



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



ANNUAL REPORT

2013 - 2014
OCTOBER - SEPTEMBER



OUR JOURNEY TO DIAMOND:
ENHANCING THE CAPABILITY OF THE PUBLIC SERVICE

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ANNUAL
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OUR JOURNEY TO DIAMOND: ENHANCING THE CAPABILITY OF THE PUBLIC SERVICE

This report represents an account of the undertakings of the Ministry of Public Administration (MPA) over the fiscal period October 1st, 2013 to September 30th, 2014.

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.”

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PREFACE

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The Executive Team of the Ministry of Public Administration

From Left: Ms. Prabhawatie Maraj, Deputy Permanent Secretary, The Honourable Carolyn Seepersad-Bachan, Minister of Public Administration and Ms Gillian Macintyre, Permanent Secretary.

MPA AT A GLANCE

MANDATE, VISION, MISSION AND CORE VALUES

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
3. directs the modernisation programme
4. provides organisational design services to improve on structures and staffing
5. facilitates training and development of public officers and administers scholarships on behalf of the Government of Trinidad and Tobago
6. is a principal partner in strengthening public service governance
7. 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 Centered: 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.

Ag	Acting	ITEC	Indian Technical and Economic Cooperation Programme
AP	Associate Professional	LMS	Learning Management System
BIR	Board of Inland Revenue	LSD	Legal Services Division
CCD	Corporate Communications Division	MFE	Ministry of Finance and the Economy
CMIS	Cadastral Management Information Systems	MHLMA	Ministry of Housing Land and Marine Affairs
CPO	Chief Personnel Officer	MNS	Ministry of National Security
CSD	Corporate Services Division	MNSIB	Ministry of National Security Interconnectivity Backbone
CSO	Central Statistical Office	MoH	Ministry of Health
eGIS	Enterprise Geographic Information Systems	MOHUD	Ministry of Housing and Urban Development
EGKBP	E-Government and Knowledge Brokering Programme	MoLA	Ministry of Legal Affairs
EWMSC	Eric Williams Medical Sciences Complex	MPA	Ministry of Public Administration
Exec Sec	Executive Secretariat	MPSD	Ministry of Planning and Sustainable Development
F & A	Finance and Accounts Division	MPSD	Ministry of the People and Social Development
FMS	Faculty of Medical Sciences	NALIS	National Library and Information System Authority
FY	Fiscal Year	NAMDEVCO	National Agricultural Marketing Development Company
G2D	Gold to Diamond	NCRHA	North Central Regional Health Authority
GHRIS	Government Human Resource Services Company Limited	NIBTT	National Insurance Board of Trinidad and Tobago
GoRTT	Government of the Republic of Trinidad and Tobago	NIHERST	National Institute of Higher Education, Research, Science and Technology
HRM	Human Resource Management	NSI	National Statistical Institute
IAP	Independent Advisory Panel	NWRHA	North West Regional Health Authority
ICT	Information and Communication Technologies	OLP	Opinion Leaders Panel
IDB	Inter-American Development Bank	OSH	Occupational Safety and Health
IhRIS	Integrated Human Resource Information System	PD	Personnel Department
IRD	Inland Revenue Division	PDP	Professional Development Programme
IT	Information Technology		

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



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The Honourable Carolyn Seepersad-Bachan,
Minister of Public Administration

FOREWORD

BY THE HONOURABLE CAROLYN SEEPERSAD-BACHAN

In Fiscal 2013-2014, we increased the momentum and broadened the scope of works involved in our ambitious Public Service modernisation programme, known as the Gold to Diamond (G2D) journey. To achieve our goals, we created alliances, sought consensus, as well as developed options and alternatives, scenarios and strategies. Most of all, we continuously reviewed, monitored and evaluated our trajectory in order to ascertain what we need to know, and do, to get there.

In keeping with our continued thrust towards engendering a horizontal, cross functional approach and teamwork-based culture in the Public Service, we interlocked our divisions and focussed them on the G2D. Hence like the last fiscal, this year's ANNUAL REPORT is structured in accordance with the projects undertaken and not by divisional activities. Contained in the report are elements of the many sub-projects created under the G2D to achieve the overall objective of improving and enhancing the Public Service's ability to deliver on its mandate to all those who use Government services.

For the period under review, we report on and document many firsts. For example, Trinidad and Tobago became the first country in the CARICOM region to sign onto the 66-member Open Government Partnership (OGP), an initiative launched in 2011 to provide an international platform for domestic reformers committed to making their governments more open, accountable, and responsive to citizens. This commitment to open and transparent government underpins many of the targeted reforms of the G2D Journey. Indeed, as part of the continuous improvement paradigm being embraced, the approved two year action plan requires Government services working towards the Diamond Standard to comply with the requirements of Open Government and Open Data principles. This is critical to the culture shift that is necessary for G2D to succeed – to one where there is full engagement with citizens, who in turn inform and assist with improving the quality of the branded services they access from Government – as clients, explorers, ideators, and the like.

Work continued on G2D's flagship project, the Trinidad and Tobago Diamond Standard (TTDS) which was officially launched on June 24, 2013 and has excited interest from many Government agencies as well as the private sector. The Diamond Division was created as the core mechanism for the continuity and sustainability of the TTDS. This Division was particularly instrumental with assisting TTDS applicants through the certification process, especially in the areas of research, training, change management, drafting Service Charters and re-designing their work-flows to ensure improvements in customer care and client consideration – all critical to the transition from a rigid Ministry focus to a flexible and adaptable Branded Service focus. Indeed, within the first year of its creation, the TTDS Programme was accepted by the majority of Ministries and Agencies.

I am pleased to report that we also began to see a growing enthusiasm from among public servants themselves for these transformation initiatives, as they began to take ownership of the many sub-projects under G2D, and become “Change Agents”, as they played their role in re-engineering the Public Service. I believe they have begun their evolution into “The New Public Officer” who is:

“Empowered, multi-skilled, citizen-friendly, technology-savvy, results-driven, creative, innovative and accountable. He/she has a desire to lead and will demonstrate personal integrity, particularly when facing difficult ethical dilemmas...”

In furtherance of the “New Public Officer”, we introduced training programmes and e-learning strategies targeting the development of these competencies. As one of the institutional strengthening projects of Central HRM Agencies, work began on the modernisation of the Public Service Academy (PSA) to provide the capacity for accelerating the pace of learning and development required to achieve, in the specified time frame, a dynamic, flexible and citizen-centric, 21st Century Public Service.

We expect institutional strengthening projects for the reform and modernisation of other agencies, such as, the Service Commissions and Personnel Departments to begin in the next fiscal year. Leadership training programmes were oversubscribed as leaders recognised the need to inculcate the new skill sets required to transition from the old, Golden Age paradigm, to the new competency-oriented, technology-driven, cross-functional team-based, Diamond Age paradigm.

Work continued apace in the strengthening of the Middle Management level of the newly defined Diamond-shaped Human Resource Management Architecture, with the development of modern professional jobs reflective of new and emerging fields thus expanding the range of opportunities for tertiary level graduates in the Public Service. Pending classification, and given the urgent need for these modern skill sets to accelerate the pace on the G2D journey, these newly defined job descriptions were deployed in standard contract positions, eliminating protracted delays and inefficient contract administration procedures much to the chagrin of HR practitioners and contract employees.

The groundwork was also completed for the entire new stream of support staff – the Management Support Officer (MSO) series. For the benefit of hardworking officers desirous of participating in this new stream and who got the service to its Golden Age, an e-based competency development programme has been conceptualised and is expected to commence in the next fiscal year.

Even as these levels of transformation continued, we managed successfully, major infrastructural changes in their institutions, to support the work of the new Public Service that is emerging through the G2D. The IDB’s e-Government and Knowledge Brokering Loan Programme was indispensable in this regard. Through this programme we were able to create the e-government platforms required to realise the benefits of the reengineered systems and processes of those agencies on the journey from Gold to Diamond.

I am encouraged by the level of enthusiasm and commitment displayed by those public officers participating thus far. I am even more convinced that the bottom-up strategy deployed is poised for success given that these modernisation initiatives are doable and implementable by public officers who must own, engineer and execute this strategy in their never ending quest for empowerment. History would record them as pioneers on the journey travelled and their contribution to this legacy would not be forgotten.

Once again, it is my distinct pleasure to present another ANNUAL REPORT which showcases the work being carried out to cement Public Service transformation via G2D – our Gold to Diamond Journey to a modern Public Service, either by or before the year 2022.

THE HONOURABLE CAROLYN SEEPERSAD-BACHAN
Minister of Public Administration

SUMMARY

EXECUTIVE



Ms Gillian Macintyre, Permanent Secretary



Ms Prabhawatie Maraj,
Deputy Permanent Secretary (Ag.)



Mr Richard Madray,
Deputy Permanent Secretary (Ag.)

EXECUTIVE SUMMARY

Our theme for this annual report is “Our Journey to Diamond – Enhancing the Capability of the Public Service”. In Fiscal 2014, building from the launches in 2013, we were fully immersed in the Gold to Diamond (G2D) journey and the Trinidad and Tobago Diamond Standard (TTDS) certification programme.

In respect to the TTDS, the Ministry of Public Administration worked diligently with twenty (20) public service agencies to undergo the rigorous certification process that involved immense commitment of people, time and other resources to realise service delivery excellence that benefit our citizens. Within this set, was the MPA’s own Scholarships and Advanced Training Division (SATD). We therefore experienced our own formidable journey that propelled the entire Ministry into a better team.

Having undergone this exercise, we have even greater esteem for the public service and public officers who continue to demonstrate passion and energy to improve the public service and who strived with us in our inaugural year to tweak the TTDS.

In respect to our Human Capital Management portfolio, and the G2D journey, we continued to build the middle and professional level of the new diamond structure through the standardisation of forty-nine (49) job descriptions. We also reviewed processes for travelling, mileage, upkeep allowances, and the determination and calculation of increments to develop simpler and more effective solutions that will benefit public officers. The backlog project continued and three hundred and seven (307) outstanding terms and conditions for contact officers were addressed.

Six hundred and twenty-six (626) scholarships were awarded and we continued work on developing new policies to modernise the administration of scholarships. Ministries and Departments continued to benefit from the Associate Professional programme through the placement of two hundred and twenty-eight (228) returning scholars. Through the

Public Service Academy, eight hundred and eleven (811) public officers received training in disciplines critical to improving how the public service functions. And via our public management consulting services, we provided advice on renewal, extension, suppression, abolishment and creation of over two thousand (2000) positions.

Under the eGovernment and Knowledge Brokering IDB loan programme, we continued to oversee twenty-four (24) projects that facilitate reform and restructuring efforts in several public service agencies. In Fiscal 2014 we also worked on Business Continuity Management in five (5) pilot agencies.

All of the work undertaken was driven by our new Public Service Philosophy “that the provision of courteous and reliable service, while safeguarding the public interest and upholding the public trust, is the Public Service’s paramount concern.”

The foregoing are key highlights of our achievements. It is not possible to reflect all the work of the staff, our valued service providers, partners and clients. However, we wish to acknowledge all of their contributions to our continuous drive of transformation and modernisation of the public service and the sustainable development of Trinidad and Tobago. We hope that they are gratified by these results and motivated to continue to collaborate with us.

As we close this fiscal year, we are seeing glimpses of the diamonds emerging and we feel a sense of pride and accomplishment in the continuing thrust to develop the capability of the public service. These impel us forward to 2015 and the continued G2D journey.

The Leadership Team
Ministry of Public Administration

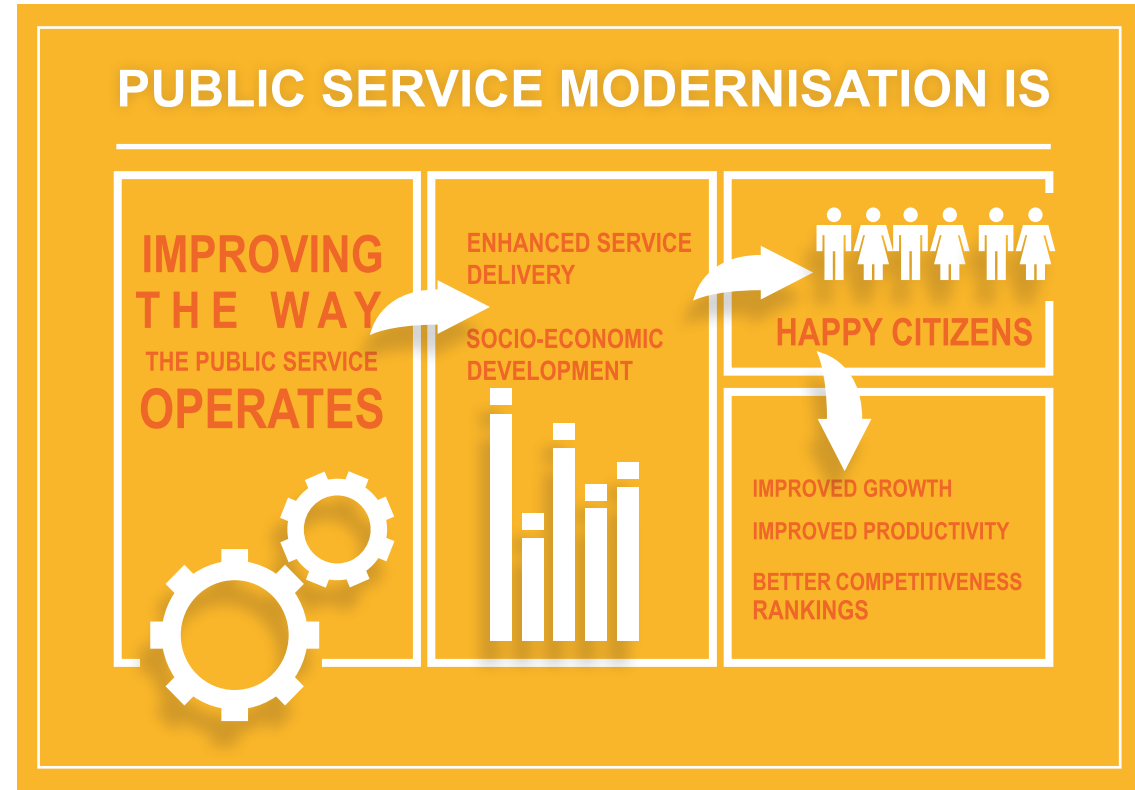
OVERVIEW OF MPA

ABOUT MPA

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

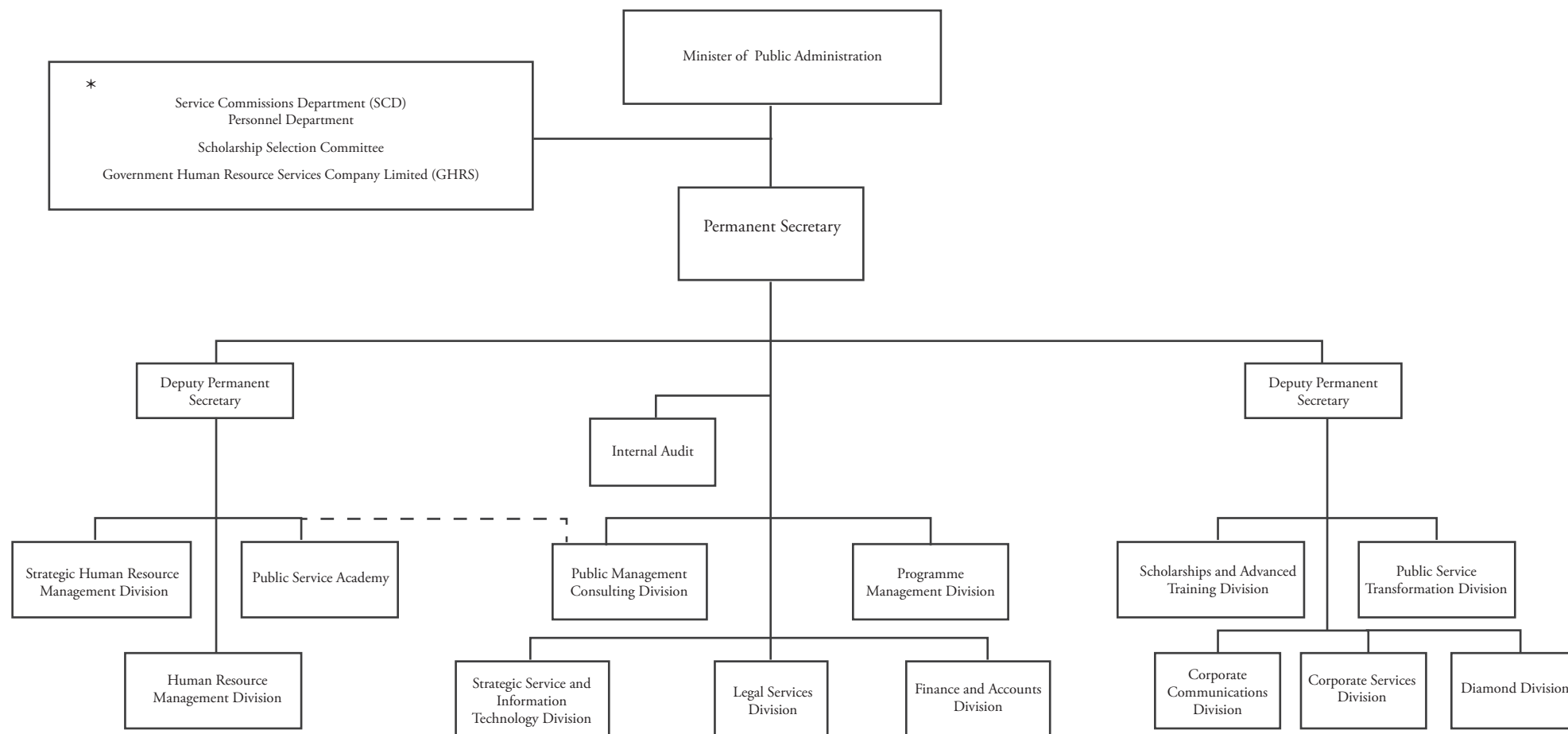
The business of **public service modernisation**, however, has always been the core focus for the Ministry of Public Administration. Public Service Modernisation involves improving the way the public service operates and enhancing the quality of services it provides. This drive for improvement is fuelled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

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



MINISTRY OF PUBLIC ADMINISTRATION ORGANISATIONAL STRUCTURE

As at September, 30, 2014



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

Divisions and services of the MPA

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

MPA Division	Service	Description
Diamond Division (established September 2013)	Coordination of the Trinidad and Tobago Diamond Standard (TTDS) Certification Programme and consultancy services/ advice on service delivery improvement	Service Delivery research and planning Service delivery advisory services Coordinating Training programmes based on the needs of services in each TTDS cohort Assessment of public services Change Management
Programme Management Division	Management of a portfolio of interdependent projects aimed at advancing public sector transformation and e-government services. It is the Executing Agency and focal point for the Inter- American Development Bank (IDB) Loan Programme, Public Sector Reform Initiation Programme (PSRIP) and the e-Government Knowledge Brokering Fund (eGKBF). The Division provides project management and oversight support for these projects. The Division also reviews all of the Ministry's PSIP projects to ensure proper design, implementation and monitoring and evaluation mechanisms are in place.	Management of projects developing Public Sector transformation and e-Government Execution arm for various projects and programmes Review of Ministry's PSIP projects
Public Management Consulting Division	Provision of management consulting services to the Cabinet, Ministries/ Departments and associated agencies. Its primary mandate is the review of submissions from Ministries relating to their organisational structures.	Rationalisation and restructuring of Ministries and Departments Organisational design, review and redesign IhRIS position management Management Consulting support
Public Service Academy	Responsible for training and development within the Public Service. It aims to maximise the human potential for excellence and high performance through the provision of flexible learning opportunities in collaboration with its strategic partners. The Academy is charged with the responsibility of reviewing the training plans of Ministries and Departments. It also administers offers of technical cooperation training from foreign governments and international agencies to the Government of Trinidad and Tobago.	Public service Training policy Review and approval of Ministry and Department Training Plans Conduct of Training Programmes for enterprise-wide and agency specific needs Administration of Technical Cooperation training from foreign governments and international agencies Provides consultancy services on training matters to government Ministries/Departments/Agencies

MPA Division	Service	Description
Public Service Transformation Division	Facilitation of change and transformation within the Public Service of Trinidad and Tobago by engaging in activities that guide and support the development of innovative solutions for the delivery of consistently high quality public goods and services	Policy Management (includes proposed Knowledge Centre) Business Process Management Change Management Service Alignment Monitoring and Evaluation (includes Opinion Leaders Panel and Public service Employees Surveys and Innovation Awards) Transformation Support
Scholarships and Advanced Training Division	Management of the award of scholarships on a competitive basis to citizens who wish to pursue studies in key areas targeted for national development. These scholarships are offered by the Government of Trinidad and Tobago or in partnership with foreign governments and international organisations.	Management of the scholarship application, selection processes and secretariat to Cabinet appointed Selections Committee Provision of support services to scholars during their period of study Management of the Job Placement of returning scholars to meet contractual obligations and to maximise the return on investment National skills-gap needs assessment and planning Policy review and development
Strategic Human Resource Management Division	Coordination of a programme for the enhancement of the Public Service Human Resource Management (HRM) function. These responsibilities will be achieved through collaboration with the central HRM agencies and the line HRM Divisions in the Public Service. The Division's mandate is the renewal and modernisation of the HRM Architecture (structures, systems, processes and people) in the Public Service.	HR Policy Research and Planning HR Policy Design and Development HR Policy Monitoring and Evaluation HR Advisory Services HR Audits Implementation of HR best practices Management and Leadership Development

Table 1 - Core Divisions and services of the Ministry of Public Administration

The Support Divisions of the MPA are:

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

THE LEADERSHIP TEAM

Ms. Gillian Macintyre

Permanent Secretary

Richard Madray Deputy Permanent Secretary (Ag.)
up to May 9, 2014

Prabhawatie Maraj Deputy Permanent Secretary (Ag.)

