regulatory Framework in Trinidad and Tobago in respect of:

1. Acting Appointments;
2. Merit-based Systems;
3. Performance Management; and
4. Absence Management.

The scope of work included the identification of gaps in the Civil Service Regulations and the formulation of policies to address these gaps. The current state analysis was completed and a report and legislative brief has been prepared. Phase II will include the draft revisions to public service legislation and regulations.



CONSULTANCY SERVICES/ADVICE ON ORGANISATIONAL STRUCTURE DESIGN

SPOTLIGHT ON G2D

The Public Management Consulting Division of the Ministry of Public Administration plays a key role in HRM modernisation through the provision of public management advice to ministries, agencies and departments on organisational structure design. By ensuring that public service institutions are optimally structured, based on best practices in Human Capital Management, the PMCD enhances the capability of the public service to deliver quality of service that nationals of Trinidad and Tobago deserve.

The Public Management Consulting Division (PMCD) of the MPA provides management-consulting services to the Cabinet, ministries/departments and associated agencies? Its primary mandate is the review of submissions from ministries and departments relating to their organisational structures.

In this respect, the core services of the PMCD include::

- Rationalisation and restructuring of government ministries; and
- Organisational review and design.

1. Rationalisation and Restructuring of Government Ministries

This service involves amendments to the structure of the public service as a whole. During the reporting period, PMCD facilitated several strategic changes to the structure of the public service including:

1. Adjustment of the portfolios of fifteen (15) ministries;
2. Establishment of four (4) new ministries;
3. Change of nomenclature of two (2) ministries; and
4. Change of nomenclature and portfolios of five (5) ministries.

2. Organisational Review and Design

For fiscal 2012/2013, the PMCD prepared four thousand and twelve (4,012) comments on structural improvement or renewal activities of various public service organisations. These ranged from changes in staffing to the creation, abolition and re-designation of positions.

Type of Position	Output
Establishment Public Service Positions	<ul style="list-style-type: none"> Created - 81 Abolished - 120 Suppressed - 6 Reassignment - 7
Temporary Positions	<ul style="list-style-type: none"> Created - 16 Extended - 119
Contract Positions	<ul style="list-style-type: none"> Created – 2,448 Renewed – 1,215

Table 2.1: Structural improvement activities of PMCD during FY 2013

The breakdown of these activities by ministry, agency or department is shown in Table 2.2 below.

Ministry/Agency/Department	Contract Positions		Established Positions				Temporary Positions	
	Created	Renewed	Created	Abolished	Suppressed	Reassigned	Created	Extended
Arts and Multiculturalism	9	-	-	-	-	-	-	-
Auditor General	-	1	-	-	-	-	-	-
Attorney General	14	26	-	-	-	-	-	-
Education	1117	457	-	-	-	-	-	-
Energy and Energy Affairs	13	6	-	-	-	-	-	-
Environment & Water Resources	1	3	-	-	-	-	-	-
Finance and the Economy	49	54	2	-	-	-	-	30
Food Production	28	-	-	-	-	-	-	-
Food Production, Land and Marine Affairs	-	3	-	-	-	-	-	-
Foreign Affairs	3	23	-	-	-	-	-	-
Gender, Youth and Child Development	-	31	-	-	-	-	-	-
Health	27	6	-	119	1	-	-	-
Justice	8	5	-	-	-	-	-	-
Labour and Small and Micro Enterprises Development	1	11	1	-	-	1	-	-

Ministry/Agency/Department	Contract Positions		Established Positions				Temporary Positions	
	Created	Renewed	Created	Abolished	Suppressed	Reassigned	Created	Extended
Legal Affairs	10	27	-	-	-	-	-	-
Local Government	8	82	-	-	-	-	-	-
National Security	197	252	-	-	-	6	-	-
Public Administration	89	13	-	-	-	-	-	-
Public Utilities	2	-	-	-	-	-	-	-
Science, Technology and Tertiary Education	-	15	-	-	-	-	-	-
Sports and Youth Affairs	3	48	-	-	-	-	-	-
Tertiary Education and Skills Training	9	7	-	-	-	-	-	-
Tourism	1	4	-	-	-	-	-	-
Trade, Industry and Investment	2	3	-	-	-	-	-	-
Transport	20	-	-	-	-	-	-	-
Works and Infrastructure	724	12	-	-	-	-	12	53
Office of the Prime Minister	7	25	-	-	-	-	-	27
National Lotteries Control Board (NLCB)	1	-	-	-	-	-	-	-
Office of the Ombudsman	1	-	5	-	4	-	-	-
Office of the Parliament	7	30	1	1	1	-	-	-
Judiciary	63	66	72	-	-	-	4	-
Personnel Department	10	1	-	-	-	-	-	-
Service Commissions Department	18	-	-	-	-	-	-	-
Tax Appeal Board	-	1	-	-	-	-	-	-
Tobago House of Assembly	2	-	-	-	-	-	-	-
Election and Boundaries Commission	1	3	-	-	-	-	-	9
Industrial court	3	-	-	-	-	-	-	-
Total	2,448	1215	81	120	6	7	16	119

Table 2.2: Organisational review and design activities of PMCD in FY 2013

PMCD also conducted organisational reviews for the following public service organisations and submitted draft comments to Cabinet with recommendations on the organisational structures, staffing numbers and levels, job descriptions and structures.

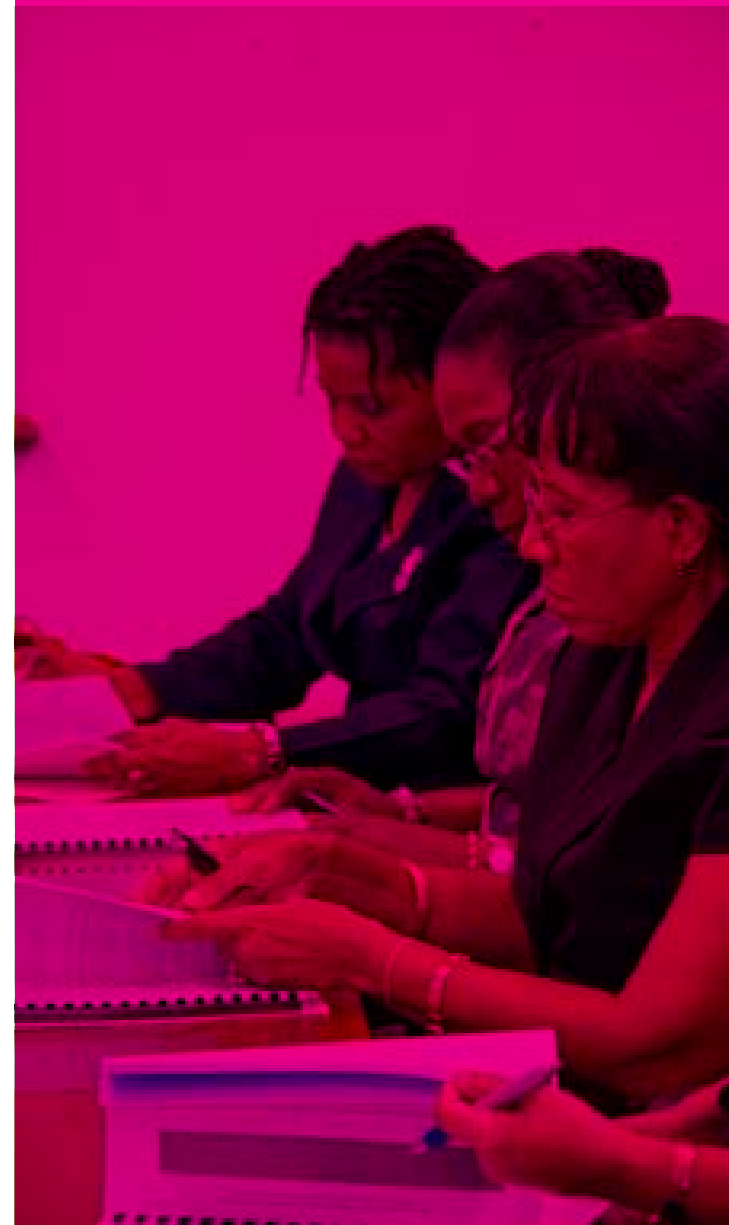
1. Coastal Protection Unit, Ministry of Works and Infrastructure;
2. Division of Testing and Assessment, Ministry of Education;
3. Equal Opportunity Tribunal, Ministry of the Attorney General;
4. Football Development Unit, Ministry of Sport;
5. Ministry of Energy and Energy Affairs;
6. Ministry of Gender, Youth and Child Development;
7. Ministry of Transport;
8. Naparima Bowl, Ministry of Arts and Multiculturalism;
9. National Archives, Ministry of Arts and Multiculturalism;
10. Scholarships and Advanced Training Division, Ministry of Public Administration; and
11. Service Commissions Department, Tobago.

Strategic planning support was also provided to the Football Development Unit of the Ministry of Sport to enable them to achieve their revised strategic objectives.

To reduce the processing time for comments and improve the timeliness of report generation, in May 2013, PMCD initiated the development of a Knowledge Management System. This project, which is due to end in May 2014, will have the following benefits:

1. E-file Repository;
2. Knowledge Management Database;
3. Access to External Websites; and
4. Secured Link to Stakeholder Databases

These will redound to the greater efficiency and effectiveness of PMCD in its ability to carry out organisational restructuring and re-design.



SECTION TWO



Ms Jacqueline Johnson, Director, Scholarships and Advanced Training Division

SCHOLARSHIPS AND ADVANCED TRAINING PROGRAMME

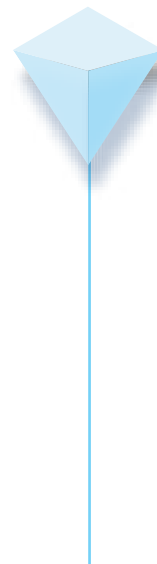
The Scholarships and Advanced Training Division of the Ministry of Public Administration manages the award of scholarships on a competitive basis to citizens who wish to pursue studies in key areas targeted for national development. Any eligible citizens can apply online for a government scholarship using the Scholarships and Advanced Training Information System (SATIS), at scholarships.gov.tt.

The Government's Human Capital Development thrust is to increase the pool of educated citizens, with the requisite skills and competencies required to help the country navigate the technologically challenging 21st century. As a result, the focus is on ensuring that scholarships awarded match the developmental needs identified.

In fiscal 2013, MPA extended its scholarship programme in both urban and rural areas by executing several outreach programmes and through a heavy utilisation of ICT and social media (Facebook and Twitter) to share information. This led to an increase in the number of persons making enquiries of scholarships.

The Scholarship and Advanced Training Information System (SATIS), launched in February 2012, continues to be customised to fit the needs of our clients. Through the use of technology, there have been improvements in the efficiency of the scholar and scholarship administration processes. A Service Improvement User Panel was also established in 2013 comprising HRM practitioners, persons from the education sector and scholars, with a mandate to provide essential feedback on SATD's services and processes. They will become fully operational in 2014 and will also lead to an improvement in the work of the division.

A service charter, which sets out the standards of service which SATD's clients can expect, was also developed. MPA will build on this momentum in 2014 and will assess the viability of a Scholarship Call Centre to further improve the SATD's response time for addressing complaints. To better meet the needs of the citizenry in 2014, the MPA will also create a central access point for its services through the relocation of the SATD to Gaston Court, Chaguanas.



SPOTLIGHT ON G2D

85 persons were employed under the Associate Professionals (AP) Programme in 2013, a programme specifically designed for returning scholars. The AP Programme was created to ensure that scholars use their newly acquired skills and competencies for national development after their course of study

SECTION II: HUMAN CAPITAL MANAGEMENT

SCHOLARSHIPS AND ADVANCED TRAINING PROGRAMME

In fiscal 2011/2012, to foster policy-based decision making, the MPA embarked on a comprehensive review of all policies governing the award and administration of scholarships. The intention was to ensure a greater level of consistency in handling queries and concerns of clients and preserve our culture of transparency, equity and fairness in the selection of nationals and award of scholarships. In addition to increasing the timeliness of responses to clients, it also allowed for the empowerment of public officers, This exercise continued in the next reporting period. A list of policies addressed during fiscal 2012/2013 is provided below:-

Policy Name	Policy Objective	Policy Description
1. Obligatory Service in Respect of Scholarships and Training Awards (Approved May 2013);	To determine adequate obligatory service ranges for various scholarships and other training awards offered by GoRTT	This policy governs the duration of the obligatory service for recipients of scholarships and other training awards funded by and through the GoRTT
2. Placement and Employment;	To ensure that recipients of GoRTT scholarships fill existing demand for human resources within the country on completion of their studies	This policy sets out the terms and conditions governing the placement and employment of scholars who have completed their studies. Particular objectives are to:- <ul style="list-style-type: none"> • Have scholars placed and employed in positions commensurate with their academic qualifications and skills • Maximise the return on investment by ensuring all scholars' knowledge and skills are effectively utilised for the development of Trinidad and Tobago • Ensure that the critical Human Resource Capacity Needs of the public sector are filled • Provide guidelines to scholars fulfilling their obligation to GoRTT

Policy Name	Policy Objective	Policy Description
3. Deferral of Obligatory Service;	To accommodate scholars who are unable to assume employment, at the end of their course of study or require additional time to complete their course of study	Provides procedural guidelines for requests for deferrals, and ensures that the MPA responds to the request for deferral of obligatory service in an equitable, efficient and transparent manner
4. Extension of Scholarships;	To accommodate requests for an extension in the time allotted to complete a specific programme of study	This policy outlines the conditions and guidelines in administration of extensions to the duration of programmes of study. The policy also outlines the standard procedure for managing requests for extensions
5. Programme Eligibility for Scholarships;	To document guidelines to determine if an applicant and/or their programme of study is eligible for scholarships offered by/through GoRTT	This policy outlines the requirements used to determine eligibility for scholarships funded by and through GoRTT. Included are guidelines to be used in the administration of the various types of programmes pursued by national scholars
6. Termination of Scholarships;	To provide guidelines for dealing with instances where scholars are unable or unwilling to meet their scholarship obligations To ensure the Ministry recovers all monies owed by Scholars as a result	Individuals that have been awarded a scholarship offered by or through GoRTT are obligated under the terms of the award to contribute to the nation's development. In instances where a scholar is unable to fulfil their obligations, they may choose to repay their scholarship loan or may be in breach of their scholarship agreement.

Table 2.3 – Policies Drafted by SATD in FY 2013

Further advancements in the MPA scholarships programme were made in the Award of Scholarships; the Employment of Returning Scholars; and overall Scholar Development.

1. Award of Scholarships

At the end of fiscal 2013, five hundred and ninety (590) scholarships were awarded by the GoRTT. Through the continued partnership with the Ministry of Labour, Small and Micro Enterprise Development, the MPA ensures that scholarships awarded are in alignment with the country's stated Developmental Needs, namely those critical skills gaps identified in public and private sector surveys of Trinidad and Tobago.

Scholarship	No. of Scholarships Awarded
Advanced Level Scholarships	420
Allied Health Scholarships	5
Developmental Needs Scholarships	15
Post Graduate Award	77
Social Services Scholarships	8
Scholarships offered to Nationals of Grenada	10
Teachers Scholarship Programme	51
Trinidad and Tobago Commonwealth Scholarship and Fellowship Plan	4
TOTAL	590

Table 2.4 – Scholarships Awarded by GoRTT 2012/2013



The SATD also oversees scholarships awarded to nationals by foreign governments. As at September 30th, 2013, a total of thirteen (13) scholarships were awarded for the fiscal period under review.