Dhanmattee Ramdath Director (Ag.),
Corporate Services Division

Ann Marie Jordan-Downes Director (Ag.),
Human Resource Management Division

Jacqueline Johnson Director (Ag.),
Scholarships and Advanced Training Division
– up to May 1, 2014

Marcia London-McKellar Director (Ag.)
Public Service Academy (PSA)
– up to May 1, 2014 and assumed Director SATD
– wef May 1, 2014

Kurt Meyer Director (Ag.),
Public Management Consulting Division

Gary Turpin* ICT Director,
Strategic Services and Information Technology Division

Angela Lum-Joseph Director,
Finance and Accounts Division
– assumed Director Strategic Services and Information
Technology Division wef July 21, 2014

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

Indira Frank Auditor II (Ag.), Internal Audit

Rae Ann Harper- Walters Director,
Corporate Communications Division

Candice Hicks* Senior Legal Officer,
Legal Services Division

Muriel Lezama Programme Manager,
Programme Management Division

Collen Gallizzi Director,
Diamond Division

Carol Mapp* Senior Project Management Coordinator,
Strategic Human Resource Management Division

**Most Senior Officer*



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

Kurt Meyer (Public Management Consulting Division), **Colleen Gallazzi** (Diamond Division), **Indira Frank** (Auditor II), **Carol Mapp** (Strategic Human Resource Management Division), **Candice Hicks**, (Legal Services Division), **Prabhawatie Maraj** (Deputy Permanent Secretary), **Pernel Roberts**, (Programme Management Division), **Rae Ann Harper-Walters** (Corporate Communications Division), **Dhanmattee Ramdath**, (Corporate Services Division), **Gary Turpin** (Strategic Services and Information Technology Division), **Marcia London-McKellar** (Scholarships and Advanced Training Division),

*Missing from this photo- **Rupert Antione** (Corporate Services Division), **Angela Lum-Joseph** (Strategic Services and Information Technology Division), **Abigail Bynoe** (Strategic Service Division), **Claudelle McKellar** (Public Service Transformation Division), **Annalisa Sankar** (Legal Services Division)*

THE DIAMOND MODEL FOR PUBLIC SERVICE MODERNISATION AND RENEWAL

MPA's vision is that by the year 2022, the public service will comprise strong, flexible, responsive, appropriately structured and staffed institutions, delivering efficiently and effectively the 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 (2012-2022) that focuses on improving and enhancing the capability, connectedness and culture of the public service, thus ensuring a more dynamic and customer-focused entity.

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

The quest for service delivery 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.



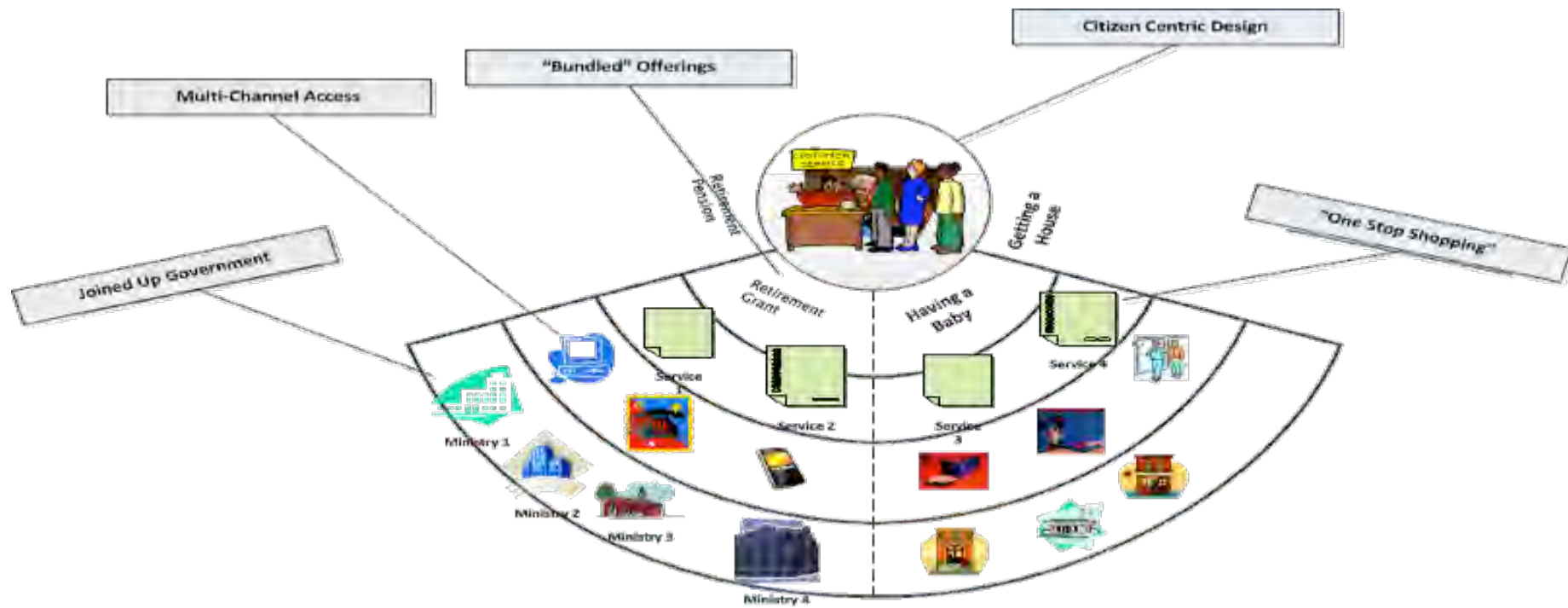


Figure 1 – The No Wrong Door Approach

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

The Diamond's Three "C"s



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

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

As the Diamond's core is strengthened, the transformation will reflect outwardly 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.

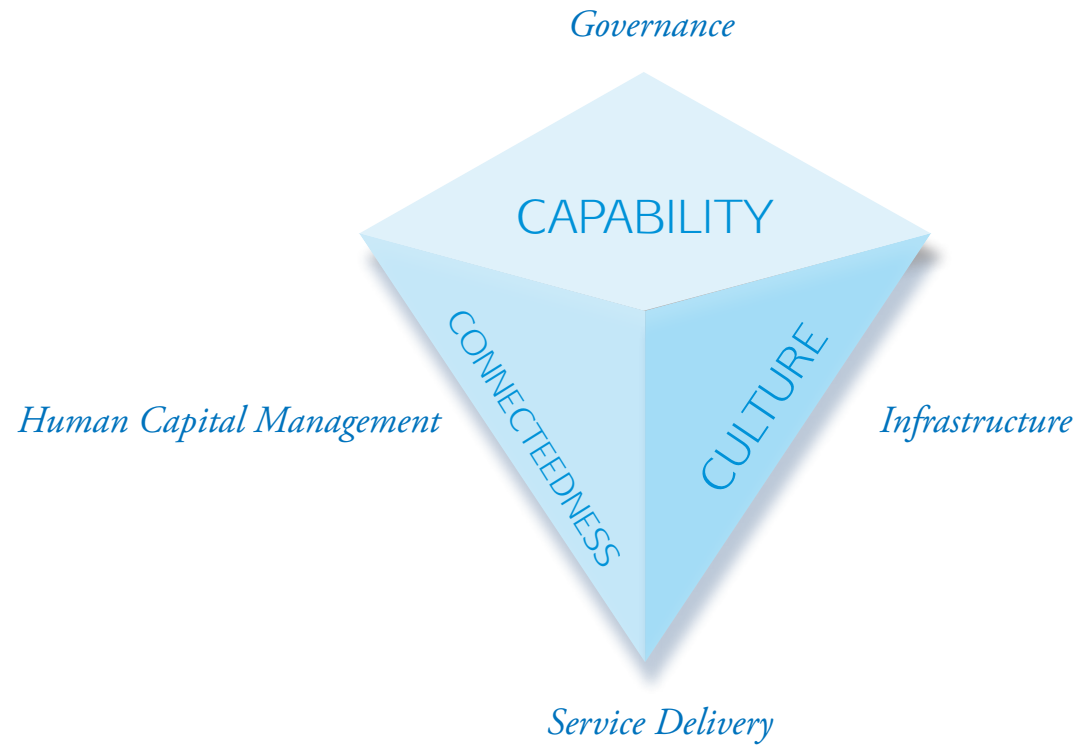


Figure 2 – The Diamond Model for Public Service Transformation

G2D programmes 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 outlines the progress made by the MPA, as we facilitate and encourage advancement in the public service, over the period October 1st, 2013 to September 30th, 2014.

PART ONE

SECTION ONE

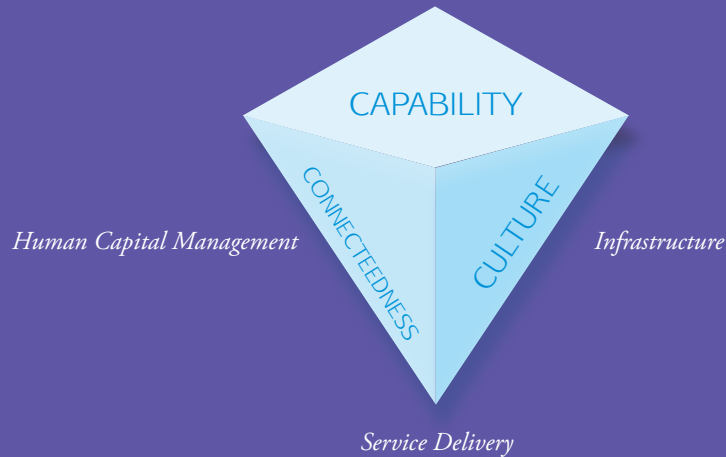
GOVERNANCE

OUR JOURNEY TO DIAMOND:
ENHANCING THE CAPABILITY OF THE PUBLIC SERVICE



GOVERNANCE

GOVERNANCE



SECTION I: GOVERNANCE

The primary focus of the MPA's interventions in respect of Governance:

- Reduce segmented decision-making
- Improve policy coherence throughout the public service
- Develop clear linkages between policy and national priorities; and
- Increase the evaluation of the impact of policies and programmes.

The MPA's interventions to strengthen Governance during the fiscal included:

1. Public Service Philosophy
2. Open Government
3. Centre of Government

1.1 The new Public Service Philosophy

The Public Service Philosophy is intended to define a way of thinking to propel the right attitudes within the Public Service to foster productivity to ensure that the institution delivers on government's goods and services to the citizenry. It sets key organisational and individual requirements for a modern and effective Public Service by adhering to the core institutional values of the Public Service. The PSP is intended to engender principle-based, purpose-driven behaviour to achieve results, greater accountability and transparency in decision making through a change in attitude to achieve efficiency and effectiveness in the delivery of public services.

The PSP was reviewed at the 12th Meeting of the SHRM Council in June 2013 and subsequently by the Board of Permanent Secretaries in November 2014.

Excerpts of the Public Service Philosophy are as follows:

Vision for the Public Service

“The public service of Trinidad and Tobago is a performance-driven, innovative, connected and citizen-centric institution that models good governance and serves as a catalyst for sustainable national development.”



Our Philosophy

The Public Service is driven by the philosophy that the provision of courteous and reliable service, while safeguarding the public interest and upholding the public trust, is of paramount concern. The Public Service is committed to ensuring that it is 'fit for its purpose', i.e. , it is structured, staffed and resourced to constantly deliver quality service to the citizens of Trinidad and Tobago and its other client groups.

The philosophy also embraces the view that organizational and individual adherence to the Public Service's core institutional values as well as to principle-based, purpose-driven behaviour and an orientation to achieving results are among the key requirements for a modern and effective Public Service in Trinidad and Tobago.

The path towards sustainable national development requires effective performance and meaningful contribution from all sectors of the national economy. The Public Service, as a major sector and national institution will continuously modernise itself while facilitating the growth of other sectors. Further, the effectiveness of the Public Service is built on:

- i) a strong policy environment;
- ii) institutions with the right people in the right jobs;
- iii) the appropriate infrastructure; and
- iv) a high level service platform.

Accordingly, the Public Service's approach to the delivery of service is citizen-centric in that it:

- recognises and emphasises that its raison d'être is the delivery of service to all members of its clientele in a professional and courteous manner;
- emphasises that the customer is the primary focus of the work done by each employee within the Public Service;
- considers citizens' needs and entitlement to prompt and courteous service at every stage of the service design and delivery process;
- utilises a variety of channels and delivery methods to make public services and information systems about public services convenient and easily accessible;
- promotes the establishment of "One Stop Shops" that allow for the bundling and integration of services to the customer; and
- promotes the development of all public officers so that they are fully equipped to interact with their customers in a professional and courteous manner.



The full Public Service Philosophy document will be published on the MPA's website in fiscal 2015.



1.2 Open Government

Trinidad and Tobago is the first CARICOM State and one of sixty-six (66) countries to join the Open Government Partnership to date.

Open Government is a demand of citizens and an aspiration that has been an important drive for the Government of the Republic of Trinidad and Tobago in recent years. This initiative seeks to strengthen public sector governance by:

1. Improving openness, transparency and accountability in government; and
2. Promoting greater citizen participation and collaboration in public affairs.

In an increasingly interconnected world and in light of higher public expectations, governments across the globe have to be able to demonstrate the effectiveness and efficiency to deliver better policies and services that have a positive impact on the lives of the people. In this context, there is the need to take advantage of the new technologies and greater social capacities available in order to increase collective performance towards the country's development goals.

Following the Minister of Public Administration's participation in a high level launch of the Open Government Partnership (OGP) Initiative in Washington, D.C. on April 29 – 30, 2014 and given the urgency for this country to produce its first Open Government National Action Plan to secure its membership of the OGP, the Inter-American Development Bank (IDB) offered to assist Trinidad and Tobago by providing technical support to design and develop the Action Plan.

In July 2014, the Ministry of Public Administration in collaboration with the Ministry of Foreign Affairs co-ordinated consultations in six (6) thematic areas – public service improvement; access to information; governance, natural resource governance; public procurement and results based budgeting. These consultations brought together stakeholders from the Public, Private and Civil Society Sectors to brainstorm and develop a two (2) year Action Plan.

At the end of the consultations and following meetings with the Executive team, it was decided that in the first instance, the Action Plan would focus on four (4) thematic areas. They are:

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

The foremost area of commitment in this country's first Action Plan is on public sector improvement. The decision to place emphasis on public sector improvement was based on learnings of other OGP countries. According to the IDB in a publication which documented learnings from the Latin American and Caribbean region (LAC), "the concept of open government can and must be employed to spur public sector modernization in the LAC region. Open government must be understood as a process that goes beyond merely "digitalizing bureaucracy", reducing the number of transactions and decentralizing public services; it is a platform for rethinking the role of the state from a pro-citizen perspective that can open up opportunities for participation and collaboration between the public sector, civil society and the private sector". Given the empirical evidence, the Ministry of Public Administration commits to adopting the 'user panel' methodology of the Trinidad and Tobago Diamond Standard Certification Programme in all of its projects. Initiatives outlined in the Action Plan of which MPA is lead included certification of forty per cent (40%) of Government services in the two (2) year time frame as well as the development of a Citizens' Service Index. These initiatives must include the participation of citizens in the decision making process.

Commitments with respect to access to information were drafted at a full day consultation on July 2, 2014 in the Old Fire Station, Ministry of Public Administration. Participants included representatives from iGovTT, Ministry of Science and Technology, E-BITT Committee of the Trinidad and Tobago Chamber of Commerce, UWI, entrepreneurs and private sector firms. Four (4) commitments were made in this area. The commitments were geared towards making Government data more accessible to the public thereby providing a catalyst for innovation in the delivery of public services. Data published must be in an open data format. Open data refers to data that –

- *is accessible to everyone*
- *is available in formats that can be easily retrieved and processed by computers;*
- *is of no costs to citizens*
- *unlimited rights to reuse and redistribute data¹.*

In this regard, the Ministry of Public Administration has also committed to release a number of its datasets over the stipulated period and have mandated that all services that have attained the Trinidad and Tobago Diamond Standard (TTDS) must commit to the release of their data sets. Trinidad and Tobago's first Open Government National Action Plan was approved by the Open Government Partnership in Washington, D.C. The plan is available via <http://www.opengovpartnership.org/country/trinidad-and-tobago>.

¹ McKinsey Global Institute analysis, 2014.

OG compliant Public Service



Figure 3 - Trinidad and Tobago's approach to an Open Government compliant Public Service



The initiative will ultimately lead to the delivery of high quality public services that:

- are aligned to national needs;
- involve the application of new technology to governmental processes;
- promote greater accessibility to government;
- eliminates the current compartmentalization of the Public Sector in terms of the accessibility and utilization of government services;
- establishes the necessary partnerships with all other sectors of the economy;
- creates seamless high quality standards nationally.

While the mechanism for strengthening the Centre of Government was developed prior to 2013/14, work has been ongoing in developing a road map for the roll out of the initiatives.

1.3 Centre of Government

The Centre of Government (CoG) is a 'whole of government' concept that speaks to those core organisations responsible for policy formulation, implementation, management, and monitoring and evaluation. The CoG Mechanism is intended to ensure that there is public policy alignment across the Public Service. The Centre of Government (CoG) is defined as the level 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 overarching intent of the initiative is to ensure that the entire system of governance is robust to inculcate sound governmental decision making in Trinidad and Tobago to improve the quality of life for the public. Therefore the entire CoG mechanism will be to encourage horizontal strategizing, policy and procedural co-ordination and substantive integration and cohesion of Government decisions. It offers a stable institutional basis for:

1. continuous policy dialogue;
2. definition and re-definition of strategic decisions.



During the Fiscal 2012/2013 the Ministry of Public Administration participated in three (3) Study Tours to Jamaica and Canada to observe and to exchange ideas on initiatives in such areas as governance (the Centre of Government), strategic human resource management and integrated service delivery and shared services. The study tours provided the delegation with a more in-depth appreciation for understanding the roles and responsibilities of agencies within the governance system through:

- actual information of the systems and processes;
- the sharing of experiences in public service transformation – successes and lessons learnt from initiatives;
- understanding the roles and responsibilities of agencies within the governance system; and
- building a unified relationship with other territories.

Given the critical nature of the area and the importance of governance to effective decision making, and also as observed from the Study Tours, in Fiscal 2013/2014 the Board of Permanent Secretaries agreed that a collaborative approach should be taken to treat with the area of governance. As a result, a Working Group of Permanent Secretaries and Technical Committee was established to work on identified priority areas.

The Government of the Republic of Trinidad and Tobago
Ministry of Public Administration
El gobierno de la República de Trinidad y Tobago
El ministerio de la administración pública

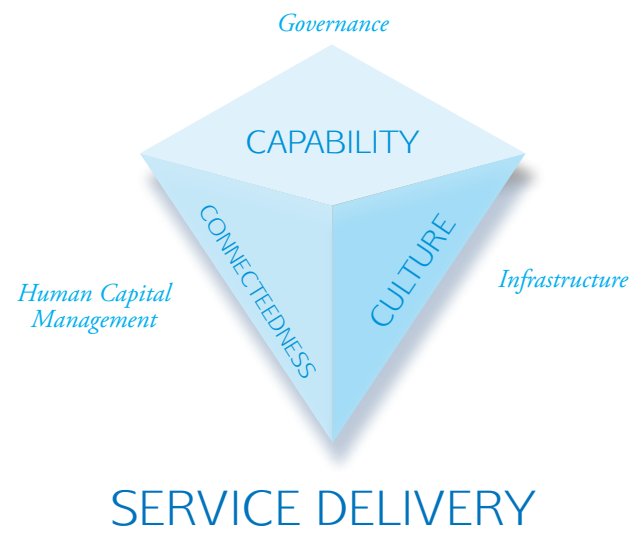
SECTION TWO

SERVICE DELIVERY



OUR JOURNEY TO DIAMOND:
ENHANCING THE CAPABILITY OF THE PUBLIC SERVICE





PART I: SECTION TWO - SERVICE DELIVERY

2.1 The Trinidad and Tobago Diamond Standard

The MPA officially launched the Trinidad and Tobago Diamond Standard (TTDS) Certification Programme on June 24, 2013. This programme was developed to address the impediments needed to move T&T towards “innovative country” status within the Global Competitiveness ranking, it seeks to provide national certification of services delivered by public service institutions that exemplify service excellence.

The Trinidad and Tobago Diamond Standard is a National Citizen Service Certification Programme open to all Ministries, Departments and Agencies within the Trinidad and Tobago Public Service. The programme seeks to encourage, recognise and reward improvements made by ministries, departments and agencies in the quality of their service delivery.

The programme, modelled in part after the UK Charter Mark and based on independent assessment of services, was officially launched in June 2013 by the Ministry of Public Administration (MPA) with the following core objectives:

1. significantly improving the quality and delivery of public services by Government Agencies;
2. making Government Agencies more responsive to the needs and concerns of citizens and other client groups; and
3. improving the ease of doing business with Government Agencies. Services participating in the programme are assessed against eight (8) criteria:-

The eight (8) criteria and sub-criteria 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 *Appendix I* for table with criteria and sub-criteria.



1. Customer Involvement and Understanding
2. Communications
3. Promoting a Customer Service Culture
4. Responsiveness and Service Standards



5. Service Environment
6. Innovation and Creativity
7. Technology
8. Partnerships

Figure 4 – TTDS Certification Criteria

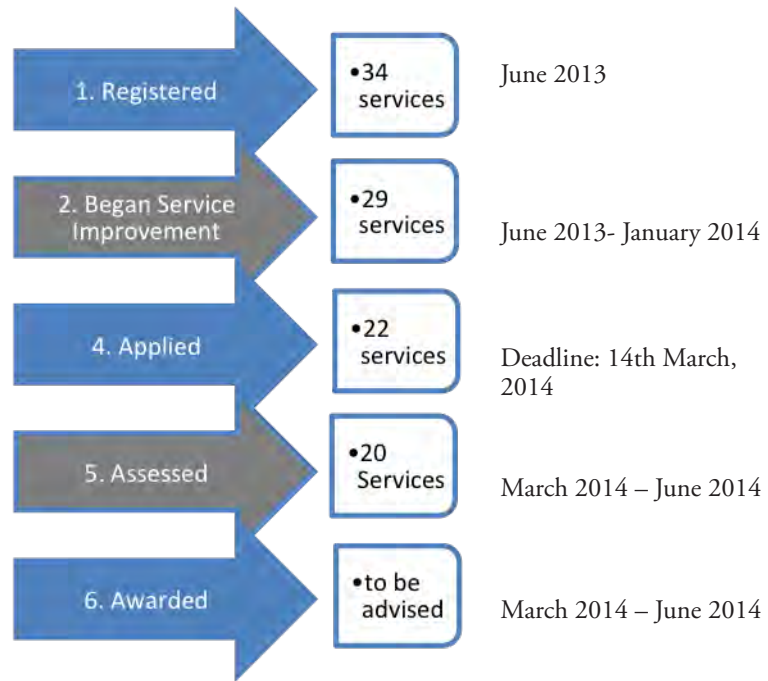


Figure 5 - Summary of TTDS activities in Fiscal 2014



Facilitators at the Service, Training, Attitude, Respect (S.T.A.R) customer service workshops.

Since its launch in June 2013, the (TTDS) Programme registered thirty-four (34) services as participants. Twenty (20) of these services went on to apply for Diamond Standard Certification. See *Appendix II* for a list of the participating services/agencies in the inaugural TTDS.

The Diamond Standard certification is valid for three (3) years following which agencies will be required to re-apply for certification of their service. Should an agency fail to maintain the required standards of service delivery, certification can be withdrawn at any time.

It is intended that all public services will undergo TTDS assessment and certification as the Government, through the MPA, creates a roadmap for the delivery of Diamond Standard Service to its present and future clients.

With support from MPA, agencies undertook planning and initiation, baseline self-assessment, customer research, process mapping and analysis. MPA staff from Diamond Division, PSTD, SHRM, SSITD and PMCD provided relevant expertise in change management, resolving HR issues, technical ICT advice, mapping out the customer's journey and conducting focus groups with customers and staff as part of the Service Improvement process.

One of the eight (8) TTDS assessment criteria focuses on Service Environment. In this regard, agencies engaged in making improvements to physical office spaces to ensure basic OSH compliance, and generally comfortable customer environment, as well as virtual presences. As part of the TTDS Service Improvement phase, agencies installed queuing systems, water coolers, adequate and new more comfortable seating, improved signage and information pamphlets, updated web presences to ensure user-friendliness. Improvements are also geared towards persons with special needs.

Further details of the TTDS FY2014 activities are as follows:

- **Assessments** – Assessments of the twenty (20) services that applied for the Diamond Standard Certification commenced in mid-March 2014. All documented evidence submitted by applicants was reviewed and follow-up site visits were conducted by trained Assessors to verify and further assess the services. A series of moderation sessions were conducted throughout the assessment process to further ensure consistency and fairness in the scoring of the services. Upon completion of the moderation exercises, all agency assessment reports were submitted to an Independent Advisory Panel. The Assessors and staff in the Diamond Division are due to deliver results and conduct feedback sessions with all assessed services in the first quarter of fiscal 2015.
- **Capacity Building** - A critical aspect of the overall service delivery initiative is the development of public officers to consistently meet and exceed the service standards developed as part of the Trinidad and Tobago Diamond Standard Programme (TTDS). To institutionalise a culture of continuous and consistent service delivery improvement in the Public Service, a number of training workshops were held for public sector agencies participating in the certification programme:-
 - **Recall Sessions/Workshops** – These workshops provided opportunities for the thirty-four (34) participating services to share information and learnings and to begin building a TTDS community of practice. At these sessions, teams received training in customer journey mapping, engaging users, handling complaints and service improvement planning. Attendees were encouraged to share their experiences and any challenges they encountered. Ato Boldon was engaged as a motivational speaker for the November 2013 session. The Ministry is planning to create a structured Community of Practice for the second cycle of the TTDS programme.

Independent Advisory Panel Members:

Mr. Gary Voss (Chairman)
 Mr. Garth Chatoor (Deputy Chairman)
 Dr. Kamla Mungal
 Mr. Zameer Mohammed
 Mr. Charles Martin de Gannes
 Mrs. Nirmala Maharaj
 Dr. Carla Noel

10 Assessors inclusive of 3 past Permanent Secretaries were trained in the following areas:

- Working knowledge of techniques of service improvement
- Conducting assessments
- Questioning content and techniques
- Writing reports and recommendations
- Giving feedback

- **Innovation Training** - The Ministry of Public Administration partnered with the Caribbean Industrial Research Institute (CARIRI) during the first quarter of fiscal year 2014 to deliver this four (4) week training programme to all services participating in the TTDS. The objective of the workshops was to allow a group of diverse participants to generate innovative ideas, evaluate these ideas and prepare implementation plans. The programme employed *Medici Effect* principles to bring together different disciplines, fields and culture in developing and exploring new ideas. The methodology demystifies the concept of innovation and unleashes creative potential of employees to bring about sustainable efficiency, faster delivery, cost savings and an overall increase of dynamism in the Public Service. Three (3) weeks of training took place in Trinidad and one (1) week of training was offered in Tobago, with a total of ninety-three (93) participants over the course of the training. The desired outcome of this training was to ensure that public service staff is better-equipped to develop and implement public policy as well as innovate service delivery, to enable better decision-making and renewal of service delivery in accordance with criterion six (6) Innovation and Creativity.
- **Customer Service Training** - The TTDS programme is largely structured around enhanced service delivery, and customer service therefore plays a crucial role. In keeping with the sub-criteria of Promoting a Culture of Customer Service, customer service training is incorporated. In this regard, MPA's Diamond Division partnered with the Tourism Development Company (TDC) Ltd in June 2014 to deliver TDC's 'Service, Training, Attitude, Respect' (S.T.A.R) customer service workshops. Between June and September, 2014, eighty-three (83) public officers participated from the North-West Regional Health Authority, the Board of Inland Revenue, the Ministry of Public Administration and the Division of Health and Social Services in the Tobago House of Assembly. Approximately 500 public officers will be exposed to this programme by 2016.

During the pilot, TDC delivered its Promises™ workshop which targeted front line staff. Three (3) two-day sessions on June 11th - 12th, June 16th - 17th and June 26th - 27th 2014 were held with a total number of sixty-five (65) persons trained. These activities coincided with the United Nations' Public Service Week 2014, the focus of which was on enhancing capability. Additionally, supervisors participated in the Foundations™ workshop. At this workshop, eleven (11) supervisors were trained over a three (3)-day session, which took place from September 15th - 17th, 2014. Both front-line and supervisory training programmes are to continue to be rolled out to agencies participating in the Diamond Standard Programme and it is proposed that an additional five hundred (500) public officers be exposed to the training between October 2014 and May 2015.

- **Instructional Training Seminar™** - The training roll out described above was facilitated by participants who had successfully completed the Training Seminar in the Promises™ workshops. The Seminar, conducted over a five (5) day period between September 29th – October 3rd 2014, awarded certification to six (6) participants who facilitated the Promises Customer Service Training. These six (6) participants were required to facilitate the Promises training over a two (2) day period with actual trainees. They were obligated to set up the work shop, source trainees, acquire training materials, catering and source a venue.

The **Promises™** workshop targets personnel who have direct and consistent contact with their customers, i.e. frontline personnel. It is a behavioural based workshop.

The **Instructional Training Seminar™** is to train participants to deliver Promises™ Workshop to the required Standard. Upon successful completion participants will be certified to facilitate Promises™ Customer Service Training. This is a competency based workshop.

The **Foundations™** workshop is designed for managers and supervisors responsible for training, coaching and mentoring of new staff or retraining existing staff. This workshop will demonstrate how supervisors can deliver bite size training at pre-shift or debriefing meetings, which will assist in making their jobs easier and improving overall efficiency.

Practices™ further develops concepts introduced in the Foundations and Supervisory Skills workshops, and puts them into literal practice in the work environment. The aim is that through practice, Managers and supervisors are coached and mentored to conduct effective training sessions while monitoring employee performance on the job, resulting in a general, consistent and permanent positive change in service by hospitality professionals.

- **Back to the Floor visits:** Ministers, Permanent Secretaries, Chief Executives and other and senior officials were given a valuable opportunity under TTDS to see the pilot services at first hand, to work alongside staff on the front line, listen to their ideas and experiences and meet customers directly by participating in *Back to the Floor* visits. Some of the work undertaken by senior officials include: serving behind a counter dealing with the public, answering queries on a telephone line or working alongside a Customer Service Representative. Table 1 shows some of the *Back to the Floor* visits conducted:

Agency	Senior Officer	Position
Judiciary of Trinidad and Tobago (Family Court)	Justice Ivor Archie	Chief Justice
Ministry of Public Administration	Mrs. Carolyn Seepersad-Bachan	Minister
	Ms. Gillian Macintyre	Permanent Secretary
Trinidad and Tobago Electricity Commission	Mr. Kelvin Ramsook	General Manager
Ministry of Housing & Urban Development	Mrs. Sarah Briggs	Permanent Secretary
Ministry of Trade, Industry & Investment	Ms. Joycelyn Hunte	Permanent Secretary
National Archives	Ms. Avril Belfon	Government Archivist

Table 1 - Back to the Floor visits undertaken during late 2013 and early 2014

A subset of these leaders shared their Back to the Floor experiences with other leaders and service improvement teams at a Recall Session at Hilton Trinidad and Conference Centre in December 2013.

2.2 SATD's Journey to Diamond

The MPA's Scholarship and Advanced Training Division (SATD) was one of the thirty-four (34) services that registered for the TTDS. The SATD completed a significant amount of work in their preparation for the Diamond Standard Assessment. While a lot of the work was done by the management and staff in the SATD, this attempt was a MPA-team effort that involved the Permanent Secretary, the Deputy Permanent Secretary, and staff from the Corporate Communications Division, Strategic Services and IT Division, Corporate Services Division including Facilities, Finance and Accounts Division and the Programme Management Division. Table 2 below provides the achievements of the SATD, MPA relevant to the TTDS sub-criteria and illustrates the significant efforts involved in pursuing Diamond Certification:-

TTDS Sub-Criteria	SATD, MPA achievements per TTDS Assessment
1. Service Environment	
1.1 Facilities, ambience, amenities, provided are comfortable for customers	1.1 Staff is posted at the information/reception desk and responds in a friendly manner. There is a system in place to manage queues. The waiting area has enough seating except for the peak period of September to February.
1.2 Office facilities and H&S compliance	1.2 The areas used by customers are clean and efforts have been made to create a private space for customers.
1.3 Adapted for differently-abled citizens, as well as privacy where needed	1.3 Elevators and ramp are available and washroom facilities cater for the differently abled customer

2. Customer Involvement and Understanding

- | | |
|--|---|
| <p>2.1 Customer Profiling – has insight into ‘who’ the Service is targeting</p> | <p>2.1 Research conducted on the Scholarships and Advanced Training Management Information System (SATIS) via survey; Focus group and user panel sessions held; conducted baseline studies to determine current standards of performance, review of allowances, academic programmes and institutions; changed programmes/institutions to support policy decisions iro GPA requirements, amended deferral and obligatory services; hosted an Advanced Level scholarship seminar 2013 an Outgoing National Scholar Seminar.</p> |
| <p>2.2 Actively engages customers regarding outcome of services</p> | <p>2.2 Sought regular feedback from customers via surveys, seminars, outreach programmes, user panel reviews and a suggestion box. The customer complaint procedure consisted of a Customer Recovery Plan – which is a step by step guide for use by staff when scholars have demonstrated dissatisfaction with service received.</p> |
| <p>2.3 Senior officers are visible to customers and interact with them</p> | <p>2.3 Supervisors generally assist with difficult customers and complex matters.</p> |

3. Communication

- | | |
|---|---|
| <p>3.1 A range of media for communicating information, including for the differently enabled and out-reach</p> | <p>3.1 Brochures and other information material were prominently displayed in the lobby area, on the Support Officers’ desks and on the website, as well as, distributed at outreach activities and NALIS libraries and stakeholder locations. Service information is available in a format that can be used by the visually impaired – JAWS programme audio feature.</p> |
| <p>3.2 User-friendliness of forms and procedures</p> | <p>3.2 Forms and procedures presented and outlined were clear and easy to use. A guideline for completing the form is also made available to the customer.</p> |
| <p>3.3 Updating customers on changes in service delivery, including those due to customer feedback</p> | <p>3.3 SATD provides regular updates on policies and procedures to staff and scholars, via media releases, online newspaper articles, through SATIS, website, their Facebook page, emails, and meetings.</p> |
| <p>3.4 Publication of Service successes</p> | |

TTDS Sub-Criteria	SATD, MPA achievements per TTDS Assessment
4. Promoting a Customer Service Culture	
4.1 Maintains high ethical practices in the delivery of services to customers	4.1 There is an established Code of Ethics outlined in the Ministry's Employee handbook in support of the provisions under the Public Service Act. Supervisor and managers demonstrated positive customer service traits.
4.2 Delivers customer-focused staff training and development	4.2 New SATD staff is included in the ministry's induction programme. They are also oriented on an individual basis within the division. Monthly staff meetings include a customer service element. Training of staff was scheduled.
4.3 Recognises and rewards excellent customer service	4.3 Measures are in place via customer comment cards to report excellent service, both hard copy and on the website. Breakfast morning and other small celebrations are hosted to encourage staff.
5. Responsiveness and Service Standards	
5.1 Publishes clear service standards (developed with customers and staff) and performance against them	5.1 There is a Service Charter that has been widely made available inclusive of being sent to SATD's partners. This was developed by a focus group that included scholars and staff. A baseline survey done in 2013 supports the SATD's efforts to measure their service performance to the various groups of customers.
5.2 Staff display positive attitudes and professionalism	5.2 Assessor interactions with staff were pleasant. Staff interviewed seemed very knowledgeable about their duties and indicated that they assist in any area outside of their regular schedule of scholars. All staff wore badges.
5.3 Actions customer and staff feedback and complaints to effect service improvements	5.3 Interviews with staff indicated that customers are usually told when they will receive the information requested. Service standards and targets are monitored by supervisors and the Director through their access to Support Officers' dashboards.

6. Innovation and Creativity

6.1 Embraces creativity, initiative and measured risk-taking for service improvement

6.1 New products/services to enhance the scholars' experience and improve service standards include:

- payment via international debit card,
- SATIS and its desk manuals,
- revised policies that reduced and defer the period of obligatory service,
- website upgrade plans,
- improved process for signing of scholarship contracts and evaluation of applications framework.

SATD staff are encouraged to contribute ideas through the '*100 ways for service to improve*' initiative. This has resulted in a welcome sign being done. The idea for scholars to come in groups for a general presentation and then break out for the signing of contracts also came from this forum. Customers too have the option to provide their ideas via the website.

6.2 Demonstrates commitment to continuous improvement and actual service improvements over time

6.2 Training is on a continuous basis both through formal training via the Training Plan and through informal meetings. Incentives are provided to employees to identify areas in which services, systems and processes can be improved.

6.3 Benchmarks services with other organisations in order to learn from best practice

6.3 In terms of benchmarking, SATD looked at models used by Jamaica, Belize and Singapore.

7. Technology

7.1 Makes best use of available technology for customer service

7.1 All employees have access to computers and investments have been made in software applications like SATIS and other technologies like the JAWS screen reading software. Training is provided via on-line training manual, through peers, supervisors and the HR division.

7.2 Staff know how to use existing and new technologies to improve service and productivity

7.2 Staff use software applications and the internet in their daily operations for information sharing and communications.

7.3 Customers are facilitated to use technology to contact and communicate with the service

7.3 Customers are contacted and or provided information through the website, SATIS, Facebook, emails and texts. A dedicated resource to manage and respond to internet contacts is provided through the Communications division and SATD's Selections Unit.

TTDS Sub-Criteria	SATD, MPA achievements per TTDS Assessment
8. Partnerships	
8.1 Partners with other agencies/organisations to provide services to citizens	8.1 SATD is working to enhance arrangements with UTC to increase the withdrawal amount for international scholars, linkage of SATIS with GATE and THA with respect to the scholarships offered to individuals and with ACTT on accreditation issues.
8.2 Shares data and ideas for service improvement with other agencies/organisations	8.2 The service is knowledgeable about the data requirements of their partners. In the Service Improvement Plan there is an intention to share relevant data and common data with partners in the future.
8.3 Seeks to facilitate a joined up approach to back-office services	8.3 SATD is doing work to coordinate with ttconnect, the Virtual Contact Centre and UWI international exchange programme. SATD staff are aware of the services offered by partners and can provide some information.

Table 2 - Achievements in SATD's Journey to Diamond by TTDS sub-criteria

2.3 Shared Services / Integrated Service Delivery

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 supports a reduction in the start-up time of new ministries.

A pilot project with the Ministry of Communications (MoC) to share various administrative support services including Legal, Facilities, Finance and Accounts and IT services was initiated in January 2013.

However, as a consequence of the Communications portfolio being transferred to the Ministry of Trade, Industry and Investment, the project was brought to a close in July 2014. Notwithstanding this, the MPA will continue to actively implement and support other shared service initiatives especially since the current financial outlook demands more efficiencies.

Integrated Service Delivery

Integrated Service Delivery is the combining of related services, for example, social grants, or the joining of disparate transactions for a related service across ministries/agencies, for example the attainment of construction approvals in order to 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.

In fiscal 2013, MPA collaborated with the Ministries of the People and Social Development, Community Development, Gender, Youth and Child Development and the National Insurance Board of Trinidad and Tobago (NIBTT) for the introduction and implementation of Integrated Service Delivery, specifically in the social services sector.

The Integrated Social Services Project for the Ministry of the People and Social Development (MPSD) forms part of an overarching comprehensive programme for availability of social services, and more specifically the implementation of an integrated Case Management Information System (CMIS) for the Government of the Republic of Trinidad and Tobago (GoRTT). This is in keeping with the MPA's vision towards a "*no wrong door*" approach for the delivery of public services in Trinidad and Tobago.

This project is expected to assist MPSD with obtaining essential information to better co-ordinate government's approach towards providing assistance to persons in need via its social programmes. This will take the form of an IT system that will allow the government to better track and manage applications for assistance and allow for more efficient and effective delivery of services. It will also reduce cases of fraud or unentitled access to multiple government social services and grants.

Work undertaken in fiscal 2014 also included the MPA coordinating meetings to develop a Unique Identifier – a key component to Integrated Social Services. Additionally, the MPA also convened a working group with the Ministries of Community Development, People and Social Development, NIBTT and iGovTT to conduct problem tree analyses in order to attain further consensus and buy-in for the project.

Additionally, the MPA also convened a working group with the Ministry of the People and Social Development, GHRS and iGovTT. The working group completed the following tasks over the period:

- Development of a Project Plan and Scope
- Development of job descriptions for Case Managers
- Development of training plan and manual for Case Managers
- Review of existing IT systems at MPSD
- Conduct elicitation sessions with MPSD to map their processes and procedures
- Operational and Training Manual on functions relevant to the ISSCMS
- Provided recommendations on the requirements documents supporting the Integrating Social Service Case Management System (ISSCMS)
- Provided Process Maps of key activities aligned with the objectives of the ISSCMS.

In the next fiscal, the MPA will acquire dedicated resources to coordinate project development and implementation activities to help establish the case management solution and integrated social service delivery among social service agencies.

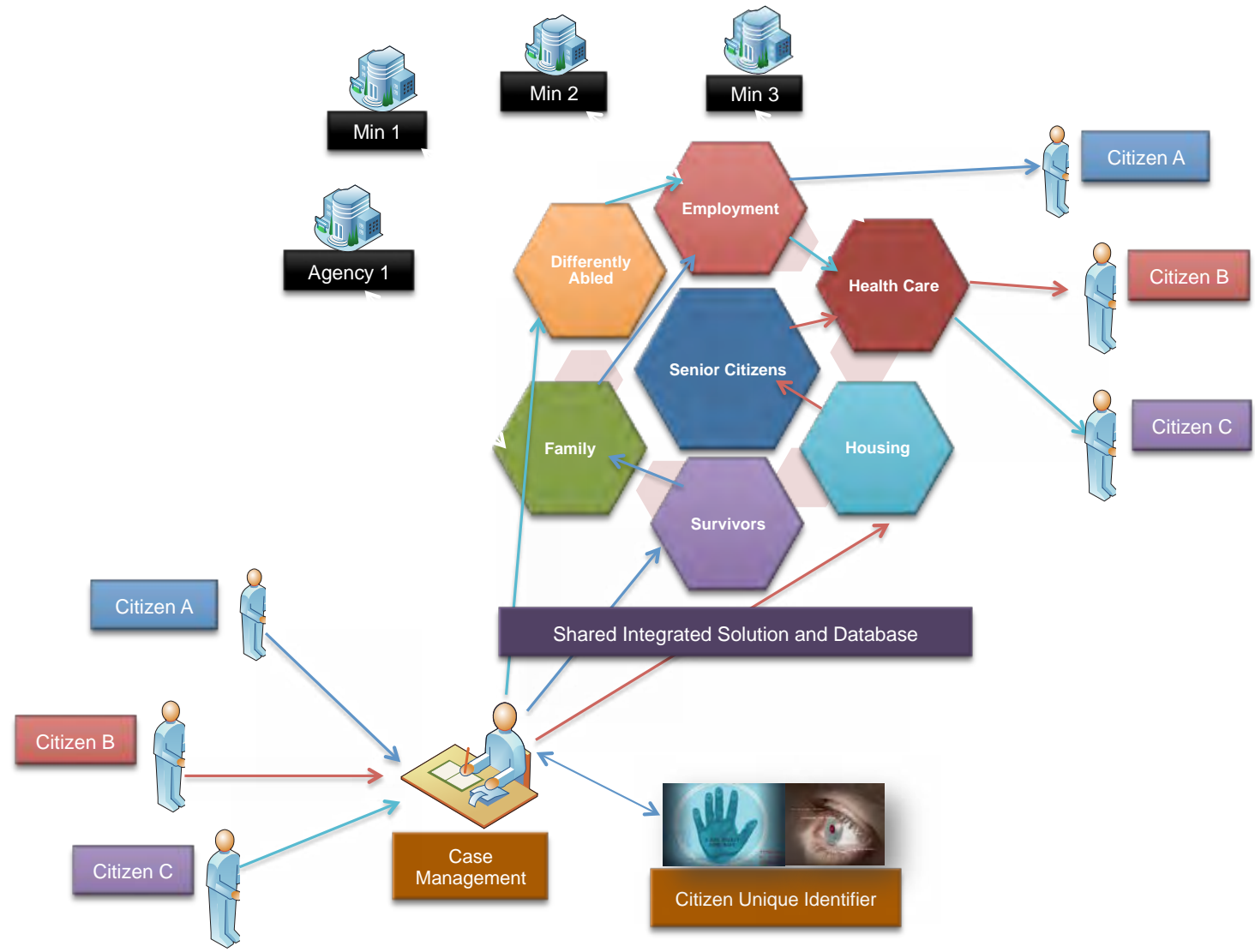


Figure 6 - Seamless Integration of Social Services

GoRTT Virtual Contact Centre

The establishment of a Government Contact Centre incorporating MPA's Integrated Service Delivery model for improved service delivery can have significant positive impact on the improvement of public services to citizens of the Republic of the Trinidad and Tobago.

A Contact Centre can facilitate multiple communication access channels (telephone, email, live chat, letter, social media etc), from any location in a cost effective manner, delivering value-added public services such as 24x7 service, well-trained advisors and enabling the "no wrong door" approach. See Contact Centre Business Process below.