Scholarships Awarded by Foreign Governments	No. of Scholarships Awarded
Organisation of the American States (OAS)	5
United Kingdom Commonwealth	7
Government of the Republic of India	1
TOTAL	13

Table 2.5: – Scholarships Awarded by Foreign Governments 2012/2013

The duration of obligatory service for scholars pursuing studies locally and internationally is calculated taking into consideration the total cost of the scholarship. These periods of obligatory service were also reviewed in fiscal 2012/2013 to take into account inflation, rising tuition and related costs. In this regard, the “Obligatory Service In Respect of Scholarship and Other Training Awards” policy was also developed and approved on May 23, 2013. In many instances, the period of obligatory service has been reduced. Table 2.6 below illustrates the durations of obligatory service for persons whose scholarship agreement was executed prior to May 23, 2013, while Table 2.7 details the revised periods of service for persons whose scholarship agreements were executed on or after May 23rd, 2013.

Cost of Scholarship	Period of Obligatory Service
Up to \$50,000.00	One (1) year
Over \$50,000.00 and up to \$100,000.00	Two (2) years
Over \$100,000.00 and up to \$150,000.00	Three (3) years
Over \$150,000.00 and up to \$200,000.00	Four (4) years
Over \$200,000.00 and above	Five (5) years

Table 2.6: – Periods of Obligatory Service before May 23, 2013



SCHOLARSHIPS AND ADVANCED TRAINING PROGRAMME

Cost of Scholarship	Period of obligatory service
Up to \$100,000.00	One (1) year
Over \$100,000.00 and up to \$300,000.00	Two (2) years
Over \$300,000.00 and up to \$400,000.00	Three (3) years
Over \$400,000.00 and up to \$600,000.00	Four (4) years
Over \$600,000.00 and above	Five (5) years

Table 2.8: – Periods of Obligatory Service after May 23, 2013



2. EMPLOYMENT OF SCHOLARS

The Associate Professional (AP) programme was designed to employ scholars who have completed their studies, but have not been placed into established positions. Thus, they are contracted for a specific period, which is considered their obligatory service back to the country, even as they gain relevant working experience. This initiative helps ministries, departments and agencies plan for and develop jobs into which the returning scholars can be placed for the longer term.

To this end, as at September 30, 2013, three hundred and seventy-seven (377) scholars were employed on the AP Programme, and placed across the public service to support their critical development initiatives.

Ministry/Department	Number of APs assigned
Auditor General	7
Basel Convention Regional Centre for Training and Technology	1
CTU	1
Central Statistical Office	2
EMA	1
Institute of Marine Affairs	1
Maritime	1
Ministry of Labour and Small and Micro-Enterprises Development	8
Central Bank	4
Ministry of Planning and Sustainable Development	33
Ministry of Arts and Multiculturalism	2
Ministry of Communication	2
Ministry of Community Development	5
Ministry of Education	35
Ministry of Energy and Energy Affairs	51
Ministry of Food Production, Land and Marine Affairs	4
Ministry of Foreign Affairs	9
Ministry of Gender, Youth and Child Development	11
Ministry of Health	19
Ministry of Housing and the Environment	6
Ministry of Justice	6
Ministry of Legal Affairs	1

Ministry/Department	Number of APs assigned
Ministry of Local Government	2
Ministry of National Diversity	5
Ministry of National Security	6
Ministry of People and Social Development	3
Ministry of Public Administration	50
Ministry of Science and Technology	3
Ministry of the Attorney General	22
Ministry of Tourism	3
Ministry of Trade and Industry	11
Ministry of Transport	2
Ministry of Works and Infrastructure	15
Ministry of Tertiary Education	19
Office of the Prime Minister	6
Ministry of Science and Technology	1
National Agriculture Marketing	1
NALIS	3
NIHERST	2
Occupational Safety Health Authority	1
Personnel Department	1
Sport Company of Trinidad and Tobago	4
Telecommunications Authority of Trinidad and Tobago	2
Defense Force of Trinidad and Tobago	1
Children's Authority	1
Export-Import Bank of Trinidad and Tobago	1
GHRS	1
University of the West Indies	1
TOTAL	377

Table 2.8: –Assignments of Associate Professionals in FY 2013

MPA also worked with various ministries during the period to create longer term jobs into which many persons on the AP Programme were transitioned. In this respect, one hundred and eighty (180) persons were successfully transitioned from the AP programme to permanent establishment or contract job positions.

The MPA, through the SATD, is making arrangements to conduct a tracer study on recipients of national scholarships over a ten (10) year period to account for the current status, progress and contribution of previous scholars towards the development of the public service, their communities and Trinidad and Tobago.

3. SCHOLAR DEVELOPMENT

A Professional Development Programme (PDP) for scholars was first introduced in 2009 by the MPA in collaboration with GHRS. This programme aims to:

- Develop the professional competencies of scholars who have completed their studies;
- Assist scholars in the establishment of career goals;
- Equip scholars to prepare individual development plans for each scholar; and
- Guide scholars as to the requisite skills needed to successfully transition to the world of work.

In alignment with G2D principles specifically with the skills competencies required for the new public officer, the PDP was remodeled. The programme which takes place over a six (6) month period, initially involves the conduct of an online psychometric assessment. Feedback on this assessment is received via a report and a forty-five (45) minute conversation with a trained professional. Subsequently, scholars engage in role play, group and individual exercises via a three (3) day development centre. These exercises assess scholars against different competencies including:

1. Drive for results;
2. Change champion;
3. Constructive thinking;
4. Decision making;
5. Resolving conflict;
6. Building productive relationships;
7. Learning and improving; and
8. Communication with impact (oral & written).

An individual development plan is then prepared for each scholar detailing the actions to be taken to address the areas in which improvement is needed. Line managers are engaged and encouraged to assign the scholars to related projects and other initiatives in alignment with their development goals.

In fiscal 2012/2013, Cohorts 2 and 3 of the PDP were held in February 2013 with twenty-three (23) scholars participating in Cohort 2 and twenty-six (26) participating in Cohort 3. A one (1) day feedback session was held in June 2013 and the closing ceremony for both Cohorts was held on September 11, 2013.

The MPA also hosted the annual Advanced Level/Caribbean Advanced Proficiency Examination (CAPE) Scholarship Symposium, a Returning Scholar Symposium and an Outreach Seminar as indicated in Table 2.9.

Seminars	Date Held	Description /Objective
Advanced Level/CAPE Scholarship Symposium	October 17, 2012	Recipients of government scholarships who are about to pursue their studies and their families are: <ol style="list-style-type: none"> 1. informed of the terms and conditions of their scholarship 2. allowed to voice their concerns and ask questions 3. given the opportunity to meet their Scholar Support Officer Aim to ease the transition from secondary-level education to tertiary level education.
Returning Scholar Symposium	September 18 & 19, 2013	Scholars who have completed their period of study are prepared for the world of work via presentations and competency based mock interviews
Outreach Seminar – Teacher Scholarships	September 20, 2013	All government scholarship recipients attending the University of Trinidad and Tobago campus in Tobago are informed of the terms and conditions of the scholarship. Outgoing scholars are allowed to sign their scholarship agreements where applicable

Table 2.9: Seminars Hosted by the SATD during FY 2013



SPOTLIGHT ON G2D

1,060 officers were trained in various disciplines under the Public Service Academy (PSA) in the fiscal period under review. Also, the PSA began to put mechanisms in place to expand its training operations to incorporate E-Learning Strategies such as Web Based Assessment, E-Coaching and Cloud-Based Content Management

TRAINING

Human resource training and development is fundamental to ensure optimal performance and growth of our public service organisations, now and into the future. The Public Service Academy (PSA) of the Ministry of Public Administration (MPA) is the agency with the primary responsibility for training and development within the public service. It also is responsible for administering offers of technical cooperation training from foreign governments and international agencies to the GoRTT.

For the reporting period, one thousand and sixty (1,060) officers were trained in various disciplines, as illustrated in Table 2.10.

Course Title	Dates	No. of Trainees
Registry Procedures	8 – 10, Oct. 2012	88
Preparation for Retirement	15 – 17 Oct. 2012	96
Protocol for Public Officers	22 - 24 Oct. 2012	44
Fundamentals of Public Procurement	23 – 26 Oct. 2012	44
Supervisory Management	6 – 8 Nov. 2012	31
Managing by Communicating	22, 29 Nov. and 4, 11 Dec. 2012	14
Cabinet Note Writing	21 – 23 Nov. 2012	38
Business Process Re-engineering	15–16, 19 – 20 and 23 Nov. 2012	28
Job Analysis and Job Description Writing	3 – 7 Dec. 2012	21
Media Relations	3 – 5 Dec. 2012	19
Implementing Sustainable Change	6 - 7, Dec.2012	22

Course Title	Dates	No. of Trainees
Critical Thinking Skills	3 Dec. 2012	18
Proposal Writing	11 – 12 Dec. 2012	24
Time & Commitment Mapping	8 – 10 Jan. 2013	21
Preparation of Terms of Reference and Requests for Proposals	15 – 16 Jan. 2013	22
Monitoring and Evaluation	21 – 25 Jan. 2013	21
Project Management (Overview)	28 Jan. – 01 Feb. 2013	23
Inventory Management	29 – 31 Jan. 2013 5 – 7 Feb. 2013 18, 20 & 21 June, 2013	68
Interviewing Skills	19 – 21 Feb. 2013	24
Conflict Resolution	25 – 26, March, 2013 Apr. 8 – 9, May 7, 2013	44
Salary Administration	26 – 27 March, 2013 Apr. 24 – 25, 2013	47
Developing Leadership Skills	Apr. 9, 16, 23 & 29, 2013 Apr. 11, 18, 25 & 30, 2013	29
Presentation Skills for Senior Managers	Apr. 23, 24, 29 & 30, 2013	22
Conducting Effective Performance Appraisals	1 – 3 May, 2013 25 – 27 Sept. 2013	45
Protocol for Senior Officers	2 – 3 May, 2013 25 – 26 July, 2013	45
Managing people through change	6 -7 & 15 – 17 May, 2013 24 – 25 June & 8 – 10 July, 2013	46
Conducting effective meetings	28 – 29 May, 2013	21
Mediation skills	11 – 12 & 17 – 19 July, 2013	21
Emotional Intelligence	29 – 31 July, 2013	19
Contract Administration	29 – 31 July, 2013	20
Effective speech writing	13, 25 & 26 Sept., 2013	19
TOTAL		1,060

Table 2.10: - Details of Courses Administered by the PSA during FY 2013

Other activities of the PSA included:

1. Development of E-learning Programmes;
2. Executive Leadership and Management Development Programmes; and
3. Administration of Technical Cooperation Awards.

1. Development of E-Learning Programmes

In fiscal 2013, the PSA embarked on improving connectedness through the use of e-learning approaches such as web based assessment, e-coaching and cloud-based content management. During the period, a position paper was prepared which set out the best approach for the implementation and advancement of e-learning in the public service of Trinidad and Tobago. Table 2.11 highlights key activities in this area, as at September 30, 2013.

Course Title	E-learning Tool	Successes
Fundamentals of Public Procurement	Web-based assessment	Assessment was successfully administered at the end of the course at the Government Training Centre, Chaguaramas. Assessment completed by forty-five (45) learners
Implementing Sustainable Change	E-coaching	Thirty-nine (39) learners experienced e-coaching as part of the instructional strategy
Supervisory Management		
Project Management Overview	Cloud-based content management	Twenty-one (21) learners experienced and embraced the use of the software



Table 2.11: - Achievements realised through E-Learning usage during FY 2013

Steps were also taken during the fiscal to engage an expert to provide the PSA with a Readiness Assessment, a Roadmap and a Deployment Plan to further this programme in 2014.

2. Executive Leadership and Management Development Programme

The Executive Leadership and Management Development programme seeks to strategically manage the proficiency and productivity levels of leaders and managers of the public service. It is geared towards building their capacity, competence and capability to effectively contribute to the modernisation and renewal of their organisations.

During the period under review, Permanent Secretaries and Deputy Permanent Secretaries benefitted from the following leadership programmes offered by the Harvard Kennedy Business School in the United States of America:

1. Leadership for the 21st Century: Chaos, Conflict and Courage; and
2. Leaders in Development: Managing Change in a Dynamic World.

Agencies represented included:

- Ministry of National Diversity and Social Integration;
- Ministry of Arts and Multiculturalism;
- Ministry of Finance and the Economy;
- Ministry of Environment and Water Resources;
- Ministry of Communications;
- Ministry of Public Administration; and
- Office of the Prime Minister.

3. Technical Cooperation Unit (TCU) Awards

Technical Cooperation awards are short term training awards (less than nine (9) months duration) offered to the GoRTT by foreign governments and international funding agencies. The MPA is charged with coordinating the attendance of persons at these training sessions. This involves circulating the application, screening nominees and providing funding.

Table 2.12 highlights training sessions, which were attended by nationals of Trinidad and Tobago during the period under review.

The MPA also sponsored four (4) senior public officers to complete their Executive Masters in Business Administration in Public Sector Management (EMBA-PSM) at Cave Hill, Barbados.

Modules I, II and III of the Leadership and Management Development Training Programme was also administered. This programme targets two (2) levels of public officers:

1. Executive leaders and their deputies (Permanent Secretaries/ Heads of Departments); and
2. Emerging leaders (Directors and Divisional Heads).

The MPA also collaborated with the Canada School of the Public Service in November 2012 to design a Caribbean Leadership Development Programme. Two (2) Heads of Departments, the Court Executive Administrator and the Clerk of the House participated in the 1st Cohort of this Programme held over the period November 2012 to June 2013.

Additionally, under the Leadership and Management Development Programme, the MPA is in the process of developing Deputy Permanent Secretary Assessments, to be offered by GHRS in collaboration with SCD and the Public Service Commission (PSC).

Award	Recipient Ministry	Participants	Date	Country
Planning and Management of sustainable cities	Ministry of Works & Transport	1 person	Jan 15 th to March 11 th , 2013	ITEC Awards, India
Cluster Development Executive Programme (CDES)	Ministry of Public Administration	1 person	Jan 7 th to Feb 15 th , 2013	ITEC Awards, India
Geographic Information Systems and its applications in Resource Planning	Ministry of Planning and Sustainable Development	1 person	Feb 4 th to March 29 th , 2013	ITEC Awards, India
Financial Management	Ministry of Finance Water & Sewerage Authority	1 person 2 persons	Feb 11 th to March 1 st , 2013	ITEC Awards, India
Promoting Innovations and Entrepreneurship through incubation	Ministry of Labour & Small & Micro Enterprise Development	1 person	February 25 th to April 5 th , 2013	ITEC Awards, India
Certificate Course in Cisco Enterprise Networking	Ministry of Works and Infrastructure	1 person	Sept 9 th to Dec 6 th , 2013	ITEC Awards, India
Single Electronic Trade Window Planning, Implementation and Operations	Ministry of Trade, Industry and Investment	1 person	Dec 3 rd to 7 th , 2013	SIDSTEC, Singapore
Productivity Management for Government Officials	Ministry of Public Administration	1 person	February 25 th to March 7 th , 2013	SIDSTEC, Singapore
Legal Frameworks for Information Communication and Technologies	Ministry of the Attorney General	1 person	March 4 th to 9 th , 2013	Commonwealth Secretariat, Malta
Modern Diplomacy for Small States	Ministry of Foreign Affairs	1 person	March 13 th to March 22 nd , 2013	Commonwealth Secretariat, Malta
Japan International Cooperation Agency (JICA) Solar Power Generation Technology	University of the West Indies	1 person	Feb 27 th to May 3 rd	Commonwealth Secretariat, Malta
Training Programme for Fisheries Extension Officers in Island Countries	Ministry of Food Production	1 person	September 4 th to November 5 th , 2013	Commonwealth Secretariat, Malta
e-Government for Caribbean Community (CARICOM) Countries	Ministry of Public Administration	1 person	Aug 25 th to Sept 14 th , 2013	Korea International Cooperation Agency (KOICA) Seoul, Korea
Professional Program for Young Diplomats from Caribbean Countries	Ministry of Foreign Affairs	2 persons	April 26 th to May 16 th , 2013	China Foreign Affairs University, China

Table 2.12 Attendance of Trinidad and Tobago nationals at TCU training programmes in FY 2013

In 2010, Cabinet approved the construction of an Institute of Public Management as a centralised state training agency for the public service; this Institute when established will replace the PSA. The objective of this Institute is to produce high-quality training and development services for public officers at a tertiary level. A site was identified in 2012/2013 to construct this institute at Connector Road in Chaguana. In 2013/2014 the MPA will source drawings for this facility and foundation works at the site are expected to commence.