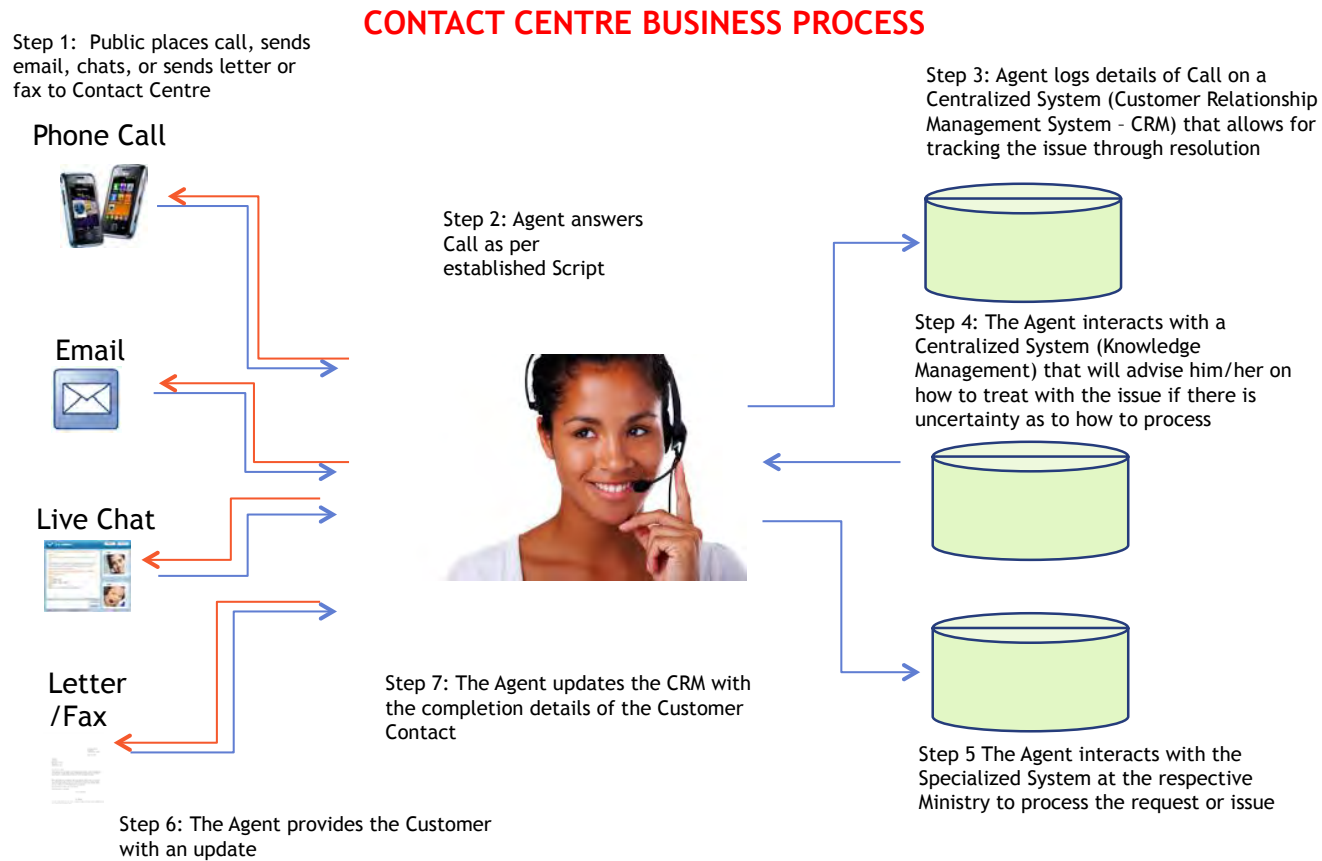


Figure 7 – Proposed GoRTT Virtual Contact Centre Business Process

In keeping with the *no-wrong-door* approach, these virtual contact centre operations will form part of the existing tconnect service operations allowing citizens to access these services via multiple channels and in close proximity to their homes. With respect to the thrust towards alternate working arrangements, the Virtual Contact Centre would allow staff to work from home, thus resulting in reduced costs of accommodation, and in keeping with modern service delivery practices that employ technology and reduce costs, this will also provide immense benefits to workers who do not wish to commute and thus contribute to reducing transportation congestion.

Cabinet agreed to the implementation of a Virtual Contact Centre solution for the Public Service of Trinidad and Tobago, in collaboration with the National Information and Communication Technology Company Limited (iGovTT) and the Government Human Resource Services Company Limited (GHRS) and the MPA is developing the solution accordingly for implementation in fiscal 2015.

The planned roll out of this operation in phases will provide an opportunity to test, evaluate and adjust the system, procedures and training.

Phase I will begin with SATD which is responsible for administration of approximately six hundred (600) scholarships annually. Its services include the involvement of several stakeholders, including existing scholars and the public. On average, SATD receives up to two thousand, five hundred (2,500) phone calls and four thousand, five hundred (4,500) emails per month from local and overseas clients and agencies during non-peak periods. In addition, there is a high demand of other services, which can increase significantly at different phases of the scholarship administration process.

On its own, the SATD is unable to deliver satisfactory customer service to citizens as evidenced by the consistent number of client complaints. Feedback from internal and external 'customers' captured in the 'SATD Baseline Satisfaction Survey Report of 2013,' provided several recommendations.

In addition, a significant number of complaints lodged subsequently with executive and senior management regarding customer service had been analysed and areas for improvement were highlighted for attention. Some of the key areas are:

- a. Timely and quality-content responses to clients,
- b. Resolving client problems and mitigating issues, and
- c. Communicating effectively with clients.

SATD has worked towards the development of SATIS and its knowledge base as well as the revision of its policies and procedures to facilitate a 24 x 7 operation service for scholars and other stakeholders through the virtual contact centre.

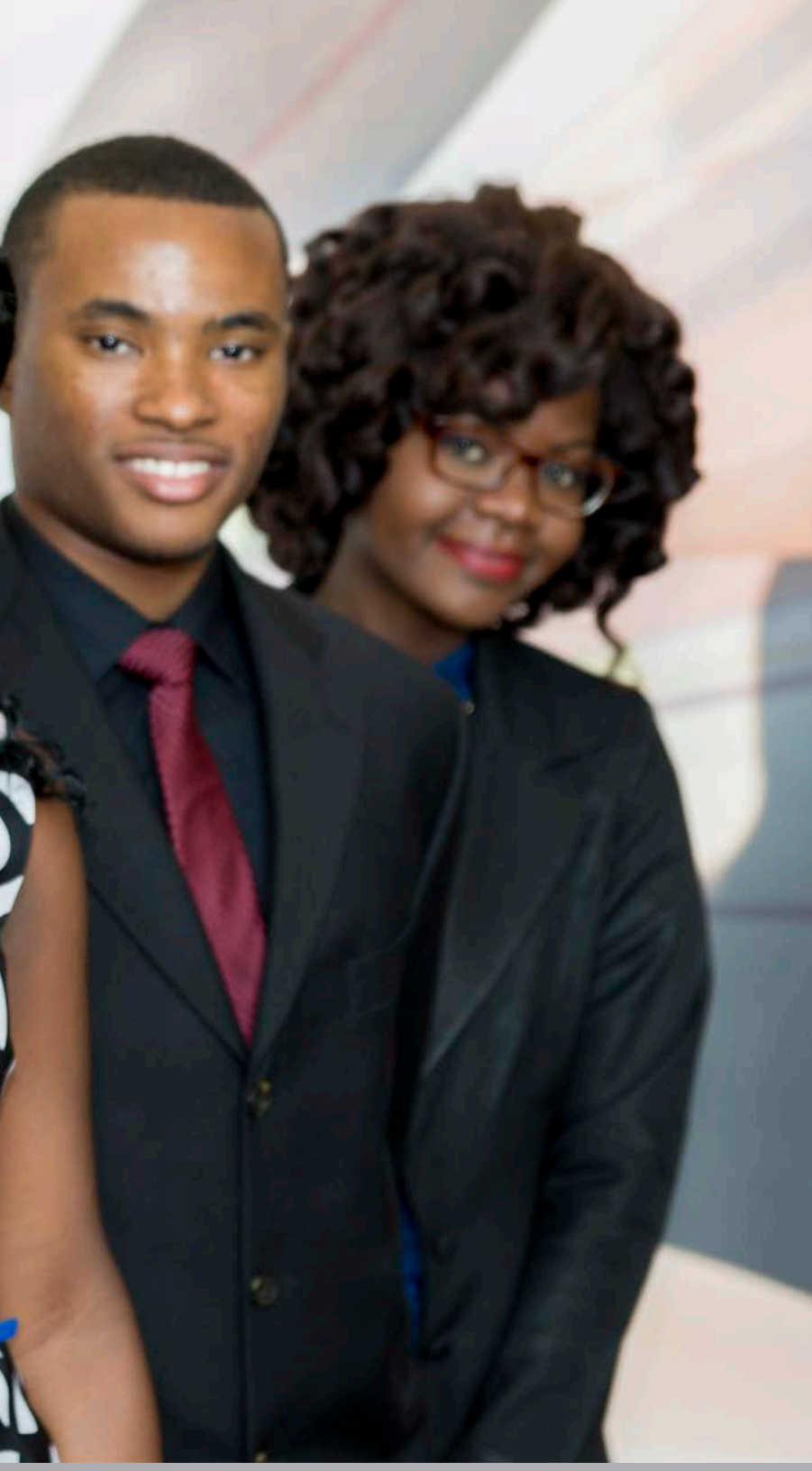
SECTION THREE

HUMAN CAPITAL MANAGEMENT

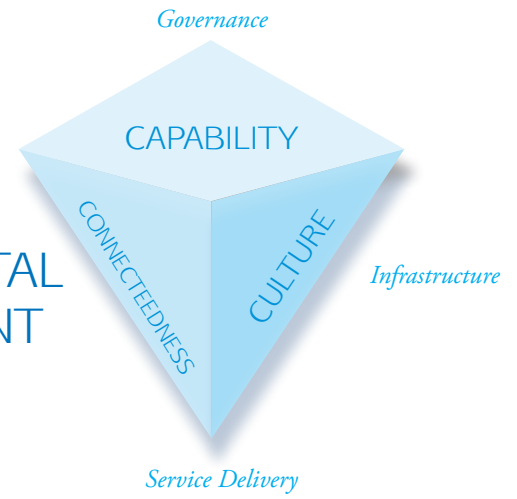


OUR JOURNEY TO DIAMOND:
ENHANCING THE CAPABILITY OF THE PUBLIC SERVICE





HUMAN CAPITAL MANAGEMENT



SECTION III: HUMAN CAPITAL MANAGEMENT

HRM MODERNISATION AND RENEWAL

3.1 HRM Modernisation and Renewal

MPA is currently engaged in efforts to modernise the Human Resource Management (HRM) Architecture of the Civil Service of Trinidad and Tobago.

The Diamond outcome of the HRM Modernisation and Renewal is focussed on ensuring the

“Right People in the Right Job at the Right Time with the Right Skills working on the Right Things, performing the Right Way, delivering the Right Results and receiving the Right Reward.”

It is anticipated that a strengthening of the HRM Architecture will allow the Civil Service to among other things:

- i. Ensure that it recruits the right people in the right job;
- ii. Create more flexible and less rigid structures and systems;
- iii. Develop, attract and/or retain a more innovative and adaptable workforce; and
- iv. Become more outcome and implementation focused.

The following diagram presents the new skills set of the 21st century public officer.

MPA has already started looking at developing these competencies in our public officers.

Who Is The “New” Public Officer?



Figure 8 – Skill sets of the New Public officer

Work has already begun for the deployment of new training initiatives for the development of these new competencies.

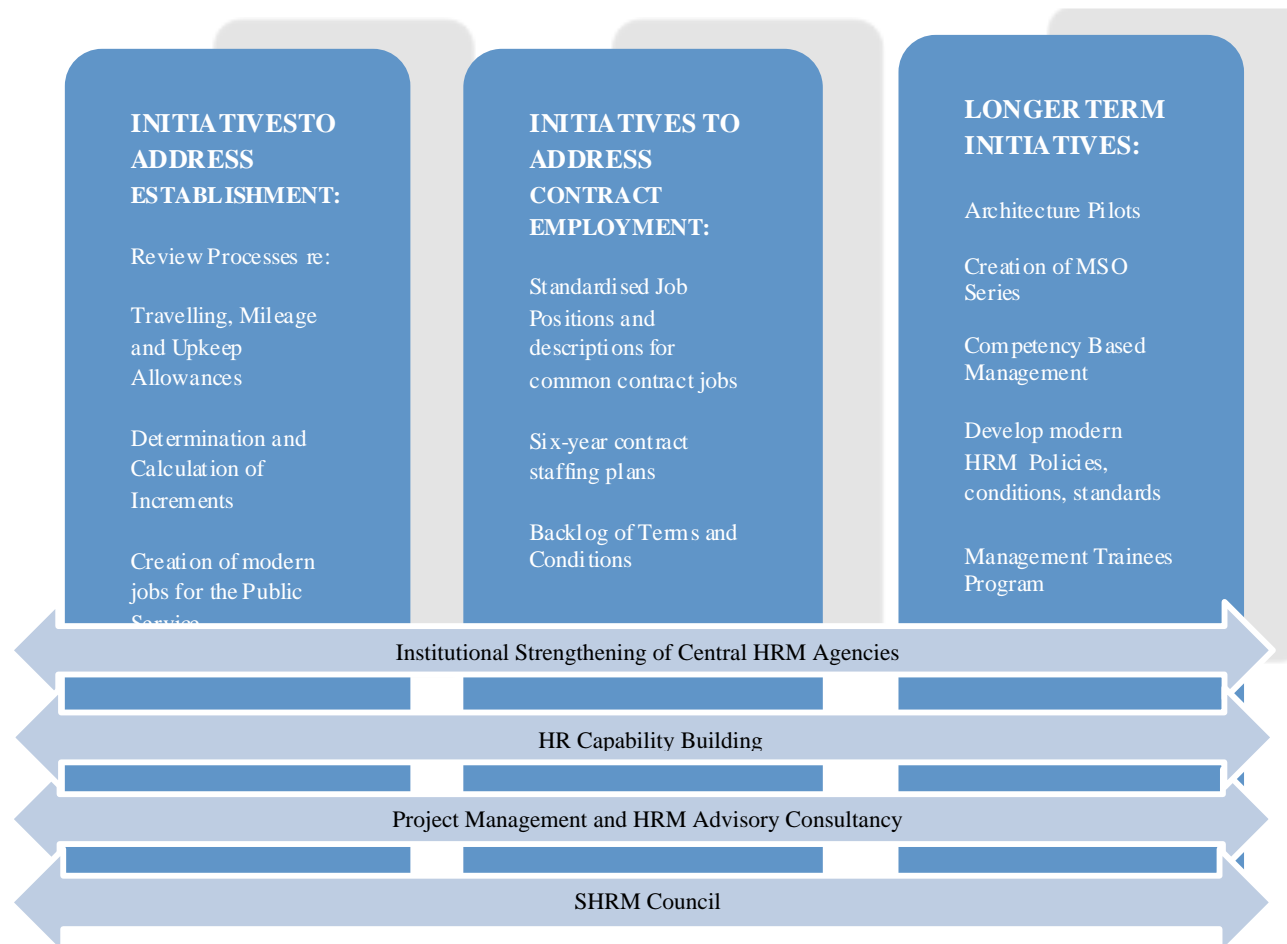


Figure 9 – List of the key HRM Modernisation and Renewal initiatives in FY 2014

The modernisation of the HRM Architecture is one aspect of the G2D programme which was approved by Cabinet in May 2012. Work continued from last fiscal and the key accomplishments in respect of this journey for the period October 2013 – September 2014 are as follows:

1. Initiatives to address matters affecting the establishment:

Review of process re: Travelling, Mileage and Upkeep Allowances in the Public Service. The travelling portfolio within the Public Service is guided by the Travelling Allowances Act and Regulations Chapter 23:50. The Act was promulgated in 1953 and while, over time, certain sections have been revised, many still need to be reviewed. In order to clearly identify the challenges and concerns involved in the administration of the Travelling legislation, consultations were held with officers from the HR, Audit and Accounts Divisions/Units of several Ministries, who are engaged in the handling/processing of travelling claims.

From the contributions of participants in these consultations, it was determined that concerns and challenges were most prevalent in the processing of claims under the Travelling Allowances Regulations, in particular, those for:

- **Upkeep and Mileage/Kilometric Allowances**
- **Home to Office Travelling**
- **Subsistence Allowances**

The issues and concerns raised revolve around the following:

- Lack of a reliable method to check legitimacy and validity of claims.
- Lack of ethics on the part of claimants and approvers:
 - i. Supervisors signing off on exaggerated and inflated claims.
 - ii. Officers claiming mileage allowance even when official Ministry vehicles provided transport.
 - iii. Officers claiming subsistence allowance when meals were provided.
- Sense of entitlement to travelling allowances even when the officer did not actually travel.
- Regulations interpreted differently by different persons, resulting in inconsistent decision-making and delays in processing of claims.

As at June 2014, stakeholder consultations were completed with Public Service staff and the Personnel Department and recommendations have been put forward to the SHRM Council for discussion and agreement.

Review of the Process for the Determination and Calculation of Increments in the Public Service. The current administrative process, as guided principally by Personnel Department Circular No. 5 of 1976 and a subsequent Circular No. 5 of 2004, involves manual and quite tedious calculation to determine an officer's incremental date. There have been ongoing concerns expressed not only by officers who are themselves due increments but also by those persons responsible for administering the relevant Circulars regarding the challenges encountered in correctly interpreting the relevant rules and provisions. As a consequence, officers have either not been paid increments when due or paid increments on an incorrectly determined incremental date, resulting in most cases in an overpayment or underpayment of salary.

This project was initiated to review and improve the systems and processes involved in the determination and calculation of Increments to make the administrative responsibilities easier. As at June 2014, stakeholder consultations were completed with the Personnel Department and a comparative analysis study is currently being performed. A proposal to have two (2) fixed incremental dates per year (January and July) instead of the public officers' dates of assumption is being considered and is expected to be forwarded to the Minister of Finance for implementation.

2. Creation of modern jobs for the public service:

Towards the transition from the pyramidal to the diamond shaped HRM architecture, work continued in the development of a strong middle management level with professional job streams that never existed before to facilitate more empowered decision making and improved capacity to deliver.

It is important to note that the set of establishment jobs in the Trinidad and Tobago Public Service were developed from the 1950s through 1970s. The work outlined in these jobs are thus not reflective of current and emerging fields and additionally, the qualifications requirements are not reflective of the high levels of tertiary education in today's workforce. In considering these issues and the gold to diamond architecture to create professional streams, the MPA embarked upon a programme to develop modern jobs for the public service. In previous fiscals, five (5) job streams were addressed: Human Resource Management, Communications, Legal, Administrative Support and Office Support. And in fiscal 2014, nine (9) streams were addressed as follows:

- Project Management
- Facilities Management
- Legal (Central Agencies)
- Monitoring and Evaluation
- Research and Planning
- Information Technology
- Internal Audit
- Procurement
- Finance and Accounting

These jobs are due to be classified into the public establishment when the Job Evaluation Exercise is undertaken³. Initiatives to address contract employment:

Standardised Job Positions and Descriptions for common contract jobs:

The lack of modern establishment jobs resulted in the creation of numerous contract jobs to address the needs in the public service. These jobs were created by the various Ministries over the years causing discrepancies in and a multiplicity of contract job titles and related compensation. In addition, there were protracted delays in the determination of terms and conditions and the execution of employment contracts long after engagement.

Given the urgent need for the modern skills set for a 21st century public service and pending the classification exercise, the newly developed professional jobs mentioned above, were thus utilized in the interim as standard job descriptions for contract positions.

In fiscal 2012/2013, in collaboration with PD, MPA was able to utilise the newly created twenty-six (26) modern jobs in the five (5) job streams mentioned above, and secured standardised terms and conditions from the CPO to avoid the delays in the finalisation of compensation. At the same time, the MPA arranged with the Chief State Solicitor for contracts to be prepared by the line Ministries thus allowing for immediate execution of employment contracts upon engagement, to the increased satisfaction of contract employees and human resource practitioners.

In Phase II of this project, during fiscal 2013-2014, the forty-nine (49) newly developed professional jobs for the nine (9) streams mentioned above, were deployed as standard contract job descriptions. The job descriptions for following six (6) streams were sent to the CPO for the determination of standardised terms and conditions of employment.

Stream	Date submitted to the Chief Personnel Officer (CPO)
Information Technology	November 29, 2013 & February 6, 2014
Procurement	March 28, 2014
Project Management	March 28, 2014
Legal (Central Agencies)	February 11, 2014
Monitoring and Evaluation	February 11, 2014
Facilities Management	April 11, 2014

Table 3 - Streams for which standardised terms and conditions are pending by the CPO

Work will continue in fiscal 2015 to complete the three (3) streams for onward submission to the CPO.

Contract Staffing Plans for Six (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 (2)-part submission; one for existing positions and another for the creation of positions. Previously, ministries and departments would have prepared and submitted requests for approval from Cabinet for batches.

As at September 2014, sixteen (16) Ministries have submitted Plans to cover their existing contract establishment and are therefore benefitting from shorter recruitment times.

Backlog of Terms and Conditions: In fiscal 2013, the MPA in collaboration with the Personnel Department (PD) determined terms and conditions of employment for one thousand, three hundred and fifty-five (1355) persons engaged on contract. However, there still remained a backlog of approximately three thousand (3000) terms and conditions for contract employees to be determined.

To address the backlog, a project team of twenty-two (22) persons were engaged. Training sessions were held by the PD to build the capability of the persons engaged in the determination of salaries and allowances. The backlog project has occurred in two phases during the period FY 2013 to FY 2014 as follows:

Phase 1 (2013)	Total number of matters received from the Personnel Department	1559
	Total number approved and replies sent to the Personnel Department	1392
	Total number returned to the Personnel Department at its request	IT positions: those relating to Vacant Positions and to persons who meet neither experience nor qualifications
Phase 2 (2014)	Total number of matters received from the Personnel Department	938
	Total number approved and replies sent to the Personnel Department	307

Table 4 - Backlog project summary as at September 30, 2014

The second phase began in June 2014 and as at September 30, 2014, 307 matters were addressed. Work continued into fiscal 2015 to address the remaining 631 matters.

3. Longer-term initiatives:

Architecture pilots: The first steps of the rollout of the new Human Resource Management Architecture require the implementation of pilots in which the New Civil Service Architecture and Job Design will be tested. Four (4) pilot agencies have been identified:

- the Inland Revenue Division,
- the Customs and Excise Division,
- the Ministry of Trade, Industry, Investment and Communications, and
- the Judiciary of the Republic of Trinidad and Tobago.

These agencies were selected based on their:

- direct impact on the business sector
- general impact on the citizenry
- potential to improve our global competitiveness indices
- relative stability and continuity of their operations.

These pilots will provide the opportunity to make any required adjustments and/or modifications, prior to Civil Service-wide rollout. Pre-Mobilisation activities are currently being executed in order to best prepare the agencies for the imminent pilots. These activities include, but are not limited to:

- Conduct of manpower audits;
- Clearing of outstanding requests at the Service Commissions Department, Personnel Department and Public Management Consulting Division

Given the breadth of institutional transformation that is to occur in these pilots, the MPA has formed a cross-functional team comprising officers from PMCD, SHRM, PSTD (BPR).

Creation of a MSO Series: Cabinet approved the creation of permanent pensionable offices of Management Support Officer I, II and Management Support Coordinator in September 2012. On December 4, 2013, approval was given by the Minister of Finance and the Economy for classification of these positions and negotiations are being pursued with the Public Services Association.

Competency Based Management: The operationalisation of a merit based framework will help bring greater objectivity to the processes of recruitment and selection, training needs and compensation for employees of the Public Service. During fiscal 2013/2014 tendering and evaluation of proposals were completed and a suitable provider was found. The award of tender was issued in June 2014 and it is expected that the contract of engagement will be executed in August 2015.