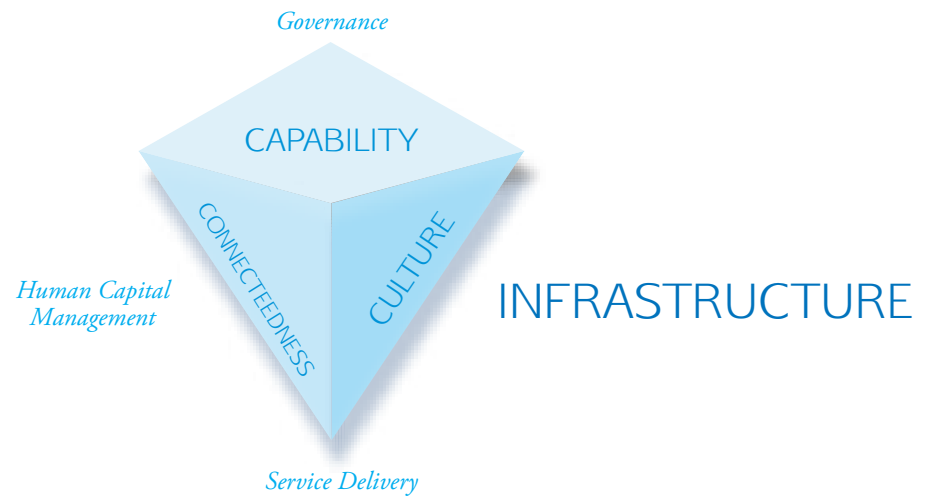
SECTION THREE

INFRASTRUCTURE



JOURNEYING FROM GOLD TO DIAMOND





SECTION III: INFRASTRUCTURE

SPOTLIGHT ON G2D

The MPA in collaboration with the Ministry of Housing and the Environment developed an Outfitting Policy for government buildings in 2012. The policy recognises that no reform endeavour can be completed without proper infrastructure and physical and virtual environments with adequate open spaces to facilitate productivity, and the provision of client-centric services.

The Diamond Model for Public Service Transformation focused on the renewal and modernisation efforts geared to promote operational excellence within government buildings by ensuring that the required facilities, equipment, recovery and contingency plans are in place.

G2D's initiatives in this regard include a focus on Facilities Management; the promotion of Information and Communication Technology (ICT); and the introduction of a Business Continuity Management (BCM) culture. Table 3.1 outlines the challenges currently faced in each of these areas and the G2D strategies to address these:

Areas of Focus	Issues being Addressed	Strategies
1. Facilities Management	<ul style="list-style-type: none"> • Substandard office accommodation • Lack of a standardised approach to office space design • Limited compliance with the Occupational Safety & Health Authority (OSHA) 	<ul style="list-style-type: none"> • Implementation of an Outfitting Policy which addresses physical infrastructure issues, as well as occupational safety and health concerns • Monitoring and evaluating compliance with the Outfitting policy
2. Information Communication Technology (ICT)	<ul style="list-style-type: none"> • Inadequate ICT usage and uptake • Inefficient information management • Outdated legislation and regulation relating to ICT 	<ul style="list-style-type: none"> • An e-government strategy to prioritise GoRTT's investment in online services • Internal communication, information sharing and knowledge management • Integrated service delivery (i.e. Collaborative Government / Shared Services / Clustering) • Introduction of an Open Government Framework and pursuit of a Citizen Engagement Policy

Areas of Focus	Issues being Addressed	Strategies
3. Business Continuity Management (BCM)	<ul style="list-style-type: none"> Lack of a framework to support agility and responsiveness to changes in business and environmental conditions The inability of government to be resilient and provide reliable services in the face of unique business interruptions (including natural or un-natural disasters) 	<p>The BCM Programme to ensure:</p> <ul style="list-style-type: none"> Continued delivery of key/essential services without interruption in the event of unique business interruptions (including natural or un-natural disasters) Continued functioning of the public service in the face of unanticipated or anticipated disruptions

Table 3.1 Details of strategies being undertaken under Infrastructure

During the reporting period, the MPA focused on preparing for the rollout of Business Continuity Management (BCM) in the public service. BCM is a holistic management process that identifies potential threats to an organisation and, if realised, the impact to business operations which those threats might cause. It provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of its key stakeholders' reputation, brand and value creating activities.

In this respect, the MPA engaged a consultant, PricewaterhouseCoopers (PwC) Advisory Services Limited, to assist in establishing BCM capacity in the public service. The key deliverables of this consultancy are:

1. A BCM policy for whole of government;
2. Roadmap for Roll out of BCM across government; and
3. Implementation of BCM in four (4) pilot ministries, namely Finance and the Economy; People and Social Development; Education; and Trade, Industry and Investment.

This consultancy will provide the required knowledge transfer, training workshops, on-the-job coaching sessions and subject matter expertise needed to support and guide the Trinidad and Tobago BCM initiative.

In 2014, the MPA will establish a BCM Division to continue the institutionalisation of BCM in Ministries and Departments, to ensure the survival and continuity of the public service's critical business activities regardless of any serious incidents and disasters which may occur.

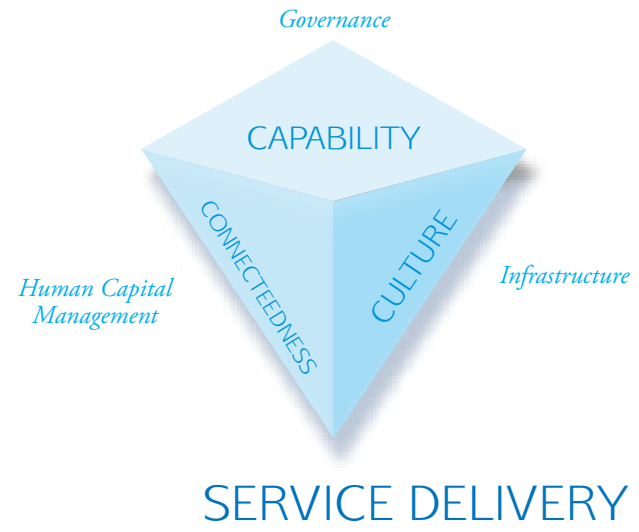
SECTION FOUR

SERVICE DELIVERY



JOURNEYING FROM GOLD TO DIAMOND





SECTION IV – SERVICE DELIVERY

“A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are doing him a favour by serving him. He is doing us a favour by giving us an opportunity to do so” -Anonymous

MPA’s vision is for a modern, efficient public service that considers the needs of citizens and the general public; that innovates to ensure value for money, continuous improvement and customer satisfaction. We recognise that the country’s existing public service delivery model, which is inward focused, does not result in the service quality and experiences that the citizen wants or requires. Accordingly, we propose a more outward focused model, one that promotes service integration, choice, accessibility and convenience: the **Citizen Centric Service Delivery Model**.

Citizen centric service delivery includes the development and implementation of service clusters, strategic partnerships, shared services, inter-agency collaboration, common service delivery counters and most importantly, integrated service delivery platforms. It involves redefining the service environment and determining the new service delivery framework and architecture for the public service.

The fundamental concept of the Citizen Centric Service Delivery Model is that customer needs are built into the design and plan of service delivery mechanisms to enrich customer experience. This approach promotes connectedness through

regular consultation with customers and the setting of standards, which should result in increased customer satisfaction and help to embed a culture of continuous improvement. It also involves the design and integration of services and processes, and where necessary, policies and procedures among government agencies to achieve greater operational efficiencies.

Within this context, one of the key strategic initiatives of the MPA is the development and implementation of the Service Excellence Programme. This programme is built around the Citizen Centric Service Delivery model and includes a number of strategic initiatives including:

1. Excellence in Service Delivery Awards;
2. Trinidad and Tobago Diamond Standard (TTDS);
3. Shared Services; and
4. Integrated Social Services.

Citizen Centric Service Delivery

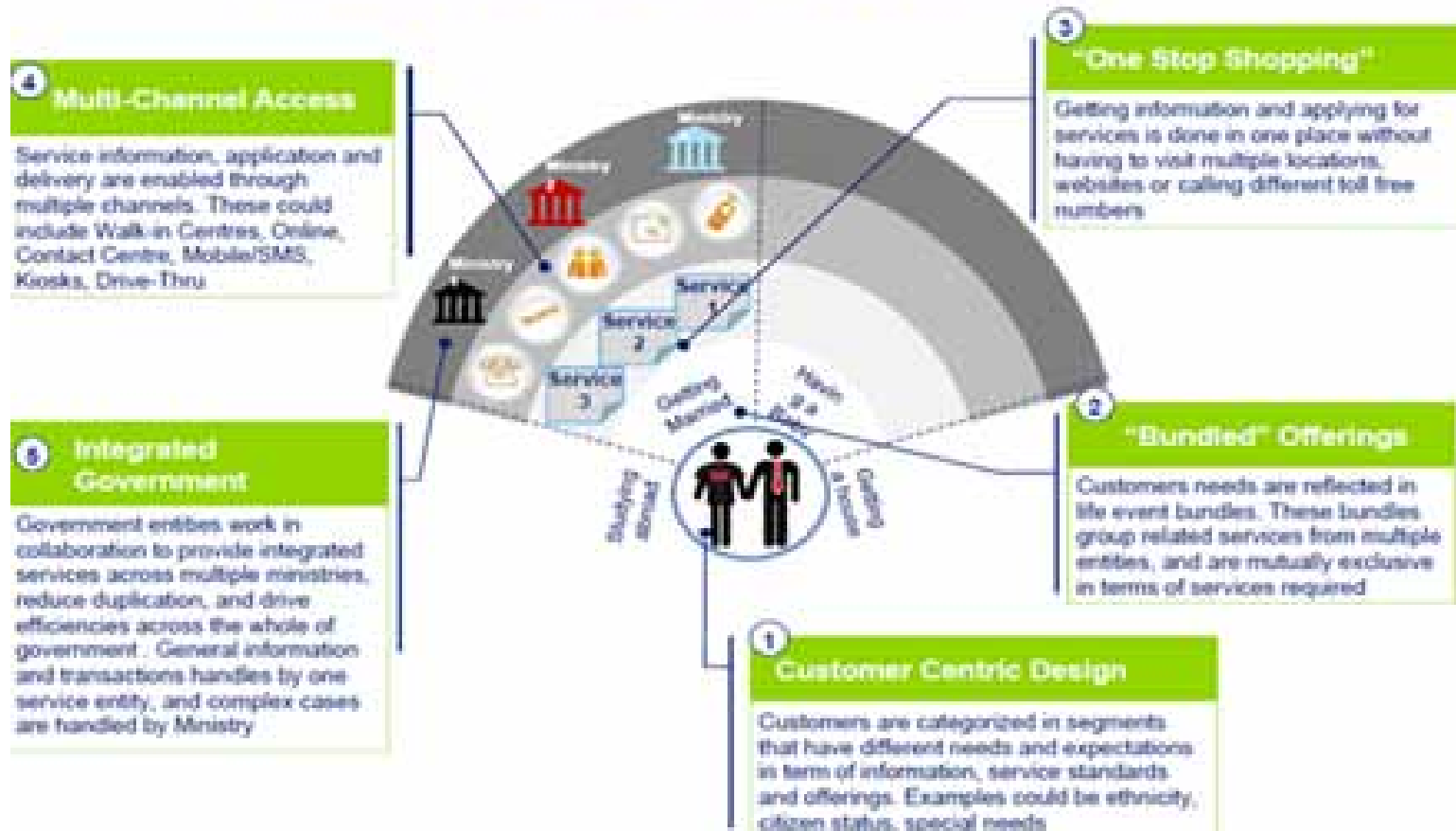


Figure 4 - Citizen Centric Service Delivery Model adopted by the MPA

1. Excellence in Service Delivery Awards

Public Service Gala Award Ceremony

The Excellence in Service Delivery Award was conceived as a bi-annual prize to encourage, recognise and reward service excellence and improvements in service quality in the public service. For the period under review, the MPA conducted “Mystery Shopping” exercises at over two hundred (200) government agencies to assess their customer service delivery mechanisms. Twenty-nine (29) of these were shortlisted and underwent further scrutiny by an independent panel. Entities ranged from health, community development, finance, legal, housing, national security, local government, libraries, transport and social development agencies. Of these, seven agencies were recognised for Excellence in Service Delivery in December 2012:

- Outpatient Clinic of the Scarborough General Hospital, Tobago Regional Health Authority;
- Sangre Grande Office of the Immigration Division, Ministry of National Security;
- Mayaro and Arima branches of the National Library and Information System Authority;
- Paymaster Section of the Treasury Division, Ministry of Finance and the Economy;
- The National Blood Transfusion Service, Central Laboratory, Ministry of Health; and
- Couva Branch of the Elections and Boundaries Commission.

The independent panel responsible for deliberating on these awards was chaired by Mrs. Diana Mahabir-Wyatt and comprised six other persons representative of various disciplines: Ms Hyacinth Guy, Ms. Haseena Ali, Mr. Roger Bertrand, Ms. Tonya Pierre-Gopaul, Mr. Graham Rostant and Mr. Zameer Mohammed.

SPOTLIGHT ON G2D

In December 2012, at the Public Service Gala Awards Ceremony, 50 public officers were honoured for their contribution to the Public Service with the Public Service Achievement Award. 3 government service agencies jointly received the highest awards for “Excellence in Service Delivery”: National Library and Information System Authority (NALIS); Immigration Division, Ministry of National Security; and Outpatient’s Clinic of the New Scarborough General Hospital.

Achievement Awards

The ceremony also recognised individual service excellence with the MPA's Public Service Achievement Award. Fifty (50) public officers were honoured for their contribution to the development of the public service at this Gala Ceremony, ten (10) of whose awards were presented posthumously. This MPA award was developed and fashioned against the World Bank's Jit Gill Memorial Award for Outstanding Public Service. Awardees were nominated by members of the public and represented a cross-section of the various arms of the service.

The criteria used for nominations were:

1. Track record of public service excellence;
2. Demonstrated leadership and innovation that has enhanced public service efficiency, transparency and effectiveness;
3. Exhibited high standards of professional ethics, dedication and commitment to customer satisfaction;
4. Inspired greater levels of integrity and accountability among their fellow public officers; and
5. Were employed in the public service for at least fifteen (15) years (continuous or not).

One hundred and one (111) nominations were received, and awardees were selected by an independent panel of judges. Please see Appendix II for a list of awardees.

The independent panel of judges for the awards for public officers was chaired by Mr. Martin Daly and comprised five other persons: Mr. Gordon Deane, Madame Justice Margot Warner, Mr. Christopher Joefield, Mr. Arthur Rollocks, Ms. Karen de Montburn.