Development of Modern HRM Policies, Guidelines, Standards, Systems and Processes: For Fiscal year 2014 the following activities took place under this initiative:

- A Recruitment and Selection Policy for contract employment in the Public Service was drafted and submitted for review by the SHRM Council in February 2014;
- Revised system and processes for recruiting temporary relief staff;
- Drafted Compensation Policy: includes Competency Based/Merit Pay which focuses on building a work and pay system around individual technical and behavioural competencies. This system of pay is applicable to middle management and support levels. In addition to Competency-based/Merit Pay, the policy includes a provision for Team-based rewards and pay for performance;
- Drafted Note for Cabinet for the Revised Procedures in respect of:
 1. Acting Appointments
 2. Absence Management
 3. Increments

Management Trainee Programme: This initiative is intended to bring new life and energy into the Public Service organisation by attracting and retaining individuals with strong, professional and technical capacity to effectively contribute to the creation of a modernized high performing Public Service. This overall objective will be met through:

1. the recruitment and development of a cadre of high potential individuals equipped with the requisite competencies and skills to provide key support to middle and senior level management and from which the next generation of senior managers can be recruited; and
2. the development of a holistic system of Governance, Performance Management, Job Rotation, Career Pathing, Selection/ Placement Mechanisms and Job Descriptions for the trainee programme.

As at June 2014 preparatory work has been initiated with the United Nations Development Programme (UNDP) to draft the relevant procurement documentation to engage a provider to support the development and implementation of the programme.

Foundational initiatives under the Human Resource Management Modernisation programme are as follows:-

a. Modernisation and Institutional Strengthening of the Central HRM agencies

These projects are designed to undertake a current state assessment, a best practice review in other jurisdictions, and a strategy/action plan for transforming the central HRM agencies – MPA, SCD and PD - and by extension the line agencies. In this way, recruitment and promotion can happen in a timely manner and the compensation/rewards framework will be in alignment with the resources being sought. Technical Evaluations for all three (3) agencies were completed in February 2013. No suitable bidder was found for the Institutional Strengthening of the Ministry of Public Administration and as such the project was re-rendered in August 2014. Successful bidders were found for the Service Commissions Department and the Personnel Department, and financial evaluations are currently underway. It is anticipated that award of tender with respect to both these projects will be issued in early fiscal 2015.

b. HR Capacity Building

The MPA through the SHRM Division and the Public Service Academy engaged the services of GHRS to design, develop and deliver HRM specific training in areas such as:

1. Recruitment and Selection for Contract Employment;
2. Performance Management;
3. Change Management;
4. Project Management;
5. Organisational Design;
6. Train the Trainer;
7. Management Support Series via an e-based Competency Development Programme ; and
8. Determination of Increments.



3.2 Enhancing capability through organisational structures and staffing

Work completed by PMCD for fiscal 2013/2014 included the preparation of comments affecting the creation, abolishment, suppression, reassignment, extension, renewal of Two Thousand, Seven Hundred and Fifty-two (2,752) establishment permanent, temporary and contract positions.

The Public Management Consulting Division (PMCD) collaborated with seventeen (17) public service agencies to review strategic mandates, business processes, workflows, job descriptions, actual work undertaken, workloads and other organisational factors towards improving service delivery in these organisations.

The overall summary of the change in positions from the work completed by PMCD for fiscal 2013/2014 is as follows:-

Established Positions				Temporary		Contract Positions	
Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
57	33	47	33	120	50	743	1669

Table 5 - Summary of positions affected by work completed by the PMCD

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

Six Year Contract Staffing Plan

The work above includes work completed in respect of six-year staffing plans. The PMCD also worked with the following agencies to renew contract positions and incumbents.

Ministry/Department	Project/Proposal	Contract Position	
		Approved	Renewal
Ministry of the Attorney General	Establishment of a six (6) year Contract Staffing Plan in the Equal Opportunity Commission, Ministry of the Attorney General		30
	Establishment of a Six (6) year Contract Employment Staffing Plan in the Ministry of the Attorney General	58	249
Ministry of Community Development	Establishment of a six (6) year contract employment staffing plan in the Ministry of Community Development	243	45
Ministry of Justice	Establishment of a Six (6) year Contract Staffing Plan in the Ministry of Justice		155
Ministry of Legal Affairs	Establishment of a six (6) year contract employment staffing plan, Ministry of Legal Affairs		378
TOTAL		301	857



Table 6 - List of Six Year Contract Staffing Plans approved in Fiscal 2014

3.3 Enhancing capability through scholarships and advanced training

The government, through the scholarships and advanced training programme administered by the MPA, continued its efforts to enhance the human capital to meet current and future national skills needs. In fiscal 2014, six hundred and twenty-six (626) scholarships were awarded by the GoRTT as follows:

Scholarship	No. of Scholarships Awarded
Advanced Level Scholarships	461
Allied Health Scholarships	13
Developmental Needs Scholarships	15
Post Graduate Award	55
Social Services Scholarships	8
Scholarships offered to Nationals of Grenada	10
Teachers Scholarship Programme	43
Commonwealth – United Kingdom Scholarship	4
Meteorological Technician	10
Disability	4
China Scholarship Council	3
TOTAL	626

Table 7 – Scholarships Awarded by GoRTT 2013/2014



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

Policy Name	Policy Objective	Status
Placement and Employment	To ensure that recipients of the GoRTT scholarships fill existing demand for human resources within the country on completion of their studies	Approved February 28, 2014
Extension of Scholarships	To accommodate requests for an extension in the time allotted to complete a specific programme of study	Approved February 6, 2014
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	Approved February 6, 2014
Monitoring of Scholarship Obligations	To provide a documented set of guidelines to support the monitoring process involved in the administration of all government scholarships while persons are pursuing their course of study	Currently under review
Breach or repayment of the scholarship (previously known as the Termination Policy)	To provide guidelines to scholars who are unable or unwilling to fulfil their obligations under the scholarship agreement/ To ensure that the Ministry recovers all monies owed by scholars who are unable or unwilling to fulfil their obligations in accordance with the scholarship agreement(s)	Currently under review

Table 8 - Summary of SATD policies approved and awaiting approval in Fiscal 2014



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

The following policies are in the formulation phase and are due to be addressed in fiscal 2015:

- Policy for Business and Entrepreneurial Development for Returning National Scholars
- Policy on Requirements for Scholarship (Eligibility Policy).

Advanced Level Scholarship Symposium

The Ministry of Public Administration, Scholarships and Advanced Training Division (SATD) is responsible for the administration of scholarships offered by and through the Government of the Republic of Trinidad and Tobago (GoRTT). Among these are scholarships which are granted to the top academic achievers of the CAPE Examinations. The scholarships are awarded in three (3) tiers: President's Medal Winners, Open Scholarships and Additional Scholarships and scholars pursue their academic goals at local, regional or international institutions. Four hundred and sixty-one (461) persons were awarded scholarships in 2013/2014 within these categories.

The SATD hosted its annual Advanced Level Scholarship Symposium for the 2013 scholars on Wednesday, November 6th, 2013 at the Hyatt Regency Trinidad. The seminar was geared towards sensitising and informing scholars and their parents or guardians about the terms and conditions that govern the Advanced Level Scholarship Programme. It also focused on the main contents in the Scholarship Agreement as well as the administrative roles, responsibilities and expectations of both the scholar and the Ministry.

The overall objectives of the Seminar in 2014 are as follows:-

- To congratulate new scholarship recipients on their success in being awarded a Government scholarship;
- To sensitize new scholarship recipients and their parents about the scholarship programme or the administrative process and the terms and conditions of their scholarship agreement;
- To clarify questions and concerns both scholars and their parents may have in relation to their scholarship and the Agreement they will be required to sign;
- To sensitize scholars on issues that may assist their transition to tertiary studies, and ease parental and scholar concerns about leaving home and going to University;
- To provide an opportunity for the scholars to meet their Scholar Support Officers; and
- To encourage a sense of patriotism among scholars and encourage them to look forward to filling their expected roles and obligations to the future development of the country.

The event which took place in 2013/2014 was attended by scholarship recipients who were accompanied by their parents or guardians..

Returning scholars symposium

Approximately four hundred (400) national scholars are expected to report every year to the Ministry of Public Administration (Scholarships and Advanced Training Division) upon completion of their studies, to accept employment in service of the Government of the Republic of Trinidad and Tobago (GoRTT) in fulfilment of their contractual obligation. Effective February 28, 2014 the policy of 'Placement and Employment of Government Scholars' agreed 'that the GoRTT *will seek to offer returning scholars employment within three (3) months of reporting to the SATD. Such employment will be within the public sector and will be in accordance with the particulars of the scholars' course of study.*' Therefore in an attempt to provide employment opportunities for scholars, SATD has hosted the annual Returning National Scholar Symposium and Career Fair for the past five (5) years.

The objectives of this symposium included the following:-

- To congratulate scholars on the successful completion of their programmes of study;
- To provide the scholars with techniques and strategies for professional image management within the office arena and work place behaviors/protocols;
- To develop scholars' skills and abilities to adequately respond to questions asked in competency-based interviews;
- To expose the scholars to techniques and strategies that will assist them to prepare résumés that highlight their unique qualifications and skills according to the desired job;
- To provide the scholars with opportunities to network with human resource representatives from the various Ministries/Agencies with whom the SATD partners in the placement of returning scholars; and
- To discuss the various options that are available to the returning scholars after reporting to the SATD.

The symposium was held on August 6th, 2014 at the Hilton Trinidad and Conference Centre. An average of one hundred (100) scholars attended the symposium.

Associate Professional Programme

In 2013 the Minister of Public Administration, the Honourable Carolyn Seepersad-Bachan, held several consultation sessions with returning national scholars to gain feedback on their issues and concerns. Scholarships and Advanced Training Division (SATD) sent an invitation out to all scholars who were placed in the public sector as Associate Professionals. These sessions were carried out between May to August, 2013.

The SATD also extended the invitation to one Human Resource representative from each Ministry in which the scholars were placed. Some of the ministries which were represented at these sessions included the Office of the Prime Minister (OPM), the Ministries of Energy and Energy Affairs, Planning and Sustainable Development and Foreign Affairs among others.

SATD facilitates the placement of returning scholars within contract/permanent positions in the public and private sectors. In Fiscal 2014, two hundred and twenty eight (228) returning scholars were placed on the Associate Professional (AP) Programme from which twenty-six (26) scholars were employed in contract/permanent positions within the public and private sectors. This one (1) year AP programme allows Ministries, Departments and other agencies to acquire capable resources that can successfully transition into jobs at public or private sector agencies. The following ministries and agencies were able to boost their capability through the AP programme:-

1. University of the West Indies
2. University of Trinidad and Tobago
3. North West Regional Health Authority (NWRHA)
4. Maritime Division
5. GHRS
6. Water and Sewerage Authority (WASA)
7. Central Bank of Trinidad and Tobago
8. Sports Company of Trinidad and Tobago
9. Unit Trust Corporation
10. Caribbean Airlines
11. Financial Intelligence Unit
12. National Institute of Higher Education, Research, Science and Technology (NIHERST)
13. National Agricultural Marketing Development Company

(NAMDEVCO)

14. St. Dominic's Children's Home
15. Trinidad and Tobago Meteorological Services
16. Basel Conventional Regional Centre
17. Auditor's General Department
18. Ministry of Education including the following Schools:- Sataswatie Girl's Hindu College, Hillview College, School for Blind Children, El Dorado East Secondary School, St. Augustine Girl's High School, Shiva Boys, Presentation College, Naparima College, Queens Royal College
19. Ministry of Tourism
20. Ministry of National Security
21. Ministry of Justice
22. Ministry of Housing and Urban Development
23. Office of the Prime Minister
24. Ministry of Public Administration
25. Ministry of Works and Infrastructure
26. Ministry of Community Development
27. Ministry of Foreign Affairs
28. Ministry of Finance and the Economy
29. Ministry of Planning and Sustainable Development
30. Ministry of National Diversity and Social Integration
31. Ministry of Communications
32. Ministry of Energy and Energy Affairs
33. Ministry of Health
34. Ministry of Food Production
35. Ministry of the People and Social Development
36. Ministry of Tertiary Education and Skills Training
37. Ministry of Gender Youth and Child Development
38. Ministry of Tobago Development
39. Ministry of Trade, Industry and Investment
40. Ministry of Science and Technology

Since 2009, the MPA has sought to further enhance the capability of the returning scholars currently employed in the public service via a Professional Development Programme (PDP). The PDP is specifically designed to build management and leadership capability thereby preparing the newly working scholar for more responsibility.

PDP (Professional Development Programme)

The aim of the programme Professional Development Programme (PDP) is to enable the returning scholars to make the successful transition from student to professional by guiding them in understanding their roles within their organisations and their own self-development via the use of the thirteen (13) identified competencies.



The PDP, which takes place over a six (6) month period, initially involves the conduct of an online psychometric assessment which has to be completed one week before the start of a session held at the Development Centre. At the end, the scores and the psychometric self-ratings would then be discussed with the scholars to validate their results. Subsequently, scholars would also engage in role plays, group and individual exercises via a three (3) day session at the 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. Communication with impact
8. Learning and improving

An Individual Development Plan (IDP) would then be prepared and completed by the participants with the assistance of their assessor during the one-to-one feedback session. The IDP addresses the identified deficiencies and weaknesses from the assessments and sets out the training and development required to improve these competencies.

In fiscal 2013/2014, Cohorts 3 and 4 of the PDP were held in April and June 2014 respectively, with twenty-four (24) scholars participating in Cohort 3 and twenty-two (22) participating in Cohort 4. A one (1) day feedback session was held in July 2014 and the closing ceremony, which was termed a Graduation Ceremony for both Cohorts, was held on December 8, 2014.



3.4 Enhancing capability through learning – Public Service Academy

Quotes from various Public Service staff that has benefitted from PSA training:

1. Office Etiquette for Administrative Support held on July 15, 16 & 17, 2014

“This programme was very informative and beneficial and covered areas that will be valuable to all in the workplace environment. The most beneficial part of the programme for me was the work etiquette and communication aspects which would help me in better handling workplace conflict.”

2. Conflict Resolution held on September 29, 30 and October 1, 2, 2014

“Sessions were very enjoyable, interactive and informative. The parts of the course I considered most beneficial were the practical applications, role plays and summaries provided of topics covered. I believe that these would help me in my ability to manage conflicts with the various strategies not previously known and also help me to remember to look at the needs of all other parties involved to be able to come up with a more informed solution”

3. Registry Procedures held on October, 2013

“The entire course was very beneficial and would certainly help in my duties in proper filing and records management. The facilitator did an excellent job in sharing her knowledge and experience with us which I know will be useful in helping my duties in the future”.

These are just a few of the sentiments of public officers who were able to enhance their capability, skills and knowledge through learning opportunities offered by the PSA in fiscal 2014. The continuous upgrade of competencies is essential to improving public service delivery. The following table summarises the training for the period under review:-

TRAINING COURSES	COURSE DATES	NUMBER OF PERSONS TRAINED
Terms of Reference and Requests for Proposals	October 22 -24, 2013	23
	June 10 -12, 2014	18
Cabinet Note Writing	October 23 -24 & 30, 2013 & November 1, 2013	18
	June 11 -13, 16 & 18, 2014	19
Registry Procedures	October 28 – 30, 2013	23
	November 5 – 7, 2013	15
Proposal Writing	November 18 – 20, 2013	16
Disciplinary Procedures in the Public Service	November 26 -27, 2013	23
Protocol for Public Officers	December 3 – 5, 2013	22
Coaching and Mentoring	December 4 – 6, 2013	17
	September 29 - 30 & October 3, 2014	13
Business Writing Techniques	December 9 – 11, 2013	24
Managing Work Life Balance	December 9 -10, 2013	21
	September 16 -17, 2014	11
Project Management Toolkit Series: Preparation of Logical Frameworks	January 16 –17, 2014	26
Developing Leadership Skills for Middle Level Officers Group 1	January 20, 23, 27 & 30, 2014	13
	January 24, 28 & 31, 2014 & February 4, 2014	13
Group 2		
Time and Commitment Mapping	January 30 – 31, 2014	21
Disciplinary Procedures in the Public Service	February 4 – 6, 2014	14
Emotional Intelligence	February 25 -26, 2014	20
Succession Planning for Public Officers	March 10 – 12, 2014	15
Preparation for Retirement	March 11 – 13, 2014	23
Conducting Effective Meetings	March 17 -18, 2014	12

TRAINING COURSES	COURSE DATES	NUMBER OF PERSONS TRAINED
Protocol for Senior Officers	March 20 – 21, 2014	17
Protocol for Public Officers	September 9 -11, 2014	18
Inventory Management	March 26 – 28, 2014	20
Monitoring and Evaluation	April 7 – 11, 2014	23
Supervisory Management	April 14, 17, 23, 29 & 30, 2014	13
Group 1	April 16, 22 & 28, 2014 &	13
Group 2	May 1 – 2, 2014	
Anger Management Techniques	April 23 -24, 2014	22
Policy Development	April 29 – May 2, 2014	25
	May 5 – 8, 2014	25
Financial Management for Non-Accounting Officers	May 13 -15, 2014	25
Presentation Skills for Senior Managers		
Group 1	May 20 -21, 2014	11
Group 2	June 2 -3, 2014	11
Conducting Effective Performance Appraisals	May 27 – 29, 2014	24
Vetting Cabinet Notes	May 27 – 28, 2014	20
Project Management Toolkit: Planning and Scope Management	July 8 – 10, 2014	18
Ethics, Accountability and Good Government	July 8 -10, 2014	20
Internal Audit in the Public Service	July 14 -17, 2014	18
Office Etiquette for Administrative Support	July 15 -17, 2014	21
Preparation of Estimates	July 21 – 24, 2014	15
Group 1	August 4 – 7, 2014	13
Group 2		
Conflict Resolution	September 30 – October 2, 2014	19
TOTAL		811

Table 9 - PSA training for Fiscal 2014

e-Learning

The PSA is exploring e-Learning to provide flexibility in training and development, to accelerate development and to reduce training costs. In Fiscal 2014, e-Learning tools and IT were used to design, deliver and evaluate training in three (3) courses, as pilots, to one hundred (100) public officers in the subject areas listed below:-

- i. Emotional Intelligence
- ii. Fundamentals of Public Procurement
- iii. Project Management Toolkit Series: Preparation of Logical Frameworks and Planning & Scope Management.

The e-Learning tools and IT included emails containing attachments with assessments and/or readings and links to online self-assessments relevant to the particular workshop; prior to, during and after the workshops. In some instances, e-coaching and facilitator support was provided for up to three (3) months after the completion of the classroom sessions.

Technical Cooperation Awards

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

The following are the Technical Co-operation awards administered by the PSA in fiscal 2014:

Training Course	Type	Course Dates	Number of persons trained
Information Technology in Law Enforcement	The Indian Technical and Economic Cooperation (ITEC)	October 07 - November 15, 2013	2
Effective Use of Industrial Water & Reuse of Wastewater	Japan International Cooperation Agency (JICA)	October 14 - November 02, 2013	1
Intelligent Transport Systems & Transport Innovations	Small Island Developing States Technical Cooperation Programme (SIDSTC) Singapore	November 12 - November 22, 2013	1
Financial Management	The Indian Technical and Economic Cooperation (ITEC)	January 06 - January 24, 2014	1
Advanced Fingerprint Science & IT	The Indian Technical and Economic Cooperation (ITEC)	January 06 - March 28, 2014	1

Training Course	Type	Course Dates	Number of persons trained
Instrumentation and Control and Data Acquisition System in Fluid Flow and Petroleum Engineering	The Indian Technical and Economic Cooperation (ITEC)	January 15 - March 15, 2014	1
Photovoltaic Power Generation Technology	Japan International Cooperation Agency (JICA)	February 26 - May 02, 2014	1
Modern Diplomacy for Small States	Commonwealth Secretariat / Government of Malta	March 19 - March 28, 2014	2
Certificate Course in LINUX & RDVMS	The Indian Technical and Economic Cooperation (ITEC)	March 24 - May 16, 2014	1
Multiprotocol Label Switching Technologies and Services	The Indian Technical and Economic Cooperation (ITEC)	March 24 - May 15, 2014	1
Integrated Approach towards Sustainable Development	The Indian Technical and Economic Cooperation (ITEC)	March 31 - May 23, 2014	1
Legal Frameworks for ICT's	Commonwealth Secretariat / Government of Malta	April 21 - April 26, 2014	2
Enhancing Performance in Public Administration	Commonwealth Secretariat / Government of Malta	June 09 - June 17, 2014	1
Practical Chinese for Government Officials from Latin American, Caribbean & South Pacific Countries	Ministry of Commerce, People's Republic of China	June 21 - July 09, 2014	1
Leadership Skills for Female Officials from Latin American, Caribbean and South Pacific Countries	People's Republic of China, Ministry of Commerce	September 08 - September 22, 2014	1
TOTAL			18

Table 10 - *Technical Cooperation Opportunities in Fiscal 2014*



Institutional Strengthening of the PSA

Part of the Modernisation of the Human Resource Management Function in the Public Service involves the institutional strengthening of central HRM agencies. The PSA, as a Division of the MPA, requires both strategic and operational transformation to deliver training and development interventions for a 21st century public service.

The objectives of the institutional strengthening are as follows:

- To reposition the PSA to more effectively contribute to the achievement of Government's national objectives
- To provide more effective training and development for public officers and HRD
- To establish a PSA that fully supports the needs of a modern public service.

Under the IDB Loan No. 1808/OC-TT, the MPA engaged in procurement and selected the Management Institute for National Development (MIND) of Jamaica to provide consultancy services for the Institutional Strengthening of the PSA. The contract was awarded in September 2014 for a period of one (1) year.

The expected deliverables include:

- A new strategic direction for the PSA
- A new structure and governance arrangement
- Training, coaching, knowledge transfer and skills development for an identified counterpart team
- Ten (10) HRM/Change Management training programmes designed and managed across the public service.

All new solutions for the PSA, whether training and development or administrative, will utilise ICTs.

Leadership Development

Harvard Kennedy Business School

The following table provides details on training courses attended by Permanent Secretaries and Deputy Permanent Secretaries as part of the Leadership Development Programme for the fiscal year 2014.

TRAINING COURSES	COURSE DATES	NUMBER OF PERSONS TRAINED	POSITION AND AGENCY OF PARTICIPANTS
Harvard Kennedy Business School: Chaos, Conflict and Courage	February 02 – February 07, 2014	1	1. Deputy Permanent Secretary, Ministry of People and Social Development
Harvard Kennedy Business School: Managing Change in a Dynamic World	June 02 – June 13, 2014	3	1. Permanent Secretary, Ministry of Public Administration 2. Permanent Secretary (Ag.), Ministry of Education 3. Permanent Secretary (Ag.), Ministry of Works and Infrastructure
OVERALL TOTAL		4	

Table 11 - Harvard Kennedy Business School training opportunities for Fiscal 2014

Caribbean Leadership Project

The Caribbean Leadership Project (CLP) formerly known as the Caribbean Leadership Development Programme was conceptualized in 2007. The CLP is a seven (7) year, CAD \$20 million Canadian International Development Agency (CIDA) funded project designed to strategically strengthen the next generation of Caribbean men and women leaders to contribute more effectively to regional integration and economic growth. The CLP is specific to the needs and culture of the Caribbean region. The CLP's Leadership Development Programme (LDP) is delivered in a multi-modular format utilising both face-to-face and online/virtual collaboration.