United Nations Public Service Award (UNPSA) Programme

The MPA coordinated Trinidad and Tobago's submissions for the United Nations Public Service Award Programme (UNPSA). This award programme recognises and rewards excellence in public service in countries worldwide. Two (2) nominations from public sector agencies were submitted for:

1. Financial Intelligence Unit of Trinidad and Tobago (FIUTT), Ministry of Finance and the Economy; and
2. TTBizLink, Ministry of Trade and Investment.

Both nominations placed in the semi-finals. In May 2013, TTBizLink won the award in the Category of "Promoting Whole-of-Government Approaches in the Information Age", and received the award at a special ceremony in Bahrain on UN Public Service Day in June, 2013.

SPOTLIGHT ON G2D

The MPA officially launched the Trinidad and Tobago Diamond Standard (TTDS) Certification Programme on June 24, 2013 to a targeted group of nineteen (19) agencies. This programme, modelled after the United Kingdom Charter Mark, seeks to provide national certification of services delivered by public service institutions that exemplify service excellence.

2. Trinidad and Tobago Diamond Standard (TTDS) Certification Programme

The Trinidad and Tobago Diamond Standard (TTDS) certification programme aims to ensure that all services delivered by public service agencies are of the highest possible quality and meet the most demanding standards of excellence. The MPA hopes that this national standard for excellence will provide the impetus for public service institutions to improve service delivery, thereby influencing a culture of innovation, customer-centricity and service excellence.

The TTDS Certification process involves:

1. Registration;
2. Self-Assessment;
3. Service Improvement;
4. Application;
5. Assessment (conducted by independent assessors);
6. Certification; and
7. Periodic Monitoring

Registration, self-assessment and application for certification can be completed online via the Trinidad and Tobago Diamond Standard website – www.mpa.gov.tt/diamond which was launched in June 2013.

The Service Charter Programme initiated in previous years is now incorporated into the TTDS programme. Agencies are therefore required to demonstrate their commitment to providing citizens and other customers with quality service, through the public display of their service standards, customer requirements and the establishment of mechanisms for complaints and suggestions. In the service improvement phase, MPA staff also assists agencies with the development of the Service Improvement Plan in collaboration with their customers, thus promoting connectedness.

At the end of the fiscal, workshops were held and fifty eight (58) public officers from participating public sector agencies were trained in customer journey mapping, engaging users, handling complaints and service improvement planning to assist preparations for certification. Service improvement teams in agencies and service improvement assessors in MPA pledged to uphold Commitment Agreements outlining the responsibilities for each party during the programme.

An Independent Advisory Panel (IAP) will be established for general oversight of this Programme. Independent assessors will be engaged in 2014 and trained to formally assess the services of the agencies that have applied for certification against eight (8) criteria and sub criteria. These were specifically developed on the basis of the MORI polls and feedback surveys geared towards improving the national rankings on the competitive index as captured in the World Bank's Ease of Doing Business Reports and the Global Competitiveness Report.(See Table 4.1 below).

Criteria	Sub-Criteria
1. Service Environment	<ul style="list-style-type: none"> Facilities, ambience, amenities provided are comfortable for customers Office facilities and H&S compliance. Adapted for differently-abled citizens, as well as privacy where needed
2. Customer Involvement and Understanding	<ul style="list-style-type: none"> Customer Profiling – has insight into ‘who’ the Service is targeting Actively engages customers regarding outcomes of services. Senior officers are visible to customers and interact with them
3. Communication	<ul style="list-style-type: none"> A range of media for communicating information, including for differently enabled and out-reach User-friendliness of forms and procedures. Updating customers on changes in service delivery, including those due to customer feedback. Publication of Service successes
4. Promoting a Customer Service Culture	<ul style="list-style-type: none"> Maintains high ethical practices in the delivery of services to customers Delivers customer-focused staff training and development. Recognises and rewards excellent customer service
5. Responsiveness and Service Standards	<ul style="list-style-type: none"> Publishes clear service standards (developed with customers & staff) and performance against them Staff display positive attitudes and professionalism. Actions customer and staff feedback and complaints to effect service improvements

Criteria	Sub-Criteria
6. Innovation and Creativity	<ul style="list-style-type: none"> • Embraces creativity, initiative, and measured risk-taking for service improvement • Demonstrates commitment to continuous improvement, and actual service improvements over time. • Benchmarks services with other organisations in order to learn from best practice
7. Technology	<ul style="list-style-type: none"> • Makes best use of available technology for customer service • Staff know how to use existing and new technologies to improve service & productivity. • Customers are facilitated to use technology to contact and communicate with the service
8. Partnerships	<ul style="list-style-type: none"> • Partners with other agencies/organisation to provide services to citizens • Shares data and ideas for service improvement with other agencies/organisations • Seeks to facilitate a joined up approach to back-office services

Table 4.1: Criteria and Sub-Criteria Used to Assess Services under the TTDS Certification Programme

By the end of the 1st quarter of fiscal 2013/2014, agencies are expected to register and complete their self-assessments in preparation for their application to be certified. Successful agencies will be awarded certification at an award ceremony in 2014.

Cabinet by Minute No. 2349 dated September 5th, 2013 agreed to the establishment of a Diamond Division in the MPA for implementation of the TTDS certification programme. In 2014, staff will be recruited for this Division.

SPOTLIGHT ON G2D

Seeking to improve the efficiency and effectiveness of ministries to delivery services whilst saving taxpayers money, the Ministry of Public Administration introduced a shared service strategy. A pilot programme was undertaken between the Ministry of Public Administration and the then Ministry of Communications to share functions such as finance and accounts, information technology, facilities management and front line services.

3. Shared Services

In December 2012, Cabinet approved in principle the adoption of a Shared Services Programme proposed by the MPA, which involved the sharing of back-end services among entities of the public service. The overarching goal of this programme is to increase the effectiveness of public management by reducing the cost of support services to government agencies through the exploitation of economies of scale. This shared services strategy has the potential to improve productivity and performance of public service organisations through the standardisation of business processes and better employment of resources which will reduce duplication. It also supposes a reduction in the start-up time of new ministries.

In October 2012, a pilot project was initiated for sharing of services between the Ministry of Public Administration and the Ministry of Communications. During the fiscal year, MPA provided shared services in the areas of:

1. Finance and Accounting;
2. Facilities Management;
3. Internal Audit;
4. Information Technology; and
5. Legal Services

Service Level Agreements (SLAs) for each of the above mentioned services were developed by the MPA Legal Services division in collaboration with the Ministry of Communications. SLAs describe the key services and the quality standards agreed with service users in terms of service delivery. Therefore, each SLA developed set out the service that will be provided, the overall standard that the MPA aims to achieve in the provision of the services and a mechanism for resolving any issues that may occur in service delivery.

During the period, a proposal was also discussed with the Urban Development Company of Trinidad and Tobago (UDECOTT) for the sharing of facilities management, reception, janitorial and mail services at the Waterfront Towers C and D.

On the basis of the services delivered to Ministry of Communications, the MPA is proposing the establishment of a Shared Services Division to manage this programme.

4. Integrated Service Delivery in the Social Services Sector

Integrated Service Delivery is the realignment of service delivery to facilitate cross-ministry services and reduce user inconvenience. It enables the provision of a single government interface to citizens and other customers, whereby one can access multiple services via a single access point.

The MPA is collaborating with the Ministry of the People and Social Development, Ministry of Community Development, Ministry of Gender, Youth and Child Development and the National Insurance Board of Trinidad and Tobago for the introduction and implementation of Integrated Service Delivery in the social services sector.

The benefits of greater coordination and effectiveness among these core agencies include:

1. Reduced duplication and dispensation of social services;
2. Elimination of 'double dipping' by citizens accessing social services;
3. Reduced cost to service users and service providers;
4. Improved accessibility of government services through co-location of services;
5. Better management of citizens through the system via the introduction of a case management concept; and
6. Improved quality of services to citizens

This programme provides the framework for transformation of the social services sector (See Figure 4). During the period under review, a position paper, organisational structure and job descriptions for staff to manage this programme were prepared. MPA will be seeking Cabinet approval in 2014 for the phased introduction of integrated service delivery.

Additional activities that were initiated during the fiscal included:

1. *Directory of Government Services* – MPA in collaboration with the Ministry of Communication resumed the development of a directory of government services to be made available online to all citizens of Trinidad and Tobago. In this regard, a template for data gathering was prepared and letters dispatched to all ministries and departments to source information for inclusion in the directory.
2. *Service Delivery Policy* – A Service Delivery Policy was prepared to outline customer service and related standards to which all government agencies are to adhere. Consultations are to be held on this policy.
3. *Building Service Delivery Capacity* – MPA has commenced the development of e-learning videos in the thematic areas of service charter development, business process reengineering, change management and customer service delivery. These videos will be shared with government agencies to assist in building capability.



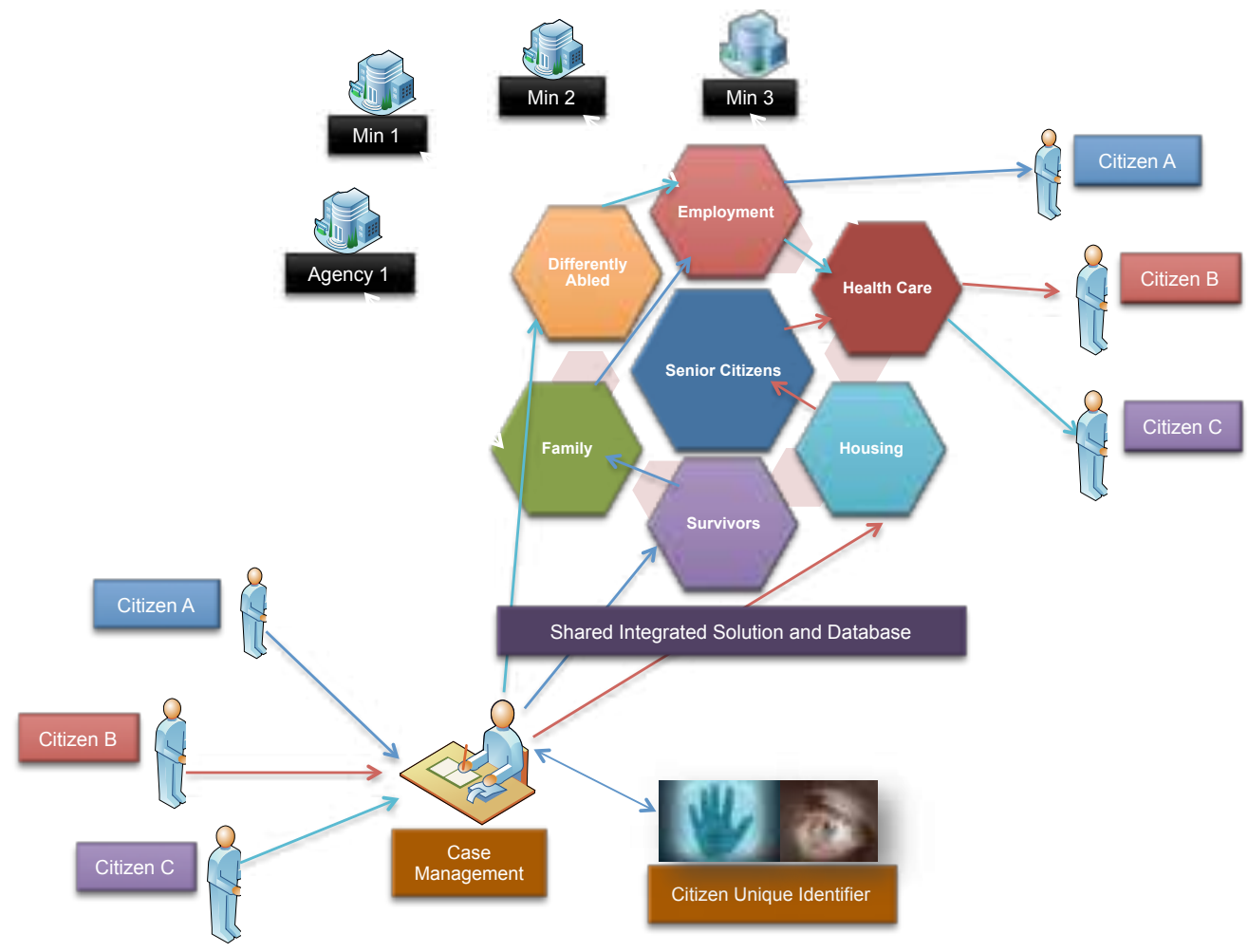


Figure 4 - Seamless Integration of Social Services

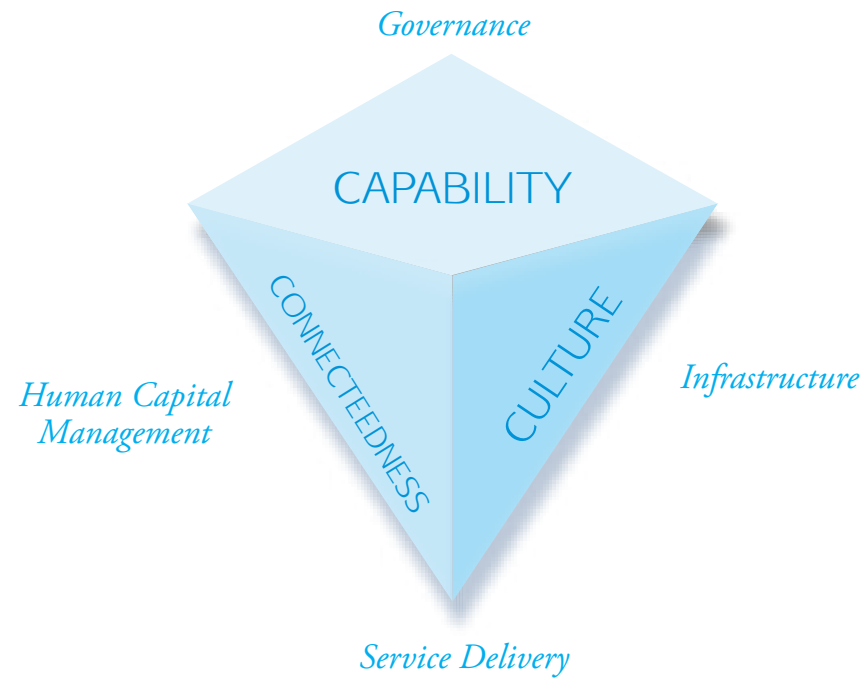
SECTION FIVE

ENHANCING CAPABILITY, CONNECTEDNESS AND CULTURE IN THE MPA



JOURNEYING FROM GOLD TO DIAMOND





SECTION V: ENHANCING CAPABILITY, CONNECTEDNESS AND CULTURE IN THE MPA



“Sometimes it falls on a generation to be great; YOU can be that generation” – Nelson Mandela, Political Activist, Nobel Prize winner and Former President of South Africa, Make Poverty History Rally, London 2005

The modernisation and renewal of the public service requires an appropriately skilled, dynamic and adaptive workforce. The MPA seeks to harness the diversity that is characteristic of its employees to execute the MPA’s strategic vision and accomplish its transformation proposals for a Diamond Standard public service. Currently, the MPA staff complement comprises of experienced public officers, specialised contract personnel, returning scholars and on-the-job trainees.

Over the period, the MPA sought to enhance staff capability to deliver through restructuring of divisions, training programmes and team building exercises. The Ministry also continued with the Health and Wellness programme, the Occupational Safety and Health (OSH) initiative and the Green Team campaign. MPA also promoted internal connectedness through the upgrading of technology.

HR DEVELOPMENT

Our People, Our Resource

1. Staffing

In order to meet the strategic goals and operational plans of the Ministry it is important to ensure that adequate human resources are provided for all divisions of the Ministry. The filling of vacancies of permanent positions is carried out by the Service Commissions Department (SCD) however the recruitment process for contract employees is the primary responsibility of the Human Resource Management (HRM) Division of the MPA.

The Public Service Commission (PSC) has also delegated authority to HRM divisions across the public service in respect of appointments, promotions and resignations of permanent officers. For the period October 1, 2012 to September 30, 2013, MPA’s HRM division completed one hundred and forty-six (146) performance appraisals and prepared and dispatched ninety (90) increment certificates for payment.

Functions Delegated by the Public Service Commission (PSC)

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

Table 5.1: List of functions devolved by the Public Service Commission (PSC)

The following functions were also devolved by the Chief Personnel Officer in respect of permanent establishment positions and daily paid employees.

Functions devolved by the Chief Personnel Officer (CPO)

- Secondment
- Duty leave, Special duty leave
- Special leave
- Accumulation of leave
- No pay study
- Leave of absence without pay
- Extension of sick leave, injury leave
- Leave to pursue course in trade unionism
- Compensation in lieu of uniforms not issued
- Compensation in lieu of annual vacation leave
- Separation allowance
- Travelling allowance
- No Pay Leave
- Time off for Union sponsored seminars and other related activities
- Leave for Union business or as a Union Representative.
- Sick Leave

Table 5.2: List of Functions Devolved by the Chief Personnel Officer (CPO)

The HRM Division also formed a Pension and Leave Unit to ensure the timely processing of pension and leave records for establishment staff as well as to address the backlog of outstanding pension and leave records for retired public officers as well as public officers who have been awarded government scholarships.

The MPA in fiscal 2012/2013, also filled a number of contract vacancies that existed in the organisation. In so doing, the MPA continued to utilise a competency based process for recruitment whereby candidates are scored according to specific criteria. Candidates with the highest scores are invited to be interviewed by a panel of experts who then selects and recommends the best candidate for employment based on the results of the interview and any corresponding assessments.

Division	Contract recruitment activities completed 2011	Contract recruitment activities completed 2012	Contract recruitment activities completed 2013
Legal Services Division	-	-	8
Corporate Communications Division	1	1	3
Corporate Services Division	1	0	7
Minister's Secretariat (not handled by HRM Division)	4	4	4
Programme Management Division	2	1	3
Strategic Services Division	4	5	7
SHRM	-	-	1
Human Resources Division	-	-	12
Public Management Consulting Division	-	-	2
Public Service Transformation Division	-	-	6
Scholarship and Advanced Training Division	-	-	7
Facilities Maintenance Technician	-	-	2
TOTAL	12	11	62

Table 5.3: Contract positions filled by Divisions during FY 2012- 2013

Over the years, there have been many changes to the staff complement of the MPA. The changes in staffing as it relates to contract employees from 2011-2013 are shown in Table 5.4.

Contract	2011	2012	2013
Contract employees currently serving	359	365	120
Vacant Contract Positions	114	120	132
Total MPA Contract Positions	473	485	252

Table 5.4: MPA Contract Positions 2011-2013

The distribution of filled and vacant permanent positions from 2011-2013 is shown in Table 5.5.

Establishment Positions	Employees/ Positions in 2011	Employee/ Positions in 2012	Employee/ Positions in 2013
Filled establishment positions	68	156	81
Vacant establishment positions	167	80	164
Total MPA Establishment Permanent Positions	235	236	245

Table 5.5: Distribution of MPA Established Positions 2011-2013

High vacancy rates continue to affect the activities, projects and programmes of the Ministry although there was some recovery in the year under review as a result of the engagement of contracted resources to quicken the pace of recruitment. The distribution of vacant contract positions by Division is shown in Table 5.6 below:-

Division	Number of Vacant Contract Positions 2011	Number of Vacant Contract Positions 2012	Number of Vacant Contract Positions 2013
Strategic Services and Information Technology Division	34	21	19
Public Service Transformation Division	28	26	24
Programme Management Division	15	13	14
Corporate Services Division	17	9	5
Corporate Communications Division	4	7	1
Legal Services Division	4	2	2
Public Management Consulting Division	4	1	20
Strategic Human Resource Management Division	4	5	35
Scholarships and Advanced Training Division	3	1	2
Human Resource Management Division	1	35	10
Total MPA Vacant Contract Positions	114	120	132

Table 5.6 Vacant contract positions by Division 2011-2013

As at September 30, 2013, the proportion of contract to establishment employees was sixty-two percent (62%) to twenty-eight percent (28%) a significant change from the ratio of eighty-four percent (84%) to sixteen percent (16%) in fiscal 2011.

Number of MPA Employees	Employees 2011	Employees 2012	Employee 2013
Actual persons serving on the establishment	68	156	81
Contract Employees currently serving	359	365	132
Total MPA Employees	427	521	213
Ratio of Contract -Permanent	84% : 16%	70% : 30%	62% : 28%

Table 5.7: Ratio of Contract Employees to Establishment Employees 2011-2013

2. Training

MPA is of the firm belief that enhanced organisational capability leads to an improved performance since it facilitates the application of new ideas and methodologies that can help to streamline processes thus leading to greater efficiency. During fiscal 2013, various MPA officers accessed over ten thousand (10,000) contact hours of training combined and benefitted from a range of technical, leadership and development training courses including Project Management for Procurement, Policy Development, Protocol for Public Officers, Coaching and Mentoring Skills for Managers and Developing an Innovation culture.

At the MPA, employees are encouraged to share knowledge gained in training with the rest of the organisation via briefs, storage of resources on the MPA intranet and divisional libraries, internal workshops and train-the-trainer programmes.

CORPORATE SOCIAL RESPONSIBILITY

One Community, One MPA

The MPA has made a commitment to enhance its Corporate Social Responsibility activities and practices. As an organisation we must commit to behave ethically and contribute to economic development while improving the quality of life of our workforce and their families, as well as of the local community and society at large. In this regard, the MPA enjoyed a very eventful year as staff continued with its Green Team Initiative, Office Safety and Health Initiative and Health and Wellness Programme. Projects over the last year included the conduct of a number of food drives and the donating of items sourced to various charities including the Islamic Home for Children. The MPA also continued its internal charity initiative by hosting fund raising events to provide financial aid to two (2) members of staff requiring surgery.

Details of achievements in key areas are presented in more detail below:

1. Green Team Initiative

The MPA continued with the Green Team initiative established to:

- Create an 'eco-friendly' MPA
- Promote 'green' lifestyles
- Improve employee engagement; and
- Ensure corporate social responsibility

Activities of the Green Team in 2012/2013 included educating employees on the importance of recycling, celebrating of World Earth Day and Corpus Christi seed distribution. The team also updated the Awareness website (the Jungle).

2. Health and Wellness Initiative

The MPA continues to show its commitment to the health and well-being of employees through the Health and Wellness programme which was established in 2008. In 2012/2013, the team partnered with organisations such as the National Alcohol and Drug Abuse Prevention Programme (NADAPP) and the Youth Rapport Centre to host various seminars on topics such as:

- Self Defence
- Alcohol/Drug Abuse
- HIV/AIDS
- Substance Abuse
- Parenting; and
- Lifestyle Diseases

The team also hosted the MPA's 2nd Annual Health Fair. Activities included booth displays, a lecture on the importance of pursuing a healthy lifestyle. Optical and medical testing services were also available to staff.

3. Occupational Safety and Health (OSH) Initiative

The Occupational Safety and Health Committee (OSH) was established in accordance with the OSH Act of 2004. The main aim of this Committee is the protection of assets, the safety of all employees, clients and visitors on MPA premises and the promotion of a safety culture.

During this fiscal, the Committee revised the OSH safety policy, employee safety handbook and evacuation plan and procedures for fire, bomb threats, earthquakes and flooding. The Committee also continued to conduct risk assessments and recommend actions to improve the work place environment and mitigate against incidents and accidents. Incident and accident investigations were also conducted as required.

Evacuation chairs to assist with the quick and safe evacuation of persons with chronic or temporary mobility problems, including injured, differently abled, elderly and pregnant women in the event of an emergency were procured by the MPA and the OSH Committee received training in the use of these chairs.

The Fire Services Department, upon invitation of the MPA, conducted an inspection of the MPA Head Office located at the National Library and Information Systems (NALIS) Building, Port-of-Spain. Work will be undertaken in 2014 to implement the actions recommended in the report. The MPA will also work to enhance the work environment of its PMCD division, located in Chaguanas and partner with the NALIS OSH team to ensure connectedness in approach to OSH.

4. Event Management

The Social Activities Committee (SAC) was also formed in fiscal 2013 to encourage connectedness within the Ministry. The SAC a cross functional team, assisted in the planning and management of the ministry's internal events calendar. The committee sought to recognise the contributions of the various religious communities and cultural and traditional practices that characterise the MPA staff. This included functions for End of Year, Carnival, Indian Arrival Day, Eid - Ul- Fitr, Corpus Christi and Divali as well as an Easter Bonnet Competition and celebrations for Mother's and Father's Day, Emancipation and Independence Day. This has significantly inculcated in our employees a culture of respect for cultural differences and social inclusion.

The Corporate Communications Division (CCD) is responsible for developing and guiding the Ministry's corporate communications strategy, also helped to establish and maintain beneficial dialogue and understanding between the Ministry and its main stakeholders through the hosting of various external events. In October 2012, retiree functions were held for twenty-two (22) retiring Permanent Secretaries at the HYATT Regency. This represented a continuation of the tradition to honour retired Permanent Secretaries who had devoted their life through hard work and dedication while in the Public Service. The MPA also observed the United Nations Public Service Day on June 23. In this regard, the CCD coordinated a 5K Walk Run and exhibitions showcasing the work of ministries and departments. The CCD was also involved in the hosting of Breakfast Meetings with Captains of the Industry in December 2012 and May 2013 and SATD outreach programmes during the year.



INFORMATION AND COMMUNICATIONS TECHNOLOGY OPTIMISATION

During the fiscal 2012/2013, the MPA worked to enhance the capability of employees to use the various ICT hardware and software available. Training sessions were held in the Ministry's Microsoft Share Point System which is used to manage and share information among employees within and between departments. To promote its usage and acceptance for document management and collaboration, one hundred and forty (140) members of staff were trained in the basic features of the Microsoft Share Point System.

Other key projects being undertaken by the Information Technology and Information Management units of the Strategic Services and Information Technology (SSDIT) department of the MPA include:

1. Digitisation Project;
2. Records Information Management (RIM);
3. PMCD Knowledge Management Information System (KMIS);
4. MPA Website
5. SATD Website
6. Contract Employment Administration Management Information System (CAMIS);
7. GIFTS Alta and Blueprint Workflows;
8. Meeting Room Manager (MRM) 9 Upgrade

Details of activities of select projects are shown in Table 5.8 below.

Projects	Output	Plans for fiscal 2014
Digitisation	<ul style="list-style-type: none"> • End User Training for 11 persons from MPA in Kofax Capture 10 Software. • 960 Registry Files Scanned during the period July to September 2013. 	<ul style="list-style-type: none"> • Registry to complete scanning of 3840 files (320 x 12 months) • PMCD, LSD and SATD to begin scanning exercise
Records Information Management (RIM)	<ul style="list-style-type: none"> • Non-objection received from the IDB for funding under the E-Government Knowledge Brokering Fund (EGBKF) • Two-envelope system of procurement approved by the IDB utilized for bidding • Pre-bid conference held on August 13, 2013 	<ul style="list-style-type: none"> • Complete technical evaluation • Initiate project

Projects	Output	Plans for fiscal 2014
MPA Website	<ul style="list-style-type: none"> Refreshed website design – Move from Division focus to Service focus Social media integrated into site design New branding for Ministry and programmes of the Ministry implemented <p>Security Measures</p> <ul style="list-style-type: none"> Encryption protocols for MPA website upgraded “Hacker testing” completed Security Policy and Standards for all MPA websites and Social Media Accounts set <p>Administration</p> <ul style="list-style-type: none"> Service level agreement and site maintenance defined and executed Upgrade and Maintenance Schedule completed 	<ul style="list-style-type: none"> Tendering process to be completed and development to begin for revised website
GIFTS Alta & Blueprint Workflows	BluePrint installed and SATIS system upgraded to GIFTS Alta. Dashboards created for staff.	<ul style="list-style-type: none"> Workflows to be implemented according to current process maps.
Meeting Room Manager – (MRM) Upgrade	Upgraded to MRM 9	<ul style="list-style-type: none"> Upgrade is in testing phase. Ready for deployment in October 2013

Table 5.8: Details of Key projects undertaken to optimise Information and Communications Technology in FY 2013

PART TWO



JOURNEYING FROM GOLD TO DIAMOND

MPA FINANCIAL OPERATIONS

*“A good financial plan is a road map that shows us exactly how the choices we make today will affect our future”
– Alexa Von Tobel (Author of New York Times bestseller “Financially Fearless”)*

MPA FINANCIAL OPERATIONS

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

EXPENDITURE

The funds budgeted and approved by the Ministry of Finance and the Economy to facilitate operational expenditure during financial year 2012-2013 was One Hundred and Sixty-Nine Million, Two Hundred and Thirty Thousand, Four Hundred and Seventy Dollars (\$169,230,470.00). This represents approximately zero point two nine percent (0.29%) of the National Budget. The MPA also received the sum of Two Hundred and Sixty-Six Million, Nine Hundred and Thirty-One Thousand, Seven Hundred Dollars (\$266,931,700.00) under the Development Programme and Three Million, Three Hundred and Sixty-One Thousand, Nine Hundred and Fifteen Dollars (\$3,361,915.00) under the Infrastructure Development Fund. Hence, the aggregate resources available for the Ministry's planned programmes was Four Hundred and Thirty-Nine million, Five Hundred and Twenty-Four Thousand and Eighty-Five Dollars (\$439,524,085.00); a reduction by approximately twenty-five percent (25%) in comparison with financial year 2011-2012.

The actual total expenditure for the period was Three Hundred and Forty-Four Million, Six Hundred and Seventy-Two Thousand, Thirty-Five Dollars and Fifteen Cents (\$344,672,035.15). This represents seventy-eight percent (78%) of the amount allotted and a thirty-six percent (36%) decrease in expenditure from the previous year. A breakdown of estimated and actual expenditure is shown in the table below:

Expenditure Category	Allocation	Actual Expenditure	Variance
Recurrent Expenditure	169,230,470.00	143,437,205.46	\$25,793,264.54
Development Programme (DP)	266,931,700.00	197,872,915.09	\$68,599,084.91
Infrastructure Development Fund (IDF)	3,361,915.00	3,361,914.60	\$0.40
Total	\$439,524,085.00	\$344,672,035.15	\$94,852,049.85

Table2.1: Breakdown of Allocation and Expenditure for FY 2013

MPA FINANCIAL OPERATIONS

A graphical comparison of budgeted versus actual recurrent expenditure for fiscal years 2011/2012 and 2012/2013 is shown in the Chart below.