The participating countries are Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines, Suriname, and Trinidad and Tobago. Key regional organisations are also eligible to participate in the CLP activities.

In fiscal 2013, two (2) senior public officers participated in the first cohort of the Leadership Development Programme held in four (4) Caribbean territories over a period of eight months. The positions and agencies of the participating public officers were as follows:

- Court Executive Administrator, Judiciary of the Republic of Trinidad and Tobago
- Clerk of the House, Parliament of the Republic of Trinidad and Tobago.

Additionally, the Permanent Secretary (Ag.), Ministry of Public Utilities participated in the third cohort of the CLP LDP held in four (4) Caribbean territories and Canada over a period of one (1) year including face-to-face interactions from June to October 2014 and online for the remaining period.

The outcomes from the programme are that the participants are able to:

1. Practice strategic thinking and practical, work-related behaviours using varied methodologies
2. Acquire international and global perspectives through presentations by expert resource persons, readings, site visits or work related action-learning projects
3. Bring practical learning to their teams/peers by teaching their peers in the broader Public Service community, and by reporting back on their learning to other colleagues and senior leaders
4. Develop a network of trusted colleagues through full-cohort and small-group learning activities as well as on-going alumni events.

In addition to the Leadership Development Programme, the CLP hosted a five (5)-day Community of Practice: Adult Learning in the Public Service Workplace in Jamaica in fiscal 2014. The Human Resource Adviser I (Ag.), Ministry of Public Administration participated in this workshop.

With respect to the 'wicked' issue of Innovation for Sustained Regional Economic Growth and Development, Minister Seepersad-Bachan was invited to be a champion by the CLP. This invitation was taken up and during the period November 2013 to April 2014, the Minister was involved in the following activities:

- Participated in an initial interview with the team assigned to the topic online via webex
- Made recommendations in terms of key readings, programmes, projects, policies etc that should be reviewed
- Served as a general sounding board and provided feedback on their recommendations and proposals
- Participated in the forum where the results of their deliberations were presented.

DPS Orientation

In fiscal 2014, twenty-seven (27) participants attended the Orientation Programme for the periods May 27 – 29, 2014 and June 30 – July 02, 2014. The programme was a collaborative initiative involving the GHRS, Odyssey Consult Inc and the MPA. It is geared to build key knowledge and skills for effective performance in the DPS role. A few of the areas covered were:-

- Visioning the future, facilitated by Gervase Warner
- Role of the Deputy Permanent Secretary
- The Public Service Procurement Process
- ICT and the Public Service
- Leadership Competencies
- Development of Individual and Team Personal Development Plans

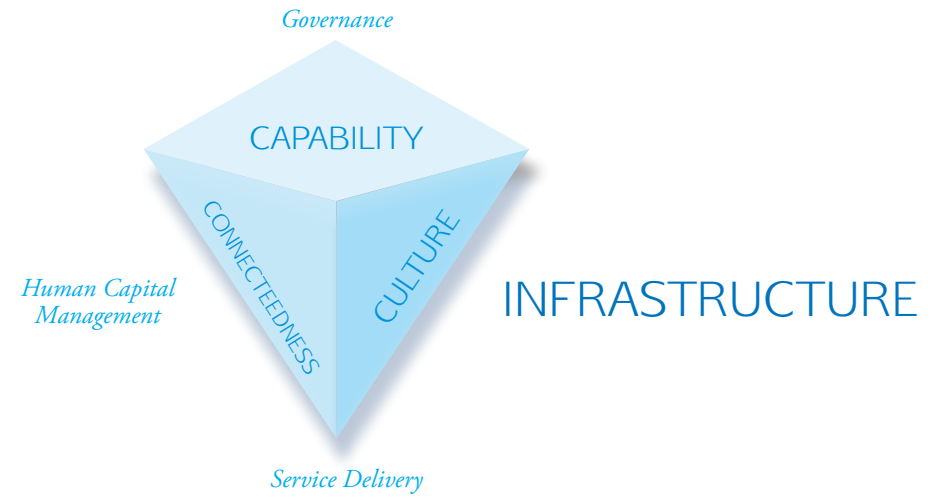
SECTION FOUR

INFRASTRUCTURE



OUR JOURNEY TO DIAMOND:
ENHANCING THE CAPABILITY OF THE PUBLIC SERVICE





INFRASTRUCTURE

SECTION IV: INFRASTRUCTURE

The primary focus of the MPA's interventions in fiscal 2014 with respect to Infrastructure includes:

- Improvement projects under the IDB loan programmes, several of which are infrastructural based; and
- Development of Business Continuity Management capacity in the public service.

4.1 Public Service improvement projects under IDB loan programmes

The MPA facilitated the reform and transformation 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 Programme (PSRIP)
- b. E-government and Knowledge Brokering Program (EGKBP)

Public Sector Reform Initiation Programme (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 ended in March 2014. Accordingly, in fiscal 2014 the audit of financials was completed and a close-out report generated.

The following are details of the six (6) projects funded under Public Sector Reform Initiation Programme (PSRIP):-

Project Name	Project Description	Major Project Outputs	Project Outcomes	Current Status
Ministry of Finance – Project Management Unit (PMU) Financial Management Reform Coordinator	Ministry of Finance - PMU Financial Management Reform Coordinator			Completed

Project Name	Project Description	Major Project Outputs	Project Outcomes	Current Status
Restructuring of the Central Statistical Office (CSO)	This consultancy is one of several projects in an overall restructuring of the CSO into a high performing agency with responsibility for coordinating the National Statistical System in order to support data-based policy making and information-based decision making.	<ol style="list-style-type: none"> 1. To provide support to CSO to perform a gap analysis, a study on the supply and demand of statistical information within and outside the country, and define core products of the agency consequently. 2. To define the most appropriate organizational structure of the new National Statistical Institute (NSI) and to give dimensions to the new structure in terms of human resources that will be necessary as determined by # 1 above. 3. To develop the IT Master plan for CSO in order to align the mission of the proposed re-organization to the new IT system, as to make # 1 above possible 	Interim improvements in current business operations at the CSO as well as longer term transformation.	Completed
Business Intelligence Tools for Central Statistical Office CSO - SPSS Statistical Packages	A project for the procurement of business intelligence tools that will aid in Sourcing, acquiring, manipulating and managing spatial and relevant attribute data to support data mining initiatives toward evidence-based policy making,	The SPSS Software Suite	<p>To translate research findings into practical and sound policy recommendations.</p> <p>To adopt and employ quantitative research and data analysis including data mining techniques, and modeling.</p> <p>To stay abreast of new ideas and concepts, and incorporating appropriate technology into existing systems and processes.</p>	Completed
Institutional Strengthening of Applied Research Agenda	A project for the procurement of hardware and software for the Ministry of the People and Social Development (MPSD) to facilitate the institutional Strengthening of Applied Research Agenda	<ul style="list-style-type: none"> - iPads - STATA software - Desktop computers - Multipurpose copier 	Improvement in the business efficiency at the MPSD	Completed

Project Name	Project Description	Major Project Outputs	Project Outcomes	Current Status
Outfitting of a Computer Lab at the Public Service Academy (PSA)-	Outfitting of a Computer Lab with the requisite furniture for the Public Service Academy	- Furniture	Increase in the capacity and therefore numbers of persons able to use the PSA computer lab	Completed
Eviews for Central Statistical Office CSO	A project for the procurement of the eViews software for the CSO	The eViews suite of software		Completed

Table 12 - Summary of PSRIP projects

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).

There are twenty-four (24) projects under the EGKBP.

The following is an update on the key projects being undertaken under the E-Government Knowledge Brokering Program:-

No.	Project Name	Project Description	Objectives	Project Duration dates	Project Outcomes
1	MPA PMD - Project Staff: Financial Specialist	Engagement of a Financial Specialist for Programme Management Division	To formulate and implement a project accounting system acceptable to the Government of Trinidad and Tobago and where applicable the IDB: must ensure that all projects funds are accounted for in TT and where applicable US\$ and will be required to develop an appropriate chart of accounts according to project specifications.	12-Dec-2012 to 14-Dec-2014 (24 months)	Management accounting of project funds

No.	Project Name	Project Description	Objectives	Project Duration dates	Project Outcomes
2	Service Commission Department (SCD) - Procurement of Consultancy Services to assist with the design of an Electronic Document Management System for the Service Commission Department	A consultancy to conduct a needs assessment, gap analysis and design an Electronic Document Management System for the SCD	To provide a layer of support to assist Service Commissions Department with the establishment of an enterprise-wide system for the management of documents and records. It is also intended that this consultancy will provide expertise and knowledge transfer to strengthen the project management capacity within Service Commissions Department.	1-July-2013 to 15-Feb-2014	Electronic document management system design to accommodate 120,000+ manual files Formulation of tender documents
3	Tertiary Education and Skills Training (TEST) - Consultancy Services to Develop a Short Term Expansion Plan and a 5 Year Business Plan for the UWI Faculty of Medical Sciences	Preparation of the project scope definition for the immediate and long-term expansion of the Faculty of Medical Sciences (FMS) in order to meet the increased demand of T&T Medical Students. The secondary objective is to prepare a 5 year Business Plan for the FMS.	To prepare the project scope definition for the immediate to medium term expansion of the FMS Medical School in order to meet the increased demand of T&T Medical Students. To prepare a 5 year Business Plan for the Faculty of Medical Sciences to effectively guide and implement its immediate and medium term growth, development and quality improvement and to ensure that it meets, in a sustainable manner, demands at the national and regional levels of capable medical professionals in the most effective manner.	17-Jun-2013 to 18-Jun-2014 (10 months)	Expansion of the medical school to accommodate increased enrollment numbers. Increase in trained Medical Professionals and improvement in the medical care of the population
4	Parliament - Modernisation of Parliament - Development of Asset Management Solution	Engagement of a consulting firm to assist in the design and implementation of an Asset Management Solution for the Parliament of Trinidad and Tobago to facilitate the efficient management of all physical assets owned by the Parliament located at the Parliament Building, Office of the Leader of the Opposition or in the 41 Constituency Offices and approximately 25 Constituency sub-offices	To strengthen the existing ICT institutional framework of the Parliament of Trinidad and Tobago, to enhance the capabilities of its key functional areas, with specific focus on the improvement of Hansard Production Systems.	25-Sep-13 to 24-June-14	Implementation/usage of asset management solution. Improvement in the system for the administration of Parliament

No.	Project Name	Project Description	Objectives	Project Duration dates	Project Outcomes
5	Ministry of Planning and Sustainable Development (MPSD) - Port Rationalization Study for Trinidad and Tobago	Analysis of the operational efficiency and organizational effectiveness of the ports, as well as, forecast potentially additional port services due to the expansion of the Panama Canal and other demand and logistical drivers.	To develop detailed and discrete analyses of potential demands for T&T ports in each of the following market sectors: <ul style="list-style-type: none"> • Domestic T&T containerized cargo flows; • Secondary regional transshipment markets; • The broader regional transshipment hub port role 	11-Nov-13 to 10-Jan-14	More effective port operations
6	Ministry of Finance and the Economy (MFE) - Financial Management Reform Coordinator	Continuation of the Financial Management Coordinator position for a Project Management Unit in the Ministry of Finance	To manage the follow up processes of formalizing the reform consensus derived from the diagnostic reports into an overall Reform Strategy for Public Financial Management.	22-Jan-2014 to 23-Jan-2015 (12 months)	Provision of technical support to the Ministry of Finance and the Economy (MFE) to manage the execution of the wide-ranging reforms in government's financial management systems.
7	Ministry of Public Administration (MPA) - Review of Allowances paid to Scholarship Recipients	The review of allowances applicable to recipients of National Scholarships.	To provide recommendations for the payment of allowances to scholars in all countries where there are scholars pursuing studies; To make recommendations for the payment of supplemental Maintenance Allowances to all scholars under technical assistance programmes offered by sponsor agencies; To provide the MPA with the knowledge, a plan and training in the procedures to be followed for conducting similar reviews in the future; To recommend specific allowances payable to recipients of scholarship	27-May-13 to 26-Aug-13	Increase in the level of satisfaction of scholars with allowances leading to overall satisfied scholars.
8	Ministry of Finance and the Economy (MFE) –Information Technology (IT) Hardware and Networking Systems for the Board of Inland Revenue (BIR)	Supply of Hardware and Software to support the upgrade and introduction of e-services, namely server and Switching infrastructure, Backup Tape Library, Enterprise printers, Desktops, Laptops	To supply and deliver appropriate Hardware and Software (servers, switches, desktops, printers and network infrastructure) to support the upgrade and introduction of e-services.		Implementation of required hardware and networking systems for the Division's Tax processing IS upgrade.

No.	Project Name	Project Description	Objectives	Project Duration dates	Project Outcomes
9	Ministry of Finance and the Economy (MFE) - Change Management and Project Management for Electronic Services	A project for change and project management services related to Inland Revenue Division (IRD's) new initiative to upgrade its GenTax software and successfully introduce to taxpayers a suite of electronic services as outlined above	To provide project management, change management and communication services related to the introduction of electronic services to taxpayers by the IRD so to: <ul style="list-style-type: none"> • Successfully manage the project so that IRD's business objectives are met • Deliver the project within time, specification, quality and budget • Adopt internationally accepted project management best practices • Adopt internationally accepted change management and communications best practices 		The provision of Project Management Services to accomplish the e-service project's objectives. Identification and management of processes and tasks required to deliver the project on time and within budget
10	Ministry of Health (MOH) - Development of Individual Master plans for the Redevelopment of POSGH, SFGH, EWMSC	Master Plans to be developed for Port-of Spain General Hospital (POSGH), Eric Williams Medical Sciences Complex (EWMSC) and San Fernando General Hospital (SFGH). The aim of these Master Plans will be to transform and strengthen the development and infrastructure components of the three main institutions, Eric Williams Medical Sciences Complex, Port of Spain and San Fernando General Hospitals and include health planning, architectural, technological and organizational development solutions	To develop a Master Plan for the Redevelopment of the Port of Spain General Hospital, San Fernando General Hospital and the Eric Williams Medical Sciences Complex that takes into consideration the current and future acute health care and hospital needs of the catchment population of the North West Regional Health Authority, the North Central Regional Health Authority (NCRHA), and the South West Regional Health Authority (SWRHA) as outlined in the MOH National Strategic Plan and the NCRHA, NCRHA and SWRHA Strategic Plans for Health 2010-2015, within the context of building healthy and safe hospitals that contribute to sustainable cities and urban development.	2-Jun-2014 to 15-Mar-2015 (8 months)	Development of a Master Plan for the Redevelopment of each hospital campus, namely the Port of Spain General Hospital, San Fernando General Hospital Eric Williams Medical Sciences. These plans are to address the current and future acute care health and hospital needs of the catchment population of the North West Regional Health Authority (NWRHA), the North Central Regional Health Authority (NCRHA), and the South West Regional Health Authority (SWRHA), as outlined in the MOH National Strategic Plan and the Strategic Plans for Health 2010-2015 of the NCRHA and the SWRHA, within the context of building healthy and safe hospitals that contribute to sustainable cities and urban development.

No.	Project Name	Project Description	Objectives	Project Duration dates	Project Outcomes
11	Ministry of Legal Affairs (MoLA) - Shelving for the Vault of the Registrar General's Department	Supply of Specialized shelving to improve storage of vault documents	To deploy mobile and stationary shelving at four (4) vault location.	31-Jul-2014 to 31-Dec-2014 (5 months)	Installation of specialized shelving at the Registrar General's department improving the storage of documents.
12	Ministry of Public Administration (MPA) - Provision of Business Process Management (BPM) Support In The Public Service	Engagement of a consultancy to provide technical expertise and advice and capacity building in Business Process Re-engineering.	To increase knowledge of the BPM concepts, methodology and tools; To increase in competencies in modelling existing systems and processes; Enhancement in ability to develop BPM implementation plans; Increase in knowledge and capacity of the MPA team/s to ensure to the provision of sound advice, guidance and support to Ministries/ Departments/Divisions in the area of BPM.	(12 months)	Provision of sound technical expertise and advice which will enable public officers to fundamentally rethink how they do their work and dramatically improve customer service, operational efficiency, and become world-class service providers.
13	Ministry of Public Administration (MPA) - Institutional Strengthening of PSA	Provision of much needed in-house expertise to give the PSA staff new knowledge, skills and systems to manage Human Resource Division (HRD). The project concurrently is to develop a strategic direction for the PSA.	To strategically reposition the PSA to more effectively contribute to the success/ achievement of Government's national objectives. To increase training and human resource development and to provide more effective training and development of GoRTT's public officers. To establish a PSA that fully supports the needs of a modern Public Service. To build knowledge, skills and systems in the PSA and in the line HRM Divisions for sustained service delivery	(12 months)	Outlining of a way forward for the transformation of the Public Service Academy as a new and modernized training institute to service the needs of the public service

No.	Project Name	Project Description	Objectives	Project Duration dates	Project Outcomes
14	Ministry of National Security (MNS) - Development and Installation of an Enterprise Geographic Information System (eGIS)- NETWORKING	The supply of high performance networking equipment to support the implementation of an enterprise eGIS solution at the Ministry of National Security. Development of a MNS Inter-connectivity Backbone (MNSIB) which will interconnect its major Divisional Offices and Agencies / Units in a robust, reliable and secure IP platform.	To provide the network layer to facilitate access to EGIS services hosted within three Core Sites. To provide the network medium to support replication, fail-over and backup services between the Core Sites To provide security, routing services, and network redundancy to support 99.9% availability of the EGIS solution within the MNS.	31-Jul-2014 to 31-Oct-2014 (3 months)	Provision of geospatial information to agencies under the MNS that will aid in: 1) Crime fighting and 2) Emergency and disaster response
15	Ministry of National Security (MNS) - Development and Installation of an Enterprise Geographic Information System - GEOSPATIAL DATASETS	The provision of geospatial data that is up-to-date, standardized, clean, accurate and which contains the relevant meta-data is required for the implementation of an enterprise GIS solution at the Ministry of National Security	To obtain geospatial data sets i.e images to support the implementation of an enterprise eGIS solution at the Ministry of National Security.		Provision of geospatial information to agencies under the MNS that will aid in: 1) Crime fighting and 2) Emergency and disaster response
16	Ministry of Housing and Urban Development (MoHUD) formally Ministry of Housing Land and Marine Affairs (MHLMA) -Upgrade of Cadastral Management Information System for Lands and Surveys Division	Consultancy to update the Cadastral Management Information System (CMIS) which automates the registration of cadastral information.	To upgrade the Cadastral Management Information System (CMIS) in the Lands and Surveys Division which entails: a. The upgrade of hardware and software b. The facilitation of interoperability with other Information Systems currently under development. c. The improvement of the functionality of the system to support changes within the Division and its external users d. The provision of access to the Parcel Index Map and other information in a timely manner from the CMIS through a web interface e. The provision of training and support necessary for the operation of the system.	(18 months)	An improved system for the management of cadastral records which meets the users identified needs and caters for the interoperability between stakeholders.

No.	Project Name	Project Description	Objectives	Project Duration dates	Project Outcomes
17	Ministry of Housing and Urban Development (MoHUD) formally (MHLMA) - Procurement of Unmanned Aerial Vehicles Mapping Systems for Lands and Surveys Division	The provision of unmanned aerial vehicles and systems (UAV systems) comprising aerial vessels, the sensors (aerial camera or lidar sensor), software and hardware for the processing of the images of spatial data	To procure unmanned aerial vehicles and systems (UAV systems) comprising aerial vessels, the sensors (aerial camera or lidar sensor), software and hardware for the processing of the images of spatial data.	(6 months)	Updating of 18 year information on the national geospatial data which feeds into several agencies which depend on spatial data
18	Ministry of Housing and Urban Development (MoHUD) formally (MHLMA) - Conduct of Aerial and Lidar Survey for Trinidad and Tobago	Project Management of the Aerial survey and Lidar data capture of Trinidad and Tobago using specialist photogrammetric skills	The objectives of the project are: i. The capture of aerial photography and Lidar imagery for Trinidad and Tobago of such a standard to extract large scale map data ii. The creation of an orthomosaic of Trinidad and Tobago iii. The creation of digital elevation models for both terrain and surface of Trinidad and Tobago iv. To gain experience and knowledge in the execution of a national mapping exercise and to update knowledge base.		Updating of 18 year information on the national geospatial data which feeds into several agencies which depend on spatial data
19	Ministry of Planning and Sustainable Development (MPSD) - Eurotrace Programmer	Conversion of the existing Trade Eurotrace domains to a robust and reliable database backend so that they can be accessed by the Web COMEXT browser application software in a secure manner.	To convert the existing Trade Eurotrace domains to a robust and reliable database backend so that they can be accessed by the Web COMEXT browser application software in a secure manner.		Secure access to the Trade Eurotrace domains by the Web COMEXT browser application software.

No.	Project Name	Project Description	Objectives	Project Duration dates	Project Outcomes
20	Ministry of Public Administration (MPA) SHRM - Human Resource System Modernization	Provision of programme and human resource management advisory services and support to the Human Resource Management Modernization Programme of the TT Civil Service, coordinated by the SHRM Division of the MPA	The business objective of this consultancy is to create and manage a holistic and cohesive HRM Modernisation programme.	(18 months)	Development of projects under SHRM, procurement of relevant implementation support services and management of these projects; building of capacity through knowledge skills and transfer via expertise relating to modernised HRM legislation, regulation, policies, organisational structures, systems and procedures and competency
21	Ministry of Public Administration (MPA) - Envisioning and Planning for Enterprise wide Records and Information Management (RIM) System	Engagement of consultancy services for the conduct of a Readiness Assessment and the development of a strategy for Information Management for the Public Service	To conduct a Records and Information Management (RIM) Readiness Assessment Development of a Vision for the New Information Environment Recommendation of a Structure and Function of Governance Body for RIM		A formal assessment of the current state of Records and Information Management within Trinidad and Tobago's Public Service
22	Ministry of Public Administration (MPA) - Procurement of a Consulting Firm to Develop an E-Learning Strategy for the Ministry of Public Administration	Institutionalization of an effective, robust and adaptable E-Learning system within the Public Service.	To develop an e-Learning strategy and pilot an implementation of an e-Learning System to enhance the service delivery capacity of the Ministry and to increase the number of training and development opportunities available to the public service.		Increased reach of quality training to Public Officers via E-Learning 2000 Public Officers trained by September 2017 via e-Learning
23	Ministry of Public Administration(MPA)- e-Government Strategy	Production of the National e-Government Strategy and an e-Government Strategy Framework, 2014-2018; and, the development of Terms of Reference for key areas.	To develop an e-Government strategy and e-Government framework for the conduct of business and the delivery of services in the public service		Establishment of robust e-government "services" for Trinidad and Tobago Coordinated reform and renewal transformation related to process re-engineering for automation of the Public Sector Better collaboration among local, regional and central governments Development of a consolidated and shared view of the Public Sector

No.	Project Name	Project Description	Objectives	Project Duration dates	Project Outcomes
24	Ministry of Public Administration (MPA) - Data Classification	Development of a Data Classification Policy to guide the placing of data into categories that will dictate the level of internal controls for data protection	To establish a policy on Data Classification in the Public Service of Trinidad and Tobago that would assign and maintain the appropriate confidentiality and security level of individual categories of data whilst embracing the principle of Open Data.		<p>Reduced transaction time in GoRTT meeting legal and regulatory requirements regarding the treatment of queries from the public.</p> <p>Increased citizenry satisfaction with the treatment of public data management by promoting the increased availability of data to citizens whilst protecting confidentiality and maintaining security.</p> <p>Increased storage effectiveness for GoRTT. The GoRTT gaining from de-duplicating their information, which in turn will help to cut storage and backup costs, whilst speeding up data searches.</p> <p>Ability to make more effective management decisions on the level of controls necessary for data protection.</p> <p>Having a Data Classification program in place that includes the appropriate levels of controls for the various classification levels, helps leadership make more effective investment decisions to meet internal and external control expectations.</p>

Table 13 - Summary of eGKBP projects



4.2 Business Continuity Management

If we fail to make BCM practice, concept, and philosophy our new way-of-life, we will run the risk of having the systems break down at a time when we would need them the most.