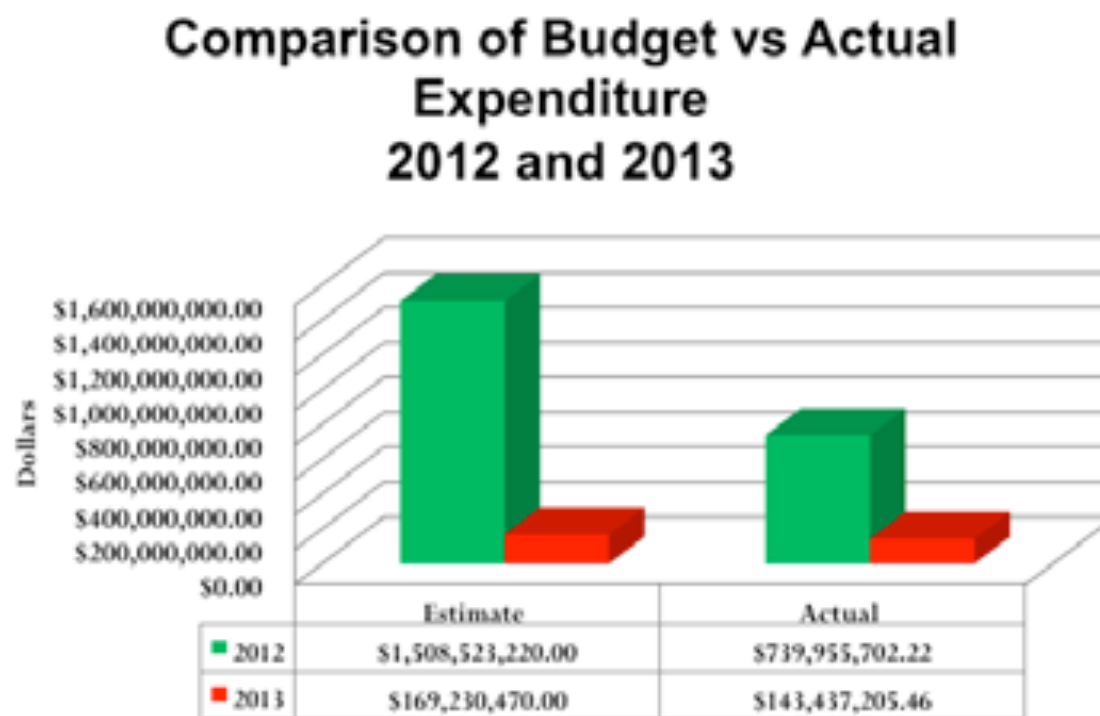


Figure 6 – Comparison of Budgeted and Actual Expenditure between the FYs 2012 and 2013

MPA FINANCIAL OPERATIONS

RECURRENT EXPENDITURE

Forty-two percent (42%) of the MPA's funds were assigned to recurrent expenditure, which amounted to One Hundred and Sixty-Nine Million, Two Hundred and Thirty Thousand, Four Hundred and Seventy Dollars (\$169,230,470.00). Actual expenditure was One Hundred and Forty-Three Million, Four Hundred and Thirty-Seven Thousand Two Hundred and Five Dollars and Forty-Six Cents (\$143,437,205.46); eighty-five percent (85%) of the money allotted.

The budgetary allocations received under recurrent expenditure are further classified by Sub-heads according to the type of product or service that is acquired. A comparison of budgeted and actual recurrent expenditure under each Sub-head of the Ministry of Public Administration for fiscal years 2011/2012 and 2012/2013 and also a projection for 2013/2014 is shown in the table below:

Expenditure Category	2012		2013		2014
	Allocation	Expenditure	Allocation	Expenditure	Estimates
Sub – Head & Item					
Personnel Expenditure	\$16,694,050.00	\$14,413,486.21	\$19,023,430.00	\$16,808,430.98	21,952,060.00
Goods and Services	\$1,478,603,660.00	\$712,817,055.20	\$136,670,938.00	\$114,396,509.47	130,097,626.00
Minor Equipment Purchases	\$1,340,900.00	\$992,798.51	\$2,362,520.00	\$2,122,938.37	1,048,714.00
Current Transfers and Subsidies	\$11,884,610.00	\$11,732,362.30	\$11,173,582.00	\$10,109,326.64	17,353,480.00
Grand Total	\$1,508,523,220.00	\$739,955,702.22	\$169,230,470.00	\$143,437,205.46	\$170,451,880.00

Table 2.2: Budgeted versus Actual Recurrent Expenditure for FY 2012 to 2013 with Projections for 2014

MPA FINANCIAL OPERATIONS

Variations under Recurrent Expenditure

The MPA did not utilise fifteen (15%) of recurrent expenditure, denoted by a variance of Twenty-Five Million, Seven Hundred and Ninety-Three Thousand, Two Hundred and Sixty-Four Dollars and Fifty-Four Cents (\$25,793,264.54). This variance was largely attributed to the following:

- Personnel Expenditure

Variance due to:

- Acting approvals not received and vacant posts not filled. Difference amounted to **One Million, Five Hundred Thousand Dollars (\$1,500,000.00)**

- Goods and Services

Disparity due to:

- Delayed relocation of MPA divisions to 114 Frederick Street, Port-of-Spain. Electricity, Janitorial and Security cost savings amounted to Three Million, Three Hundred and Fifty-Seven Thousand, One Hundred and Eighty Dollars and Seventy-Eight Cents (\$3,357,180.78)
- End of contracts, of the major one being contracted services supplied by MORI Caribbean for which a variance of Three Million, One Hundred and Thirty-Seven Thousand, Seven Hundred and Forty-Seven Dollars and Twenty-Two Cents (\$3,137,747.22) was recorded

- Delayed recruitment of staff; mostly due to a lack of accommodation and re-advertising. Variation amounted to Six Million, Five Hundred and Fifty-Eight Thousand, Two Hundred and Fifty-Two Dollars and Sixty-One Cents (\$6,558,252.61)

- Minor Equipment Purchases

Variance due to:

- Estimated purchases not being made during the period and monies allotted for services that were transferred including Nine Hundred and Thirty-Five Thousand, Five Hundred and Sixty-Nine Dollars (\$935,569.00) awarded under the International Telecommunications Union vote. The Telecommunications portfolio was transferred to the Ministry of Science and Technology in 2011.

MPA FINANCIAL OPERATIONS

DEVELOPMENT PROGRAMME (DP)

Approximately sixty-one percent (61%) of the Ministry's allocation was apportioned to the Development Programme; denoted by a sum of Two Hundred and Sixty-Six Million, Nine Hundred and Thirty-One Thousand and Seven Hundred Dollars (\$266,931,700.00). This represents an increase in allocation by Forty Million, Seven Hundred and Ninety-Seven Thousand Seven Hundred Dollars (\$40,797,700.00) in comparison with fiscal year 2011/2012.

Actual expenditure for the period was One Hundred and Ninety-Seven Million, Eight Hundred and Seventy-Two Thousand, Nine Hundred and Fifteen Dollars and Nine Cents (\$197,872,915.09). This represents seventy-four percent (74%) of the sum allotted and a decrease in expenditure of Five Million, Seven Hundred and Twenty-Six Thousand, Three Hundred and Sixty-Nine Dollars and Ninety-Five Cents (\$5,726,369.95) from financial year 2011/2012.

1. **Education Services** - Used to fund the Ministry's Scholarship and Advanced Training programme which contributes to national human resource development.
2. **Administrative Services** – Used to fund most of the projects and programmes stemming from the MPA's strategic priority areas including Strengthening Governance, Strategic Human Resource Management Modernisation, Service Delivery Excellence, Building Human Resource Capacity and Capability, Building Business Continuity Management Capacity and Strengthening the MPA.
3. **Public Buildings** – Used to fund the construction, relocation and outfitting of facilities under the purview of the Ministry of Public Administration.

MPA FINANCIAL OPERATIONS

The table below compares budgeted and actual Development Programme expenditure for the past two (2) financial periods and provides an estimate for 2013/2014.

Expenditure Category		2012		2013		2014
Sub – Head and Item	Allocation	Actual Expenditure	Allocation	Actual Expenditure	Estimates	
004-04 Social Infrastructure, Education	\$203,134,000.00	\$194,471,493.98	\$211,172,000.00	\$175,581,089.60	\$244,588,000.00	
G. Educational Services						
005-06 Multi Sectorial and Other Services, General Public Services	\$22,500,000.00	\$9,109,027.87	\$48,059,700.00	\$21,021,315.61	\$50,080,000.00	
A. Administrative Services						
F. Public Buildings	\$500,000.00	\$18,763.19	\$7,700,000.00	\$1,270,509.88	\$1,000,000.00	
Total	\$226,134,000.00	\$203,599,285.04	\$266,931,700.00	\$197,872,915.09	\$295,668,000.00	

Table 2.3 Budgeted versus actual Development Programme

MPA FINANCIAL OPERATIONS

The information is also depicted in the graph below.

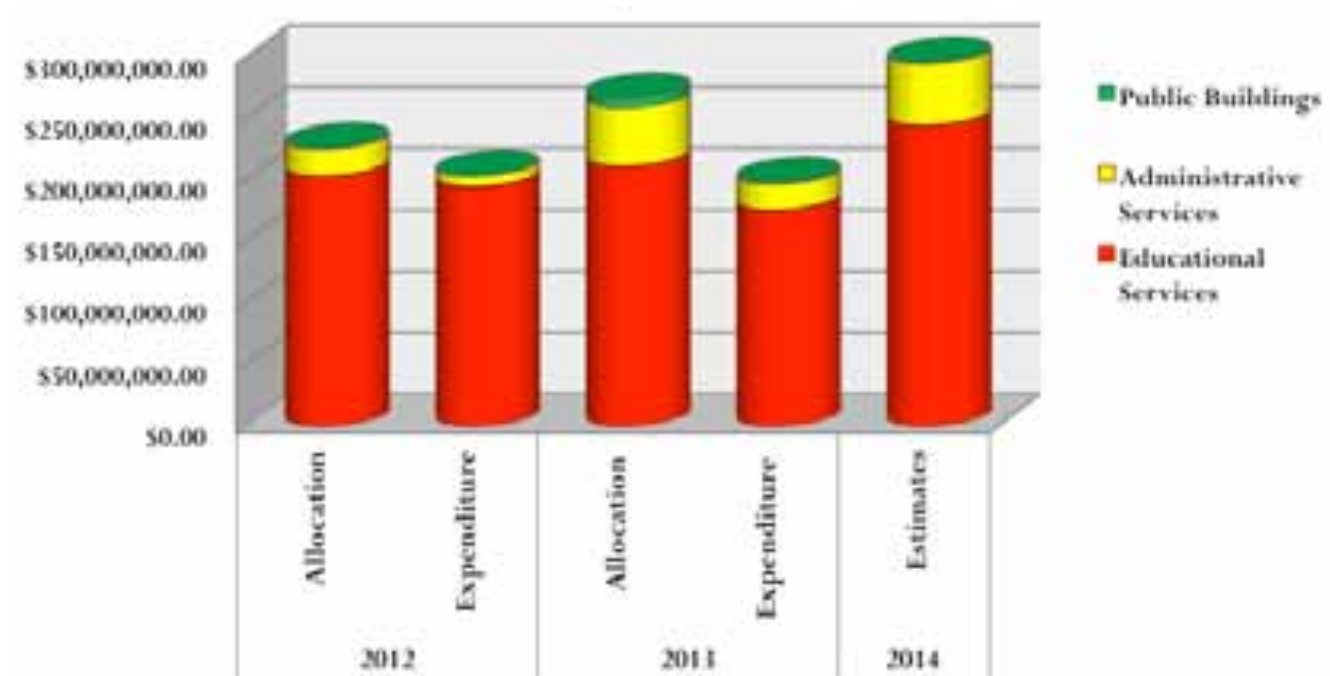


Figure 7 – Comparison of Allocation and Expenditure between FYs 2012, 2013 and Projections for 2014

MPA FINANCIAL OPERATIONS

Variances under Development Programme

The difference between estimated and actual expenditure for the Development Programme was largely due to:

1. Education Services

- a. a. Some scholarship recipients deferred their award to seek entry to academic institutions abroad. The resulting variance amounted to Seventeen Million, Three Hundred and Ninety-Four Thousand, Eighty-Four Dollars and Forty-Five Cents (\$17,394,084.45) under the National/ Additional Scholarships based on Advanced Level Examinations allocation.
- b. b. As at 30th September, 2013 the Scholarships and Advanced Training Division (SATD) had not received the names of the recipients of the Scholarships/Full pay study leave for teachers' awards from the Ministry of Education. Due to this, a variance of Six Million, One Hundred and Eighty-Five Thousand, Two Hundred and Twenty-Nine Dollars and Forty-Seven Cents (\$6,185,229.47) was reported.
- c. The award for the Programme of Development scholarships was announced late. Therefore, several recipients were unable to take up the scholarship and requested deferrals. Consequently, planned expenditure of **Five Million, Three Hundred and Seventy-Nine Thousand, Eight Hundred and Ninety-Eight Dollars and Thirty-Four Cents (\$5,379,898.34)** was not incurred.

2. Administrative Services

- a. a. Various issues led to the delay of projects managed by the MPA under the Public Sector Reform Preparation Programme and the E-government and Knowledge Brokering Programme; both funded by loans from the Inter-American Development Bank (IDB). Resulting variances were Two Million, Eight Hundred and Seventy-Eight Thousand, Six Hundred and Ninety-Two Dollars and Ninety-Nine Cents (\$2,878,692.99) and Twenty-One Million, Fifty-Seven Thousand, Five Hundred and Eleven Dollars and Thirty-One cents (\$21,057,511.31) respectively.

MPA FINANCIAL OPERATIONS

Reasons for delays included:

- i. Procurement delays – due to delays with respect to receipt of confirmation of funds by Ministry of Finance and the Economy and non-objection responses from the IDB
 - ii Implementation delays – due mainly to high staff turnover in MPA and participating agencies under PSRIP and EGKBP and the non-availability of key stakeholders
 - ii Governance delays – Lack of timely sign-off and decision making by project sponsors and champions including Permanent Secretaries, Heads of Divisions of the participating agencies referred to at ii. above
- a. The contract for the Consultancy to develop and oversee the roll out of the Business Continuity Programme was not signed as at September 30th, 2013 leading to a variance of **Two Million Dollars (\$2,000,000.00)**.

3. Public Buildings

- a. Delayed approval for the outfitting of 114 Frederick Street, Port-of-Spain to facilitate the relocation of divisions of the Ministry of Public Administration resulted in a variance of **Six Million, Four Hundred and Twenty-Nine Thousand, Four Hundred and Ninety Dollars and Twelve Cents (\$6,429,490.12)**

MPA FINANCIAL OPERATIONS

INFRASTRUCTURE DEVELOPMENT FUND (IDF)

The Infrastructure Development Fund was established:

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

For the period 2012/2013, the MPA was allocated the sum of **Three Million, Three Hundred and Sixty-One Thousand, Nine Hundred and Fifteen Dollars (\$3,361,915.00)** to fund the refurbishment of the National Broadcasting Network (NBN) Building.

Ninety-nine point nine percent (99.9%) of the allocation was spent during the period resulting in an unexpended balance of **Forty Cents (\$0.40)**.

MPA FINANCIAL OPERATIONS

The table below provides a comparison of IDF budgeted and actual expenditure for the fiscal years 2011/2012 and 2012/2013 and a projection for 2013/2014:

Expenditure Category Sub – Head and Item	2012		2013		2014
	Allocation	Actual Expenditure	Allocation	Actual Expenditure	Estimates
005-06 Multi Sectoral and Other Services, General Public Services	\$1,000,000.00	\$999,997.39	\$3,361,915.00	\$3,361,914.60	\$0.00
F. Public Buildings					
008 Refurbishment of National Broadcasting Network (NBN) Building					
022 Demolition of Government Quarters throughout Trinidad	\$1,000,000.00	\$975,200.00	\$0.00	\$0.00	\$0.00
027 Refurbishment of Tunupuna Administrative Complex	\$2,000,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Total	\$4,000,000.00	\$1,975,197.39	\$3,361,915.00	\$3,361,914.60	\$0.00

Table 2.4: Comparison of IDF Budgeted and Actual Expenditure for FY 2012 and 2013

MPA FINANCIAL OPERATIONS

REVENUE

The MPA receives revenue via recoveries of expenses from government scholars.