Unless the entire public service supports BCM, unless the other institutions – such as the private sector, the political directorate and the media – recognize and help us as we execute and implement, BCM never will have the impact that it should.

Excerpt from speech made by Minister of Public Administration, the Honourable Carolyn Seepersad-Bachan at the BCM Stakeholder session, July 25 2014

The Government of the Republic of Trinidad and Tobago has embarked upon a programme to ensure the continuity and survival of critical public services in the event of a major business interruption. The Ministry of Public Administration has been charged with the responsibility to develop the capacity and capability of the Public Service for business continuity, through Business Continuity Management (BCM), the management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience and the capability for an effective response which safeguards the interests of its key stakeholders, reputation, brand and value creating activities (British Standard Institute, BSI 25999).

Acting within the context of the National Development Pillar 6 - Good Governance - and its mandate for facilitating improved public service delivery, the Ministry of Public Administration, through BCM, will attempt to strengthen the Public Service's institutional capacity. By establishing BCM, the public service will be able to plan, respond to and recover from a hazard impact, whether due to natural causes or otherwise, and thus ensure continued service delivery to the public.

In the first quarter of fiscal 2013/14 the MPA engaged a consultant, PricewaterhouseCoopers (PwC) Advisory Services Limited, to assist in establishing a BCM capacity in the Public Service.

In January 2014, Cabinet selected the following pilot Ministries as BCM 'early adopters';

- Finance and the Economy;
- People and Social Development;
- Education; and,
- Trade, Industry and Investment.

After planning and consultation with the pilot agencies, a project ‘kick off’ meeting was held with these pilot agencies and representatives from the Ministry of National Security and the Office of Disaster Preparedness and Management (ODPM). A BCM Project Steering Committee was formed in April 2014 and staff members from the pilot agencies and MPA were selected for the project team known as the BCM Counterpart Team. The Steering Committee is chaired monthly by the Permanent Secretary of the Ministry of Public Administration. The Steering Committee oversees the timely progress of the project and provides decision making support to complete the project on time, within budget and in scope.

Under its guidance, and facilitated by consultant firm PwC, the BCM counterpart team has already:

- i. conducted a Diagnostic Assessment for the BCM readiness of Ministries and Departments;
- ii. drafted the BCM Policy and Strategy;
- iii. held one stakeholder workshop on July 25 2014 with Ministries and Departments regarding the importance of BCM;
- iv. Reviewed the draft BCM Policy and Strategy; the Governance Structure and Operational Framework for BCM in Government.

One of the most crucial deliverables of the consultancy is the BCM Policy for the Whole of Government. The overarching goal of the BCM Policy is to realise continued delivery of public services to citizens in the event of a business interruption using the organisational resiliency approach. In so doing, the GoRTT expects to achieve:

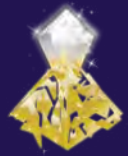
- i. Ongoing mitigation, prevention and reduction of disruption in service to the public
- ii. Cost effective preparedness and response for any major event that may impact its business activities
- iii. Effective communication before, during and after an incident.
- iv. Recovery and continuity of critical business processes at an acceptable level of operation during and after an incident
- v. Timely restoration of business system software, hardware, IT infrastructure services and data during and after an incident
- vi. Accounting for staff in general, and transfer of specific staff to alternative locations to maintain critical business processes following major disruptions or disasters.

The consultants have been providing knowledge transfer, training workshops, on-the-job coaching sessions and subject matter expert support and guidance on best practices. The key deliverables of this consultancy are a BCM Policy for whole of Government, a Governance Structure, a Roadmap for Roll out of BCM across government and the implementation of BCM in four (4) pilot Ministries.

At the end of the consultancy, the MPA will also have a new Unit which would be dedicated to the continued institutionalisation of BCM in Ministries and Departments.



PART TWO



INCREASING MPA's CAPABILITY

"Happy employees make happy customers"

PART TWO: INCREASING MPA'S CAPABILITY

“Happy employees make happy customers”

It is a well-established principle that satisfied staff is more productive and thus able to contribute to service delivery excellence. In line with this principle, the MPA's Social Activities Committee (SAC) together with the Corporate Communications Division planned and executed several internal activities and celebrations throughout the year to exploit our diversity, improve camaraderie, cooperation and interaction among staff and contribute to building effective cross-functional teams.

Below is a list of key team-based and religious/ cultural-based activities held throughout fiscal 2013/2014.

RELIGIOUS AND CULTURAL EVENTS	TEAM EVENTS
Easter Celebrations <ul style="list-style-type: none"> Scavenger hunt 	Carnival <ul style="list-style-type: none"> Carnival Party Cooler Competition
Divali <ul style="list-style-type: none"> Mehindi Art Ramleela Decorate your Deya Competition 	Independence Day <ul style="list-style-type: none"> Independence Day Trivia Competition
Indian Arrival Day <ul style="list-style-type: none"> Indian Food Village Encouraged staff to wear ethnic wear 	MPA Cookout and Family Day <ul style="list-style-type: none"> Cook out Novelty Events Children's Events
Eid-ul-Fitr <ul style="list-style-type: none"> Arabic Food Charity drive 	End of Year Function <ul style="list-style-type: none"> Retirement Function Best Dressed competition – Best Dress Male and Female
Corpus Christi seed distribution <ul style="list-style-type: none"> Green Team distributed seeds 	Father's and Mother's Day Celebrations
	Emancipation Day <ul style="list-style-type: none"> Fashion Freedom competition

Table14 - Summary of MPA staff activities/celebrations



MPA Strategic ICT Plan

In September 2014, the Ministry of Public Administration's IS/IT Strategic Plan was approved by Cabinet. This Plan seeks to ensure that the capability of the Ministry is enhanced and that ICT is operating at its highest capacity, through the fulfillment of the following main objectives:

- i. Enabling Public service transformation
- ii. Enabling Ministerial excellence
- iii. IT Operational Achievement

Additionally, the plan outlines the Ministry's approach to providing and managing Information Technology (IT), Information Systems (IS) and Information Management (IM) to support the Ministry's mandate and key work lines, and is consistent with the Trinidad and Tobago National Development Agenda including the National ICT Plan, *smarTT*.

MPA Staffing

MPA staffing as at September 30, 2014 was as follows:

	Establishment	Contract	Associate Professionals	Total
Filled	82	130	25	237
Vacant	163	263	0	426
Total Positions	245	393	25	663

Table 15 - MPA Staffing as at September 30, 2014

Contract Positions Filled during FY 2013- 2014

Division	Contract Positions Filled in Fiscal 2012	Contract Positions Filled in Fiscal 2013	Contract Positions Filled in Fiscal 2014
Legal Services Division	-	8	2
Corporate Communications Division	1	3	4
Corporate Services Division	0	7	1
Minister's Secretariat	4	4	1
Programme Management Division	1	3	-
Strategic Services Division	5	7	7
SHRM	-	1	3
Human Resources Division	-	12	18
Public Management Consulting Division	-	2	1
Public Service Transformation Division	-	6	2
Scholarships and Advanced Training Division	-	7	5
Facilities Management Unit	-	2	0
Diamond Division	-	-	10
TOTAL	11	62	54

Table 16 - MPA contract positions filled in Fiscal 2014

Recruitment of Contract Officers

The function of the Human Resource Management Division is to ensure that all the divisions in the Ministry are adequately staffed, in order to guarantee the efficient realization of the strategic goals and objectives. In accordance with good governance, public accountability and transparency the recruitment process follows stringent procedures.

Contract Recruitment Process

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

The MPA uses a competency based process for recruitment. Contract positions are advertised in the print media and on the GHRS website. Applications received are sifted according to the minimum requirements for the position. Those candidates who meet the minimum requirements are invited for a written assessment. Candidates with the highest scores are shortlisted for an interview. Candidates are then invited to be interviewed by a panel consisting of a senior human resource officer, a representative from the respective Division and experts in the required field.

The panel selects and recommends the best candidate for employment based on the results of the interview and any corresponding assessments. Reference checks are conducted for the highest scoring candidates.

MPA Recruitment Process

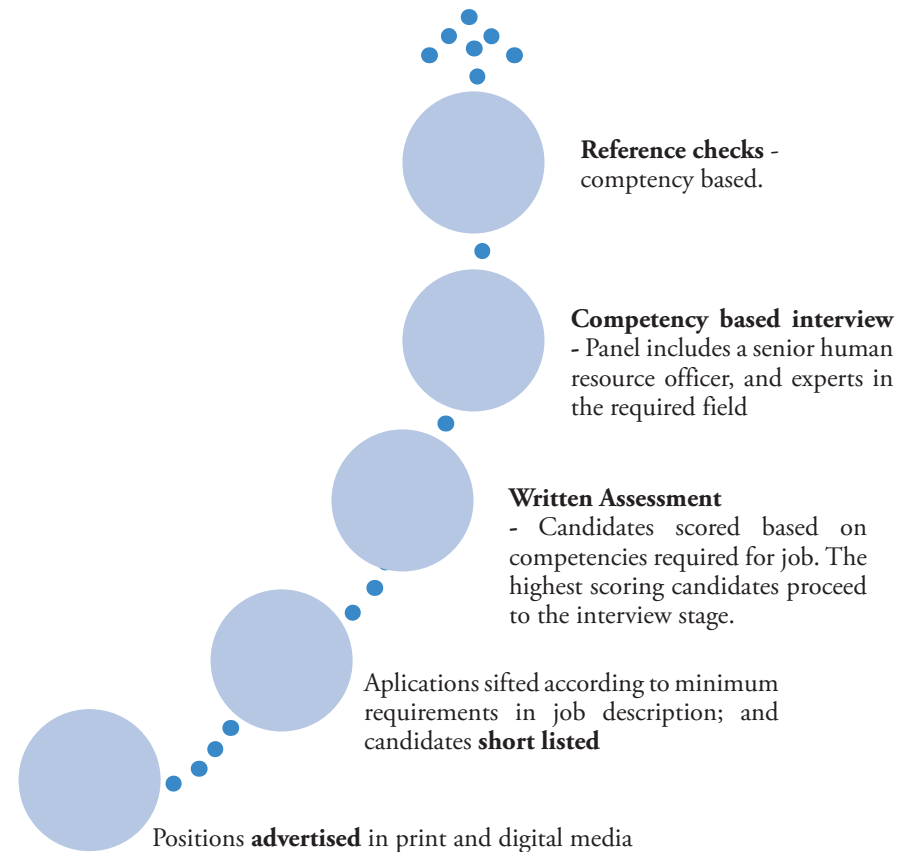


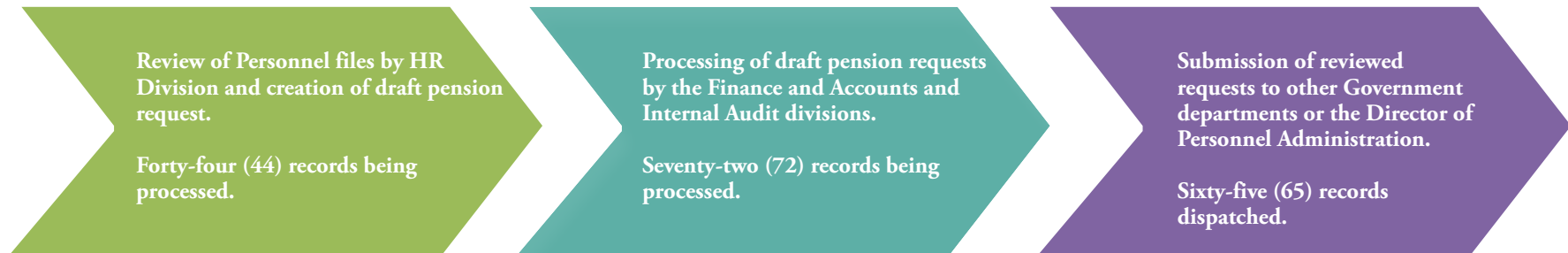
Figure 10 - MPA Recruitment Process

Performance Appraisals and Increments

For the period under review (2013-2014) the Ministry of Public Administration's Human Resources Division successfully completed and submitted 119 performance appraisals with 31 appraisals still outstanding. The total number of performance appraisals would include public officers who would have submitted more than one performance appraisal, corresponding to a previous financial year. Within the same period, the Ministry prepared and dispatched 93 increment certificates for payment.

Pension and Leave Processing

The Human Resource Division of the MPA has been working towards timely processing of employees' human resource records through the formation of a pension and leave unit to deal with the backlog of outstanding pension and leave records for retired public officers, and public officers who have been awarded government scholarships. Under the period of review, 110 personnel files were processed by the Human Resources Division.



Training and Development

Outlined below are the training and development programmes accessed by the staff of the MPA during the fiscal year 2013/2014.

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

Courses	No. of Employees Attended
Registry Procedures	1
Anger Management	4
Customer Service	43
Terms of Reference and Request for Proposals	5
	23
	2
Preparation and Maintenance of Pension and Leave	21
Inventory Management	1
Preparation for Retirement	4
Developing Leadership Skills for Middle Level Officers	4
Effective Business Writing	2
Protocol for Events	14
Monitoring and Evaluation	2
International Programme for Development Evaluation Training	1
Key Strategies for Leading Change and Transformation	5
Conducting Effective Performance Appraisals	2
Coaching and Mentoring	1

Courses	No. of Employees Attended
Disney's Approach to Quality Service 2014	5
Osgoole Certificate Programme in Public Procurement, Law and Practice	1
Functions of the OSH Committee	2
Developing Effective Policy	5
Preparation of Logical Frameworks	3
Preparation of Estimates	4
Managing Work Life Balance	2
Introduction to Facilities Management	2
Corporate Governance Workshop	1
Psychometric Test User Certification	1
Three Lines of Defence for Effective Governance, Risk Management Controls and Compliance	2
Conducting Effective Performance Appraisals	2
Conversion Statements	23
Procurement Law Disclosure Toolkit	2
Office Etiquette for Administrative Support Staff	1
Cabinet Note Writing	1
Occupational Safety and Health Workshop	2
Distinguished Leadership and Innovation Conference	12
Leadership Seminar	5
Setting a Real Minimum Wage in Trinidad and Tobago	1
Understanding, Documenting and Implementing an Effective Quality Management System	2
TOTAL NO. OF EMPLOYEES ATTENDING TRAINING IN 2013/2014	214

Table 17 - MPA staff trained in Fiscal 2014

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

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

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

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

In respect of the following Regulations related to acts of misconduct/discipline, there were no instances to report:

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

Table 18 - *List of Delegated Regulations for Acts of Misconduct/Discipline*

FINANCE AND ACCOUNTS

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 operating expenditure during financial year 2013-2014 was One Hundred and Fifty-Four Million, Seven Hundred and One Thousand, Eight Hundred and Eighty Dollars (\$154,701,880.00). The MPA also received the sum of Three Hundred and One Million, Four Hundred and Eighteen Thousand Dollars (\$301,418,000.00) under the Development Programme and One Million, Five Hundred and Forty Thousand and Twenty-Five Dollars (\$1,540,025.00) under the Infrastructure Development Fund. Hence, the aggregate resources available for the Ministry's programmes in fiscal 2013-2014 was Four Hundred and Fifty-Seven million, Six Hundred and Fifty-Nine Thousand, Nine Hundred and Five Dollars (\$457,659,905.00); an increase in allocation by approximately four percent (4%) in comparison with financial year 2012-2013.

The actual expenditure for the period was Three Hundred and Forty-Two Million, Six Hundred and Thirty-Nine Thousand, Twenty-Five Dollars and Seventeen Cents (\$342,639,025.17). This represents seventy-five percent (75%) of the total sum allotted and a decrease in expenditure by zero point six percent (0.6%) from the previous year. A breakdown of estimated and actual expenditure is shown in the table below:

Expenditure	Allocation	Actual Expenditure	Variance
Recurrent Expenditure	154,701,880.00	\$112,575,682.05	\$42,126,197.95
Development Programme	301,418,000.00	\$228,523,318.32	\$72,894,681.68
Infrastructure Development Fund	1,540,025.00	1,540,024.80	0.20
Total	457,659,905.00	\$342,639,025.17	\$115,020,879.83

Table 19 - Breakdown of Allocation and Expenditure for FY 2014

RECURRENT EXPENDITURE

Thirty-three percent (33%) of funds assigned were to facilitate recurring expenditure, which amounted to One Hundred and Fifty-Four Million, Seven Hundred and One Thousand, Eight Hundred and Eighty Dollars (\$154,701,880.00). Actual funds expended were One Hundred and Twelve Million, Five Hundred and Seventy-Five Thousand, Six Hundred and Eighty-Two Dollars and Five Cents (\$112,575,682.05). This represents seventy-three percent (73%) of the sum allotted.

A graphical comparison of budgeted versus actual recurrent expenditure for fiscal years 2012/2013 and 2013/2014 is shown in the Chart below.

Comparison of Budget vs Actual Expenditure 2013 and 2014



Figure 11– Comparison of Budgeted and Actual Expenditure between the FYs 2013 and 2014

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 2012/2013 and 2013/2014 and also a projection for 2014/2015 is shown in the table below:

Expenditure Category Sub – Head & Item	2013		2014		2015
	Allocation	Expenditure	Allocation	Expenditure	Estimates
Personnel Expenditure	\$19,023,430.00	\$16,808,430.98	\$21,952,060.00	\$17,083,518.56	24,724,300.00
Goods and Services	\$136,670,938.00	\$114,396,509.47	\$122,225,626.00	\$87,475,451.85	141,137,200.00
Minor Equipment Purchases	\$2,362,520.00	\$2,122,938.37	\$2,948,714.00	\$527,184.07	2,388,000.00
Current Transfers and Subsidies	\$11,173,582.00	\$10,109,326.64	\$7,575,480.00	\$7,489,527.57	10,656,000.00
Grand Total	\$169,230,470.00	\$143,437,205.46	\$154,701,880.00	\$112,575,682.05	\$178,905,500.00

Table 20 - Budgeted versus Actual Recurrent Expenditure for FY 2013 to 2014 with Projections for 2015

Variations under Recurrent Expenditure

The MPA did not utilise twenty-seven percent (27%) of recurrent expenditure, denoted by a variance of Forty-Two Million, One Hundred and Twenty-Six Thousand, One Hundred and Ninety-Seven Dollars and Ninety-Five Cents (\$42,126,197.95). This variance was largely attributed to the following:

- Personnel Expenditure

Variance due to:

1. Acting approvals not received and vacant posts not filled. Difference amounted to Four Million, Two Hundred Thousand Dollars (\$ 4,200,000.00)

- Goods and Services

Variance due to:

1. An expected increase in rent was not realised. Difference amounted to Two Million, Two Hundred Thousand Dollars (\$ 2,200,000)
2. Approval to outfit 114 Frederick Street was not yet received. Difference amounted to One Million, Eight Hundred Thousand Dollars (\$ 1,800,000)
3. Contract positions not filled. Difference amounted to Fourteen Million, Seven Hundred Thousand Dollars (\$ 14,700,000)
4. Due to staff constraints, some projects were not initiated within fiscal 2014. Difference amounted to Two Million, Seven Hundred Thousand Dollars (\$ 2,700,000)

5. Certain assets were transferred at peppercorn rate instead of market value. Difference amounted to Four Million, Five Hundred Thousand Dollars (\$ 4,500,000)
6. Transformation programs not carried out due to staff constraints. Difference amounted to One Million, One Hundred Thousand Dollars (\$ 1,000,000)

- Minor Equipment Purchases

Variance due to:

1. Procurement process for the purchase of computer equipment was not completed (TT\$1,992,267.95).

DEVELOPMENT PROGRAMME (DP)

Approximately sixty-six percent (66%) of the Ministry's allocation was apportioned to the

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

The table below compares budgeted and actual Development Programme expenditure for the past two (2) financial periods and provides an estimate for the upcoming fiscal year 2014-2015.

Expenditure Category Sub – Head and Item	2013		2014		2015
	Allocation	Actual Expenditure	Allocation	Actual Expenditure	Estimates
004-04 Social Infrastructure, Education	\$211,172,000.00	\$175,581,089.60	\$244,588,000.00	\$194,901,881.16	\$184,300,000.00
G. Educational Services					
005-06 Multi Sectorial and Other Services, General Public Services	\$48,059,700.00	\$21,021,315.61	\$55,830,000.00	\$33,621,437.16	\$67,100,000.00
A. Administrative Services					
F. Public Buildings	\$7,700,000.00	\$1,270,509.88	\$1,000,000.00	\$0.00	\$0.00
Total	\$266,931,700.00	\$197,872,915.09	\$301,418,000.00	\$228,523,318.32	\$251,400,000.00

Table 21 - Budgeted versus Actual Development Programme

This information is also depicted in the graph below.