Actual returns for the period October 1st 2012 to September 30th, 2013 totalled **Two Million, Three Hundred and Twenty-Five Thousand, Six Hundred and Seventeen Dollars and Fifty-Seven Cents (\$2,325,617.57)**. This sum was deposited in its entirety to the Exchequer account.

CONTRACTS AWARDED

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

1. For the procurement of goods and services up to a limit of TT\$1,000,000.00; and
2. For consultancy services up to a limit of TT\$200,000.00

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

MPA FINANCIAL OPERATIONS

The table below provides a comparison of IDF budgeted and actual expenditure for the fiscal years 2011/2012 and 2012/2013 and a projection for 2013/2014:

Position/ Delegate for procurement of goods and services	Range (TT\$) [V.A.T Inclusive]
Deputy Permanent Secretary	\$0 - \$500,000.00
Heads of Divisions SSD, CSD, PMCD, PSA, SATD and PSTD	\$0 - \$200,000.00
All Other Heads of Divisions Not holding substantive establishment positions but administering funds under sub-heads, items and sub-items	\$0 - \$50,000.00
Divisional Tenders Committees	\$200,000.00 - 1,000,000.00
Ministerial Tenders Committee	1,000,000.00-2,000,000.00

Table 2.5 Delegation of Authority for Procurement of Goods and Services

Details of contracts awarded per the above limits are provided in Appendix II.

APPENDICES

APPENDIX I

MPA PROJECTS BY DIVISION

The table below provides a comparison of IDF budgeted and actual expenditure for the fiscal years 2011/2012 and 2012/2013 and a projection for 2013/2014:

Division	Staff Complement	Key Area of Diamond Model	Principal Project/Activity
PSTD	19	Governance	<ol style="list-style-type: none"> 1. Centre of government framework 2. White Paper for Public Service Renewal and Modernisation
PMD	7	Governance	IDB Loan programmes <ol style="list-style-type: none"> 1. PSRIP 2. EKGBP
SHRM	9	Human Capital Management	<ol style="list-style-type: none"> 1. Development and Implementation of a Competency Based Management Framework 2. Improved HRM governance: establishment of SHRM Council; preparation of annual reports 3. Institutional strengthen of the Service Commissions Department 4. Institutional strengthen of the Personnel Department 5. Institutional strengthen of the Ministry of Public Administration 6. Institutional strengthen of the Public Service Academy (IDB funded) 7. Building Capacity of HRM Officers (series of training programmes) 8. Modernisation of the Legal and Regulatory Framework of the T&T Public Service 9. Definition and Implementation of the Modernised HRM/Organisational Architecture 10. Data Collection On Staffing, Vacancies And Attrition 11. Training course and Promotion Examination into the Administrative Class a.k.a Clerk IV Exam 12. Testing and implementation of IhrIS modules: <ul style="list-style-type: none"> • Recruit Workforce • Position Management • Performance Management 13. Design, development and implementation of Electronic Document Management Systems and Knowledge and Information Systems for the SCD and the PD 14. Design and implementation of Communities of Practice beginning with an HRM Community of Practice 15. Design and implementation of a Management Trainee Programme 16. HRM Modernisation Programme Management and HRM Advisory Consultancy (IDB-funded) 17. HRM Audits: <ul style="list-style-type: none"> • Manpower Audits to determine staffing for new architecture • Recruitment and Selection Audit • Performance Management Audit

Division	Staff Complement	Key Area of Diamond Model	Principal Project/Activity
SHRM	9	Human Capital Management	<ul style="list-style-type: none"> • Training and Development Audit • HR Planning • Employee Relations 18. Accommodation of Central HRM Agencies 19. Development of a Public Service Philosophy 20. Development of a Human Resource Management Philosophy 21. Development of a Compensation Philosophy 22. Development of Policies, Guidelines and Standards iro : <ul style="list-style-type: none"> • Planning, • Promotion, • HRD, • Compensation, • Discipline, • Industrial Relations, • Employee Administration, • Employee Assistance, • Health And Safety 23. Revision of the policy, systems and processes used in Increment Calculations 24. Review and improvements of the Systems and Processes involved in the Administration and Management of Contract Employment (Phase 2) 25. Business Process Reengineering of HRM functions: <ul style="list-style-type: none"> • Planning, • Promotion, • HRD, • Compensation, • Discipline, • Industrial Relations, • Employee Administration, • Employee Assistance, • Health And Safety 26. Job Evaluation Exercise for the Civil Service (led by the Personnel Department, but supported by the MPA) 27. Stakeholder Engagement and Communications 28. Design M&E Programme and Collect Data (Focus Groups Etc) And Performance Metrics
PMCD	34	Human Capital Management	1. Rationalisation and restructuring of government ministries; and 2. Organisational review and design. 3. Development of a Knowledge Management System

Division	Staff Complement	Key Area of Diamond Model	Principal Project/Activity
SATD	20	Human Capital Management	<ol style="list-style-type: none"> 1. SATIS 2. SATD Service Charter 3. Policies governing the award and administration of scholarships <ul style="list-style-type: none"> • Obligatory Service • Placement and Employment • Deferral of Obligatory Service • Extension of Scholarships • Programme Eligibility for Scholarships • Termination of scholarships 4. Award of Scholarships 5. Employment of Returning Scholars (Associate Professional Programme) 6. Scholar Development (PDP)
PSA	10	Human Capital Management	<ol style="list-style-type: none"> 1. Training Administration 2. Development of E-learning Programmes; 3. Executive Leadership and Management Development Programmes; and 4. Administration of Technical Cooperation Awards
SSD	35	Infrastructure	<ol style="list-style-type: none"> 1. BCM
PSTD	19	Service Delivery	<ol style="list-style-type: none"> 1. Excellence in Service Delivery Awards <ul style="list-style-type: none"> • Public Service gala ceremony • UNPSA – United Nations Public Service Award (UNPSA) Programme 2. Trinidad and Tobago Diamond Standard (TTDS) Programme 3. Directory of Government Services 4. Service Delivery Policy 5. Building Service Delivery Capacity
SSD-IT	35	Service Delivery	<ol style="list-style-type: none"> 1. Shared Services <ul style="list-style-type: none"> • Pilot Programme between MPA and Ministry of Communications 2. Integrated Social Services
SSD-IT	35	ICT	<ol style="list-style-type: none"> 1. Digitisation Project 2. Records Information Management (RIM) 3. PMCD Knowledge Management Information System (KMIS); 4. MPA Website 5. SATD Website 6. Contract Employment Administration Management Information System (CAMIS) 7. GIFTS Alta and Blueprint Workflows 8. Meeting Room Manager (MRM) 9 Upgrade

All of these projects were underpinned by the work of the following support Divisions: CSD; Audit; Finance and Accounts; Legal Services; Human Resources; Corporate Services; and Corporate Communications.

APPENDIX II

LIST OF GALA AWARDEES

Awardee	Description
Mr. Doddridge Alleyne (Deceased)	<ul style="list-style-type: none"> • Former Permanent Secretary in the Office of the Prime Minister • Former Cabinet Secretary • Former Head of the Public Service • One of a core group of public servants who managed the transition from a colonial civil service to a national public service
Mr. Frank Barsotti (Deceased)	<ul style="list-style-type: none"> • Former Permanent Secretary in the Ministry of Finance • Started as a second-class Clerk and ended up as a First-Class Permanent Secretary and patriot
Mr. Trevor Boopsingh (Deceased)	<ul style="list-style-type: none"> • Former Permanent Secretary in the Ministry of Natural Resources • Helped to develop and implement the policies that maximized our country's hydrocarbon resources
Mr. Victor Bruce (Deceased)	<ul style="list-style-type: none"> • First local Governor of our Central Bank • Former Director of Personnel Administration • Under his stewardship, the Bank played an important role in the formation of the Stock Exchange, the Unit Trust Corporation and the Home Mortgage Bank
Mr. William Demas (Deceased)	<ul style="list-style-type: none"> • Former Economic Advisor to the Prime Minister • Governor of the Central Bank • Secretary General of CARIFTA and CARICOM • A true Caribbean man and regional public servant
Mrs. Dorcas Enid Henry (Deceased)	<ul style="list-style-type: none"> • Pioneer in rural primary health, especially in Tobago • Driving force in the management of several Health Centres • Period of service spanned the years before and after Independence
Dr. James O'Neil Lewis (Deceased)	<ul style="list-style-type: none"> • Permanent Secretary in the Ministry of Industry and Commerce • Ambassador to Brussels and Washington • Judge of the Industrial Court

Awardee	Description
Mr. Eugenio Moore (Deceased)	<ul style="list-style-type: none"> • Head of the Public Service (1987) • Permanent Secretary to the Prime Minister • One of the public service intelligentsia who helped to build the solid gold platform on which our public service now stands
Sir Alan Reece (Deceased)	<ul style="list-style-type: none"> • Fourth-class clerk in the Colonial public service • First Head of the national public service • Started as a fourth-class clerk in the Colonial public service and ended up as the First Head of the national public service when we became Independent in 1962
Ms. Joyce Alcantara	<ul style="list-style-type: none"> • Economist • Administrative Cadet • Permanent Secretary in the Ministry of Finance • Started as an Administrative Cadet and retired as the Permanent Secretary in the Ministry of Finance
Captain (Retired) Neil Modestos Alexis, HHM, CCM	<ul style="list-style-type: none"> • Former Cadet Force Officer, Ministry of National Security • Retired in 2000 as the Cadet Force Officer in the Ministry of National Security • A teacher and this served him well in his dealing with the young men and women who joined the Corps
Mr. Fayad Ali	<ul style="list-style-type: none"> • Dean of Studies of Naparima College, San Fernando • Dean of Studies of Naparima College, San Fernando, since 2007 • Previously worked at St Benedict's College in La Romaine where he started as a Special Teacher 1 in 1967, five years after Independence
Mrs. Michal Yvette Andrews	<ul style="list-style-type: none"> • Former Commissioner of the Board of Inland Revenue • Started off as a Field Officer in 1974 and worked her way up the system to become Commissioner in 1989 • Ms. Andrews is now a partner in Ernst and Young
Mr. Louis Joseph Bryan	<ul style="list-style-type: none"> • Former Permanent Secretary in the Ministry of Social Development • Much of his long and meritorious career which started in 1954 involved human resource management
Mr. Lewis Wesley Charles	<ul style="list-style-type: none"> • Former Assistant Chief Election Officer, Elections and Boundaries Commission • Ended his public service career as Assistant Chief Election Officer in the Elections and Boundaries Commission • In 1962 he joined the service as a Clerk in the Ministry of Tobago Affairs and has served in many overseas assignments

Awardee	Description
Mrs. Roslyn Khan Cummings	<ul style="list-style-type: none"> Former Permanent Secretary, Ministry of Labour and Small and Micro Enterprise Development Served for 43 years and retired as Permanent Secretary, Ministry of Labour and Small and Micro Enterprise Development Also made substantial contributions as part of our Foreign Service
Mr. Vindar Dean Maharaj	<ul style="list-style-type: none"> Comptroller of Accounts Became an institution and a legend in his long tenure as Comptroller of Accounts
Mr. Reginald Dumas	<ul style="list-style-type: none"> Permanent Secretary to the Prime Minister Head of the Public Service Retired in 1990 as the Permanent Secretary to the Prime Minister and Head of the Public Service Has an extensive diplomatic background and since his retirement has redefined the role of the retired public servant in national development issues
Mr. Ainsworth Harewood	<ul style="list-style-type: none"> Former Governor of the Central Bank Retired as the Governor of the Central Bank in 1997. Previously he was Permanent Secretary in the Ministry of Finance, Ministry of Housing and Public Utilities.
Mr. Chandroop Harrikissoon	<ul style="list-style-type: none"> Former Public Health Inspector Vast knowledge of public service as it functions in the rural areas of Trinidad and Tobago Clerk in Princes Town, worked as a welfare officer and retired as a Public Health Inspector
Ms. Angella Jack	<ul style="list-style-type: none"> Former Permanent Secretary, Ministry of Community Development, Culture and Gender Affairs Retired as Permanent Secretary, Ministry of Community Development, Culture and Gender Affairs, in 2010 Started in the Personnel Department and later became Permanent Secretary in the Ministry of Education
Mr. Neil Jaggassar	<ul style="list-style-type: none"> Former Clerk of the Senate, Parliament of Trinidad and Tobago Joined the teaching service in 1969 as a Teacher at the St. Charles Girls High School in Tunapuna In 2011, he retired as Clerk of the Senate in the Parliament of Trinidad and Tobago
Ms. Sandra Jones	<ul style="list-style-type: none"> Permanent Secretary, Ministry of Gender, Youth and Child Development Joined the Public Service as a Clerical Officer in the Ministry of Agriculture, Land and Marine Affairs in 1978 Now Permanent Secretary, Ministry of Gender, Youth and Child Development.
Mr. Andrew Nathaniel Jupiter	<ul style="list-style-type: none"> Former Permanent Secretary, Ministry of Energy Built on the legacy of Mr. Trevor Boopsingh and other energy stalwarts and even after his retirement as Permanent Secretary in the Ministry of Energy continues to provide his expertise to the national cause

Awardee	Description
Mr. Dave Kidney	<ul style="list-style-type: none"> Former Deputy Permanent Secretary, Ministry of Legal Affairs Started as a teacher at the Belmont Junior Secondary School in 1982, specialized in training in the public service and then administration
Dr. Anna Mahase	<ul style="list-style-type: none"> Principal of St Augustine High School Flag-bearer for the education of our young women, setting an extremely and enviably high standard of performance for her historic school
Ms. Sandra Marchack	<ul style="list-style-type: none"> Former CPO and Head of the Public Service 38 years of magnificent public service during which time she served as CPO and Head of the Public Service Retired two years ago, however, she continues to contribute as one of the architects of the “Diamond” shaped structure of the transformed public service
Mrs. Arlene McComie	<ul style="list-style-type: none"> Permanent Secretary, Ministry of Planning and Sustainable Development 32 years as a public officer having served at a leadership capacity in most of the major Ministries of Government Continues to serve and lead as the Permanent Secretary in the Ministry of Planning and Sustainable Development
Dr. Allan McKenzie	<ul style="list-style-type: none"> Educator, ROYTEC Name is synonymous with the academic success and excellence of Naparima College in San Fernando Dr. McKenzie retired from the teaching service in 1993 but continues to serve as an educator at ROYTEC
Mr. Bronson Merritt	<ul style="list-style-type: none"> Former School Supervisor III 46 years in the teaching service, starting in 1943 as a Pupil-Teacher Retired in 1989 as a Schools Supervisor III Made his mark as a pioneer of vocational education
Master Christie-Anne Morris-Alleyne	<ul style="list-style-type: none"> Court Executive Administrator, Caribbean Court of Justice Has been a pillar of our legal administration for over 33 years Career continues along this path as she was the first Court Executive Administrator of the Caribbean Court of Justice
Mr. Garfield Murray	<ul style="list-style-type: none"> Former Chief Architect, Ministry of Works Retired in 1992 as the Chief Architect in the Ministry of Works after 33 years of yeoman service in the public sector
Mr. John Parks	<ul style="list-style-type: none"> Former Clerk of Works, Tobago House of Assembly In 1934 Mr. Parks joined the public service as an Engineer Three in Tobago After 40 years of continuous service in Tobago he retired in 1981 as Clerk of Works in the Tobago House of Assembly

Awardee	Description
Dr. Frederick Penco	<ul style="list-style-type: none"> • Former Senior House Officer, Caura Sanatorium • Joined the public service as a Senior House Officer at the Caura Sanatorium • From 1972 he served as the Thoracic Surgeon • Even though he retired from the public service he continues to serve at the Eric Williams Medical Sciences Complex
Mr. Tensing Ramlakhan	<ul style="list-style-type: none"> • Former Director, Operations of the Ministry of Energy • One of the stalwarts of the transformation of our energy sector from within the public service. • After 22 years in the Ministry of Energy he retired in 2006 as the Director, Operations of the Ministry of Energy
Mrs. Esme Rawlins-Charles	<ul style="list-style-type: none"> • Former Permanent Secretary, Ministry of the Arts and Multiculturalism • Started as a Teacher Two at Fatima in 1978 and then joined the Public Service as a Research Officer 1 • Retired last year, 2011, as Permanent Secretary, Ministry of the Arts and Multiculturalism
Ms. Jeanne Roseman	<ul style="list-style-type: none"> • Executive Officer of the Statutory Authorities Service Commission and then as Director of Personnel Administration. • 33 years in the public service ended with two influential postings – first as the Executive Officer of the Statutory Authorities Service Commission and then as Director of Personnel Administration.
Mr. Winston Rudder	<ul style="list-style-type: none"> • Former Permanent Secretary, Ministry of Agriculture • Food and Agriculture Organisation (FAO), United Nations • Best known for his contribution to national and international agriculture through his leadership in the Ministry of Agriculture and his tenure at the Food and Agriculture Organisation (FAO) of the United Nations

50 Awardees



Top from left to right: Mr. Richard Quamina on behalf of Mr. Victor Bruce (posthumous), Mrs. Jacqueline Wilson, Mr. Tensing Ramlakhan, Ms. Shirla Murray on behalf of Mr. Garfield Murray, Dr. Janet Stanley-Marcano, Mr. Andrew Nathaniel Jupiter, Ms. Sandra Jones, Mr. Joel Henry on behalf of Ms. Dorcas Enid Henry (posthumous), Mrs. Roslyn Khan-Cummings, Mr. Lewis Wesley Charles, Mr. Fayad Ali, Mr. Dave Kidney, Mr. Chandroop Harrikissoon, Mr. Ainsworth Harewood, Mr. Geoffrey Lewis on behalf of Dr. James O'Neil Lewis (posthumous), Mr. Robert Boopsingh on behalf of Mr. Trevor Boopsingh (posthumous), Mr. Josh Rudder on behalf of Mr. Winston Rudder (out of country), Dr. Frederick Penco, Mr. Bronson Merritt, Ms. Esmé Rawlins-Charles, Mr. Gregor Reece on behalf of Sir Alan Reece (posthumous), Dr. Norma Demas on behalf of Mr. William Demas (posthumous), Ms. Monica Williams, Mr. Reginald Dumas also collected the award for Frank Barsotti (posthumous), Mr. Louis Joseph Bryan, Mr. Ian Alleyne on behalf of Mr. Doddridge Alleyne (posthumous), Mr. Neil Jaggassar.

Middle from left to right: Ms. Angella Jack, Captain (Retired) Neal Modestos Alexis, HBM, CCM, Mrs. Arlene McComie, Mrs. Michal Yvette Andrews, Master Christie-Anne Morris-Alleyne, Dr. Karen Moore on behalf of Mr. Eugenio Moore (posthumous), Dr. Anna Mahase, Ms. Sandra Marchack, Ms. Ena Subnaik, Ms. Jeanne Roseman, Ms. Anuradha Dean on behalf of Mr. Vindar Dean Maharaj, Ms. Natakhi Atiba Dilchan on behalf of Mrs. Jacqueline Samspon-Meiguel (out of country)

Seated from left to right: Dr. Allan McKenzie, Ms. Marina Valere, Ms. Annette Margaret Wallace, Chief Fire Officer Carl Williams, The Honourable Carolyn Seepersad Bachan, Minister of Public Administration, The Honourable Kamla Persad Bissessar, Prime Minister of Trinidad and Tobago, Ms. Stephanie Shurland, Mr. John Parks, Mr. Girdharry Seerattansingh, Ms. Gillian Macintyre, Permanent Secretary (Ag.) of the Ministry of Public Administration, Mr. Ainsley Tim Pow.

Missing – Mrs. Sheila Rampersad on behalf of Mr. Frank Rampersad (posthumous), Mr. Michael Mendez on behalf of Ms. Joyce Alcantara

3 Agencies



Representatives from
The National Library and
Information System Authority
(NALIS)



Representatives from
Ministry of National Security
Immigration Division,
Sangre Grande Office



Representatives from
Tobago Regional Health Authority
Scarborough General Hospital,
Outpatient Clinic

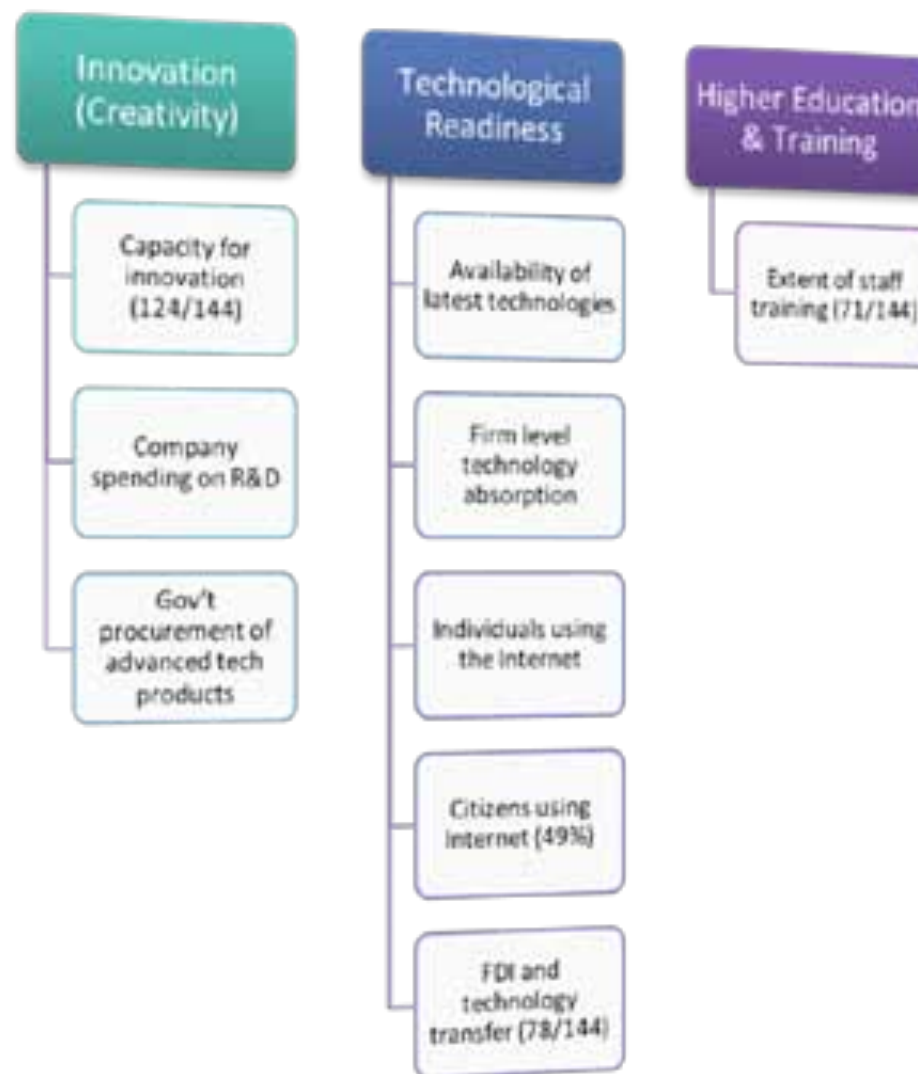
APPENDIX III

TARGET AGENCIES FOR TTDS LAUNCH

Line Ministry	National Performance Framework Priority	Service
Judiciary Ministry of National Security	Crime & Law and Order	<ul style="list-style-type: none"> • Family Court, POS • Model Police Station(s)
Ministry of Health	Healthcare	<ul style="list-style-type: none"> • San Fernando General Hospital • Port of Spain General Hospital • Siparia Health Care Centre • Tobago Health Care Centre
Ministry of Education Ministry of Public Administration	Human Capital Development	<ul style="list-style-type: none"> • Primary schools • Scholarship Services
Ministry of Trade	Economic growth, job creation, competitiveness & innovation	<ul style="list-style-type: none"> • Import & Export Licensing
Ministry of Finance		<ul style="list-style-type: none"> • Customs • Income Tax
Ministry of Legal Affairs		<ul style="list-style-type: none"> • San Fernando Office
Ministry of National Security		<ul style="list-style-type: none"> • Immigration Services
Ministry of Public Utilities		<ul style="list-style-type: none"> • T&TEC (Head Office)
Ministry of Transport		<ul style="list-style-type: none"> • Water Taxi Service – San Fernando/POS • PTSC
Ministry of Housing	Poverty Reduction	<ul style="list-style-type: none"> • Home Improvement Grants
Ministry of the People		<ul style="list-style-type: none"> • Social Development Office/TTCard (Rio Claro)

APPENDIX IV

Facets of the TTDS programme developed to address Global Competitiveness ranking



APPENDIX V

List of Contracts Awarded During Fiscal 2012/2013

Awardee	Contract Details	Contract Duration
PKF Limited	Audit of the E-Government and Knowledge Brokering Programme for the financial years October 1st 2011 to September 30th 2012 and October 1st 2012 to September 30th 2013	3/12/12 – 30/01/2013
PKF Limited	Audit of the Public Sector Reform Initiation Programme for the financial year October 1st 2011 – September 30th 2012	3/12/12 – 30/01/2013
Sulin Fraser	Provision of Financial Management Specialist Consulting Services to the Programme Management Division, Ministry of Public Administration	12/12/2012 – 11/12/2014
Vidhya Chandool	Provision of Legal Consultancy Services, Strategic Human Resource Management Division, Ministry of Public Administration	06/11/2012 – 15/02/2013
IBM - International Passport Advantage Agreement		28/02/2013 – 28/02/2014
Fairview Innovations Limited	Statistics Professional Concurrent user License Plus SW Subscription and Support	23/01/2013 – 31/05/2013
Supplemental Agreement –ILLUMINAT	Provision of Job Analysis and Job Design Consultancy Services IRO the IT Field, Strategic Human Resource Management Division	Follows the Terms and Conditions of the Parent Agreement
		June 03, 2013-August 03, 2013
		17/06/2013 – 17/04/2014
NIPDEC	To provide Support Services IRO the KOFAX Capture Suite of Software	01/05/2013 – 30/04/2014
PSTG	For Outfitting of offices at No. 114 Frederick Street POS	16/10/2012 – 30/09/2013
Willow Works Limited	Provision of Consulting Services To Develop a Short-term Expansion Plan and a Five year Business Plan for the University of the West Indies	06/10/2012 – 30/09/2013
Sandra Marchack	For Media Monitoring Services	01/07/2013-ongoing
Jacqueline Wilson	Provision of HRM and Compensation Services IRO HRM Modernisation of the TT Civil Service	04/06/2013 – 03/12/2013

Awardee	Contract Details	Contract Duration
Deloitte and Touche in association with Caribbean DMS Limited	Provision of Implementation Support Services IRO the Human Resource Modernisation Programme	24/06/2013 – 03/07/2013
Jacqueline Ganteaume-Farrell	Provision of Consulting Services for the Design of an Electronic Document Management System for the Service Commission Dept. for the Ministry of Public Administration	17/04/2013 – 31/03/2014
Engage My Mind Limited	Provision of a Contractor to Conceptualize and Implement a Unit that will initiate Public Service Business Improvement (Diamond Standard)	13/05/2013 – 12/11/2013
Earl Blugh	Facilitator for a one day working session for the formalisation of the Strategic Advisory Group of Experts S.A.G.E	23/05/2013 – 22/11/2013
Gillian Liverpool- Roberts	Provide Compensation Management or Job Design Services for contract employment in the TT Public Service	02/08/2013 – 08/08/2013
Aileen Kelley	To Provide Second-level Human Resource Management (Recruitment) Services to the Human Resource Management Division	16/08/2013 - 16/11/2013
Rennie J. Ambrose	To Provide Second-level Human Resource Management (Recruitment) Services to the Human Resource Management Division	04/09/2013 – 28/02/2014
RS International Limited	For Conducting an Investigation into Allegations of Improper Employee Conduct	22/08/2013 -
Caribbean Industrial Research Institute (CARIRI)	Refurbishment Works - MPA Training Facilities at the GTC Chaguaramas	
PC Systems Limited	Design and Delivery of a Training Programme in Innovation for Officers within the Public Service of Trinidad and Tobago	25/09/2013 – 24/06/2014
G.E.S.P SRL	Upgrade of Hansard Production Systems for Parliament	01/11/2013-

Awardee	Contract Details	Contract Duration
PWC Advisory Services Limited	Assistance with the Design and Implementation of an Asset Management Solution for the Parliament of Trinidad and Tobago, MPA	
GHRM Company Limited	Consulting Services for the Establishment of a Business Continuity Management Capacity in the Public Service, MPA	24/04/2013-24/05/2103
GHRM Company Limited	Provision of Online Advertising to the Ministry of Public Administration	24/04/2013-24/05/2103
GHRM Company Limited	Online Advertising of vacant positions Legal Officer I, Legal Officer II, Head Legal and Legal Research Officer	24/04/2013-24/05/2103
GHRM Company Limited	Online Advertising for a Range of Vacant Positions in MPA for the Programme Management, Services, Strategic Services and IT and Strategic Human Resource Management Divisions	24/07/2013 -04/09/2013
GHRM Company Limited	Advertising of five positions for the MPA	01/10/2013 – 30/09/2014
GHRM Company Limited	Design and Delivery of a Change Management Training Programme	01/10/2013 – 30/09/2014
GHRM Company Limited	Design and Delivery of a Project Management Training Programme	01/10/2013 – 30/09/2014
GHRM Company Limited	Design and Delivery of a Train the Trainer Training Programme	01/10/2013 – 30/09/2014
GHRM Company Limited	Design and Delivery of an Organisational Design Training Programme	18/09/2013 – 19/09/2013
GHRM Company Limited	Customized HR Solutions to MPA	01/10/2013 – 30/04/2014
GHRM Company Limited	Design and Delivery of an Orientation Programme for Newly-Appointed Deputy Permanent Secretaries in the Public Service	01/10/2013 – 30/09/2013

Awardee	Contract Details	Contract Duration
GHR Company Limited	Serving Public Officers to Prepare them for Entry into the Management Support Series in the Public Sector	13/09/2013 – 11/10/2013
GHR Company Limited	Recruitment, Assessment and Selection Engagement for six Positions in the Trinidad and Tobago Diamond Standard Division	05/09/2013 – 03/10/2013
GHR Company Limited	Recruitment Engagement for the Position of Assessor	01/10/2013 – 30/09/2013
GHR Company Limited	Design and Delivery of a Training Programme in Performance Management	01/10/2013 – 30/09/2013
GHR Company Limited	Delivery of a Training Programme in the Process for Determination of Increments in the Public Service	01/10/2013 – 30/09/2013
GHR Company Limited	Design and Delivery of a Programme in the Managing of the Recruitment and Selection Function for Contract Employment	01/10/2013 – 31/10/2014
GHR Company Limited	Design and Implementation of an Coaching and Mentoring Project for PSs and DPSs	01/12/2013 – 30/06/2014
	Provision of the Third Cycle of the Professional Development Programme for Scholars for the Ministry of Public Administration	



GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO
MINISTRY OF PUBLIC ADMINISTRATION

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www.mpa.gov.tt



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