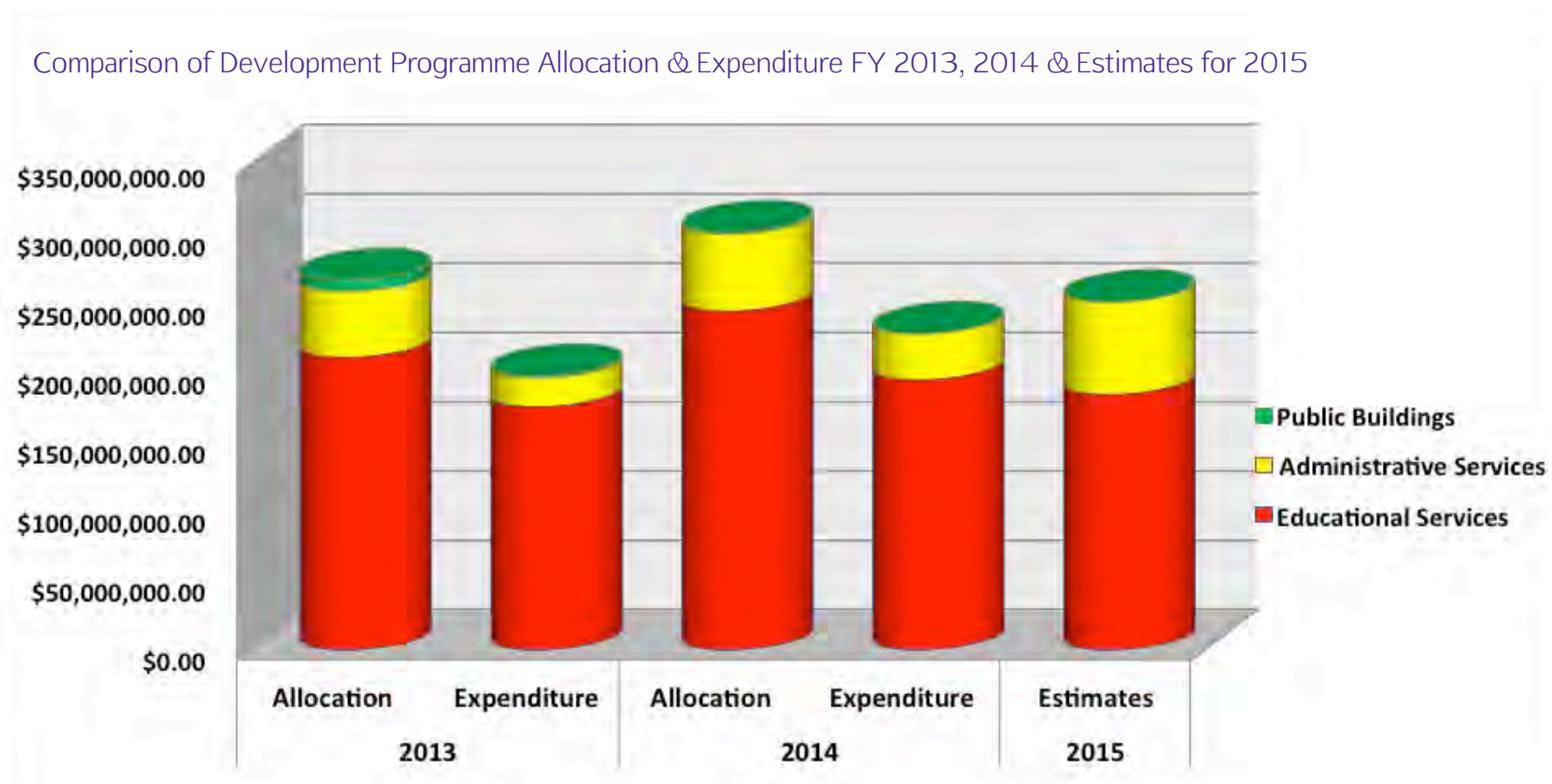


Figure 12 – Comparison of Allocation and Expenditure between FYs 2013, 2014 and Projections for 2015

Variances under Development Programme

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

- **Education Services**
 1. Invoices and tuition for compulsory fees for overseas scholars was not received on time. The resulting variance amounted to Forty Million Dollars (\$40,000,000.00)
 2. Negotiations of salaries for teachers were not completed. The sum of Eight Million Nine Hundred and Eighty Thousand Dollars (\$8,980,000.00) was not used to pay arrears for teachers on scholarship

- **Administrative Services**
 1. Due to staff constraints, projects were not implemented during the fiscal; expenditure amounting to Twenty Million, Three Hundred Thousand Dollars (\$20,300,000.00) was not incurred.

- **Public Buildings**
 1. No work was done with respect to the Government Training Centre at Chaguaramas. The sum of One Million Dollars (\$1,000,000.00) was thus not expended.

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 2013/2014, the MPA was allocated the sum of **One Million, Five Hundred and Forty Thousand and Twenty-Five Dollars (\$1,540,025.00)** to fund the construction of an office building where the previous National Broadcasting Network (NBN) Building was located.

Ninety-nine point nine percent (99.9%) of the allocation was spent during the period resulting in an unexpended balance of **Twenty Cents (\$0.20)**.

The table below provides a comparison of budgeted and actual expenditure for the fiscal years 2012/2013 and 2013/2014 and a projection for 2014/2015:

Expenditure Category Sub – Head and Item	2013		2014		2015
	Allocation	Actual Expenditure	Allocation	Actual Expenditure	Estimates
005-06 Multi Sectoral and Other Services, General Public Services					
F Public Buildings	\$3,361,915.00	\$3,361,914.60	\$0.00	\$0.00	\$0.00
008 Refurbishment of NBN Building					
029 Construction of Office Building - Old NBN Building	\$0.00	\$0.00	\$1,540,025.00	\$1,540,024.80	\$4,000,000.00
Total	\$3,361,915.00	\$3,361,914.60	\$1,540,025.00	\$1,540,024.80	\$4,000,000.00

Table 22 - Comparison of IDF Budgeted and Actual Expenditure for FY 2013 and 2014

REVENUE

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

Actual returns for the period October 1st 2013 to September 30th, 2014 totalled three million, three hundred and sixty-nine thousand, five hundred and seventy-eight hundred and thirty-six cents (\$3, 369, 578.36). This sum was deposited in its entirety to the Exchequer account.

CONTRACTS AWARDED

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

Contracts awarded for Consultancy Services the period October 1, 2013 to September 30, 2014

Consultancy Services		
Contract Summary	Contract Date	Amount
Nathan Associates Inc.- For Consulting Services to Conduct a Port Rationalization Study for T&T Ministry of Planning Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	December 23, 2013	US\$63,916.00
George Bindley Taylor- to provide Consulting Services for the position of Coordinator for the Project Management Unit in the Ministry of Finance and Economy Inter-American Development Bank IDB Loan No. 1808/OC-TT	January 22, 2014	US\$174,000.00
Sebastien Cadic- For Consulting Services for the Engagement of a Consultant to Enhance the Republic of Trinidad and Tobago Central Statistical Office's Eurotrace Trace Domains Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	May 28, 2014	US\$51,796.00
Sandra Marchack- to provide consultancy services for the Design to Improve the Process and Systems relating to the Provision of Terms and Conditions in respect of Contract Employment in Ministries, Departments and Statutory Authorities subject to the Statutories Authority Act, Chapter 24:01	May 29, 2014	\$405,000.00
Jacqueline Wilson- for the Provision of Human Resource Management (HRM) Modernisation Programme Implementation Support Services	May 29, 2014	\$432,000.00
PEAKE Technologies Ltd.- To provide change out and upgrade of the Old Fire Station Building Air Conditioning System	July 2, 2014	\$656,359.70
ENCO- To examine and comment on PEAKE Technologies Ltd. Schedule of work and Methodology for the execution of the works etc.	July 1, 2014	\$41,400.00
Mr. Desmond Hunte- to provide consulting services for the updating of the sample design and sample frame of the continuous Sample Survey of Population for the Rep. of T&T CSO Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	July 28, 2014	\$430,000.00 (VAT Exclusive)

Table 23 - Contracts awarded for Consultancy Services FY 2014

Goods, Works and Related Services		
Contract Summary	Contract Date	Amount
PKF Limited- For Audit of the Public Sector Reform Initiation Programme for the Financial Year October 1st 2012 to March 31st 2014 Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	October 3, 2013	\$228,850.00
Call Me Limited- Call Centre, Data Collection and Data Dissemination Services relative to the MPA Advanced Level Scholarship Seminar	October 28, 2013	\$17,250.00
GHRS- For Director of Legal position.	December 6, 2013	\$1,607.12
CARIRI- for the Design and Delivery of a Training Programme in Innovation for Officers within the Public Service of Trinidad and Tobago	February 2, 2014	Extension of Agreement
GHRS- Recruitment and Selection for two (2) positions HRM Systems Designer and Assistant HRM Systems Designer	February 4, 2014	\$3,214.25
Angostura Limited- to provide hostessing and bartending services and the co-ordination of catering services re MPA staff event - Carnival 2014 On D' Road.	February 21, 2014	\$10,455.90
Rejane Limited- To provide Interior Design Services, Gaston Court Chaguanas	March 24, 2014	\$ 220,800.00
PKF Limited- To provide audit services for the Audit of the E-Government & Knowledge Brokering Programme- IDB Loan No. 1808/OC-TT	March 25, 2014	\$ 330,050.00
Willow Works- For Media Monitoring Services	April 30, 2014	Extension of Agreement
Proudfoot Communications- For the provision of services for the supply and Design, Development, maintenance and hosting of a secure Website for the Scholarships and Advanced Training Division, MPA	May 7, 2014	\$ 176,306.50
Awesome Intel Limited- To provide Media Monitoring Services for MPA	September 8, 2014	\$18,750.00 per month (September 8, 2014- August 31, 2016)
Mac Farlane's Design Studios Limited- To provide Event management Services for the Hosting of The T&T Diamond Standard Award Ceremony and Cocktail Event	September 8, 2014	\$911,633.75
Earl Blugh- To provide Compensation and Management/ Job Design Services	August 18, 2014	\$250.00 per hour (July 14, 2014- January 13, 2015)
Rejane Ltd.- To redesign the reception area on the top three floors of the NLB, replacing the carpet on these floors as well as evaluating bids and supervising works which will be performed by interior contractor in relation thereto.	September 10, 2014	\$199,410.00
Velvet Concept- To provide event management services and logistical support for the MPA cookout and fun family day.	September 18, 2014	\$149,523.00

Table 24 Contracts awarded for Goods, Works and Related Services FY 2014

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

Contracts awarded by The Ministerial Tenders Committee (MTC) of the Ministry of Public Administration for fiscal 2013/2014 are as follows:

SUMMARY OF CONTRACT	CONTRACT DATE	AMOUNT
Inglefield/Ogilvy & Mather Caribbean Ltd- To conduct Services for Branding, Marketing and Communication for Implementation of a Citizen Service Programme	May 15, 2014	\$601,507.50

Table 25 - MTC Awarded Contracts FY 2014

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

Contracts awarded by the Central Tenders Board (CTB) for the Ministry of Public Administration for fiscal 2013/2014 are as follows:

SUMMARY OF CONTRACT	CONTRACT DATE	AMOUNT
Eugene Turton- To provide Consultancy Services to train assessors for the “Citizen Service Certification Programme” for the public service of T&T, PSTD	February 3, 2014	£68,404.57
Fujitsu Caribbean (Trinidad) Limited- For Network Infrastructure upgrade of the Inland Revenue Division, Ministry of Finance and the Economy (MOF) (GORTT) Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	March 27, 2014	\$6,348,423.37
BLOM Aerofilms Ltd.- to provide consulting services for the conduct of an Aerial and Lidar Survey of Trinidad and Tobago for the Division of Lands and Surveys, Ministry of Housing, Land and Marine Affairs. Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	April 17, 2014	US\$1,033,750.00

SUMMARY OF CONTRACT	CONTRACT DATE	AMOUNT
Eugenie Turton CB- Supplemental Agreement to provide consultancy services to train assessors for the “Citizen Service Certification Programme” for the public service of T&T, PSTD, MPA	May 1, 2014	£37,113.04
Contract between MPA and Memory Bank Computers Limited for Network Infrastructure Upgrade of the Inland Revenue Division, Ministry of Finance and the Economy (MOFE) GORTT Inter-American Development Bank (IDB) Loan. 1808/OC-TT	May 19, 2014	\$2,209, 150.00
Deloitte & Touche- For Consulting Services to eliminate the Backlog of Records at the National Archives of Trinidad and Tobago Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	May 28, 2014	\$2,789,799.25
TSTT- For the Provision of Metro Ethernet/WAN Services for the Ministry of National Security, GORTT Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	May 29, 2014	\$3,366,196.56
B & H Architects- To provide consulting services for the Development of Individual Master Plan for the Redevelopment of the POSGH, SFGH and the EWMSD for the Min. of Health Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	May 29, 2014	\$16,368,503.12
Sliq Media Technologies Inc- For the Upgrade of the Hansard Production System for the Parliament, GORTT Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	May 29, 2014	\$1, 254,917.72
FUJITSU Caribbean (Trinidad) Limited- To provide Consultancy Services for the Design, Supply and Installation of a Networking Solution for the Ministry of National Security Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	July 31, 2014	\$6,943,919.01
ETTES Office Furniture Limited- For the Supply and Installation of Mobile and Stationary Shelving for the Vault at the Registrar General’s Department, Ministry of Legal Affairs Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	July 31, 2014	\$3,311,900.00
EI Technologies LLC- to provide Consulting Services for the Design, Development and Implementation of an Enterprise Geographic Information System (eGIS) for the Ministry of National Security Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	July 31, 2014	US\$1,561,500.00

SUMMARY OF CONTRACT	CONTRACT DATE	AMOUNT
FAST ENTERPRISES LLC- For the upgrade of the GENTAX Integrated Tax Processing System, Software and implementation of an Electronic Services Module for the IRD of the Ministry of Finance and the Economy. Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	July 31, 2014	US\$4,498,000.00
KPMG- To provide consultancy services for the design, sensitisation, training and support for the MPA towards the institutionalisation of Business Process Management in the Public Service. Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	September 12, 2014	\$2,964,851.04
The Management Institute for National Development (MIND)- To provide Consulting services for the Institutional Strengthening of the Public Service Academy (PSA) MPA. Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	September 12, 2014	\$6,593,418.45
TRIMBLE Europe B.V.- For the upgrade of the Cadastral Management Information System software of the division of Lands and Survey of the Ministry of Housing, Land and Marine Affairs (Now referred to as the "Ministry of Land and Marine Resources". Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	September 12, 2014	US\$3,559,724.00
CLASS ONE SYSTEMS LTD.- For the Supply and Installation of an Unmanned Aerial Vehicle Mapping System and Terrestrial Laser Scanner for the Division of Lands and Survey, Min. of Land and Marine Affairs. Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	September 12, 2014	\$11,041,247.66
ATOS Consulting Ltd.- To provide consulting services for the development and Implementation of the HRM Modernisation Programme Inter-American Development Bank (IDB) Loan No. 1808/OC-TT	September 12, 2014	US\$2,522,966.00

Table 26 - CTB-awarded contracts FY 2014

APPENDICES

APPENDIX I

Trinidad and Tobago Diamond Standard 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.

CRITERION 1

CUSTOMER INVOLVEMENT & UNDERSTANDING

1.1 Customer Profiling

- 1.1.1 You conduct research regarding the characteristics of your customers including changing needs and priorities
- 1.1.2 You conduct regular team briefings with staff to ensure there is a common and shared view of who the customer is and his/her expectations regarding quality service
- 1.1.3 You conduct test marketing regarding new products and services under consideration

1.2 Consultation with Customers including those with Special Needs

- 1.2.1 You conduct regular customer surveys, focus groups, host consultations and other fora
- 1.2.2 You have a customer complaints procedure
- 1.2.3 Suggestion boxes and forms are always available to your customers
- 1.2.4 You have established hotlines/customer resolution teams

1.3 Customer-Senior Staff Interactions

- 1.3.1 Supervisors regularly assist with counter duties
- 1.3.2 Supervisors work closely with front-line staff to help deal with service issues and problems
- 1.3.3 Supervisors regularly assist with customer follow-up calls

CRITERION 2

COMMUNICATIONS

2.1 Availability of Information on Service Offerings for existing and potential customers, including those with Special Needs

- 2.1.1 You have pamphlets, brochures and other materials strategically and prominently displayed in your office spaces for use by customers
- 2.1.2 Service information is available in formats that can be used by the differently-abled
- 2.1.3 You network where possible with other agencies to have your brochures and other materials displayed in their public spaces
- 2.1.4 Pamphlets, brochures and other materials are easily accessible on-line

2.2 User-Friendliness of forms and procedures

- 2.2.1 Your forms and procedures are stated in simple, clear language and are easy to use.
- 2.2.2 You seek customer feedback regarding the ease, usefulness and relevance of documents they must utilise to obtain your service
- 2.2.3 You incorporate customer feedback into the design of forms and procedures for accessing your services
- 2.2.4 You provide the name and contact details of the officer dealing with the customer's case

2.3 Availability of Updates regarding changes to policies & procedures

- 2.3.1 Regular updates are provided through a range of media including your website
- 2.3.2 Signage is in place regarding changes to your policies, processes and procedures
- 2.3.3 Staff is kept informed of changes to policies, processes and procedures

2.4 Publication of Service successes

- 2.4.1 You use various internal and external media to share learnings from positive customer service experiences.
- 2.4.2 You utilize various internal and external media to identify areas in which customer suggestions have been implemented.
- 2.4.3 You publish through various internal and external media, the outcomes achieved from implementation of these initiatives.
- 2.4.4 You publish results of performance against targets and plans for improvements.

CRITERION 3**PROMOTING A CUSTOMER SERVICE CULTURE****3.1 Adherence to Code of Ethics & Customer Service Policies**

- 3.1.1 You have an established Code of Ethics governing the delivery of your service
- 3.1.2 Customer Service orientation of your service is clearly detailed in your strategic and operational plans
- 3.1.3 Staff is aware of the tenets of the Code of Ethics and Customer Service Policies
- 3.1.4 Supervisors and senior managers demonstrate positive customer service traits
- 3.1.5 You have measures in place to monitor and correct breaches to the Code of Ethics and Customer Service Policies

3.2 Customer-Focused Staff Orientation, Training and Development

- 3.2.1 There is a regular schedule of Orientation and 'On-boarding' for new staff in customer service
- 3.2.2 Corporate Training and Development Plans include a customer service focus.
- 3.2.3 Measures are in place for front-line staff to record common customer related problems and these are incorporated into customer service training
- 3.2.4 Employees are empowered to make decisions or take action in simple matters that can enhance the customer experience
- 3.2.5 Staff performance appraisals are used to promote customer service culture

3.3 Recognition and Reward for Customer-Oriented Performance

- 3.3.1 Incentives are provided to encourage and reinforce excellent customer service by staff
- 3.3.2 Measures are in place for customers to report when excellent service is received from staff
- 3.3.3 Sanctions for poor customer service are widely known and enforced

CRITERION 4

RESPONSIVENESS & SERVICE STANDARDS

4.1 Existence of Performance Standards and Targets

- 4.1.1 You have an established Service Charter/other documents detailing the standards of service that customers can expect to receive
- 4.1.2 Consultations are held with customers and staff in developing and reviewing your Service Charter
- 4.1.3 The Service Charter is widely and easily accessible for customer and staff reference
- 4.1.4 You periodically monitor and measure the performance of your services
- 4.1.5 You have a system in place to address performance shortfalls

4.2 Quality of Staff-Customer Interaction

- 4.2.1 Staff displays courtesy, helpfulness, confidentiality and professionalism in transacting with customers
- 4.2.2 Staff is knowledgeable about all aspects of the service they are responsible for delivering
- 4.2.3 Staff is willing to assist customers even though query/information may not be directly related to the services on offer
- 4.2.4 Identity Badges are worn by staff at all times
- 4.2.5 Staff displays good manners, tact and patience when dealing with difficult customers
- 4.2.6 Supervisors 'walk-the floor' and periodically monitor customer-provider interactions

4.3 Utilization of Feedback for improved Service Outcomes

- 4.3.1 Where information is not readily available regarding customer enquiries /complaints, assurances are made, and kept, to supply the information requested
- 4.3.2 You make available to customers and staff, results of customer and staff polls
- 4.3.3 You provide progress updates to customers and staff on implementation of initiatives based on their suggestions/complaints
- 4.3.4 You monitor and review your performance against service standards and targets, and have a plan in place to address short-falls

CRITERION 5

SERVICE ENVIRONMENT

5.1 Quality of Reception Area

- 5.1.1 You have an attendant at the reception desk at all times
- 5.1.2 Receptionist is friendly, able to respond to queries, and gives good advice to customers related to the service your agency offers
- 5.1.3 Signs are clearly visible and depict department names /locations, guidelines regarding process flows, and types of forms and information required to transact business
- 5.1.4 You have television, water coolers or other amenities to aid in customer comfort
- 5.1.5 There is adequate seating to accommodate the average volume of customers visiting your office
- 5.1.6 You have a system in place to manage customer queues

5.2 Office Facilities & Health and Safety Compliance

- 5.2.1 You adhere to the standards contained in the OSH Act
- 5.2.2 You have adjusted your workstations or have plans in place to follow the guidelines contained in the Government's Office Outfitting Policy
- 5.2.3 Citizens such as older persons, expectant mothers and parents with babies are attended to on a priority basis
- 5.2.4 At least one (1) of your public washrooms caters to persons with disabilities

5.3 Sensitivity to persons with Special Needs

- 5.3.1 Persons with disabilities have unhindered access to your building and necessary facilities
- 5.3.2 You comply with other provisions contained in the National Policy on Persons with Disabilities
- 5.3.3 Citizens such as older persons, expectant mothers and parents with babies are attended to on a priority basis
- 5.3.4 At least one (1) of your public washrooms caters for persons with disabilities

CRITERION 6

INNOVATION & CREATIVITY

6.1 Capacity for innovation

- 6.1.1 You actively seek out opportunities for providing new products and/or services to meet the needs of customers
- 6.1.2 You continuously seek new or alternative ways of improving the standards of service that you provide
- 6.1.3 You seek areas in which cost savings can be achieved without compromising service quality
- 6.1.4 Customers and staff are encouraged to contribute ideas on how to improve service delivery
- 6.1.5 You can show how the quality of your service has improved over the last three (3) years

6.2 Continuous learning

- 6.2.1 You periodically review the impact of your processes and services and apply lessons learnt in further roll-out of services
- 6.2.2 You continuously benchmark the quality of your services against other similar services, whether locally, regionally or internationally
- 6.2.3 You have a service improvement library / knowledge bank that is accessible by all employees
- 6.2.4 Staff is encouraged to pursue personal and professional development that will impact positively on customer service delivery

6.3 Sustaining innovation

- 6.3.1 Incentives are provided to employees to identify areas in which services, systems and processes can be improved
- 6.3.2 Staff at all levels are exposed to training
- 6.3.3 Opportunities that foster an innovation mind-set
- 6.3.4 Resources are provided for employees to enhance the services provided

CRITERION 7

TECHNOLOGY

7.1 Availability and application of technologies in Service Operations

- 7.1.1 All employees have access to computers
- 7.1.2 Investment is made in software applications and other technologies that will improve service efficiency and effectiveness.
- 7.1.3 Employees are trained in computer use and in the use of software applications that are required for task completion
- 7.1.4 There is IT connectivity between head office, your office and all satellite offices
- 7.1.5 You have a web presence

7.2 Technology absorption

- 7.2.1 Employees use computer software applications in their day-to-day operations
- 7.2.2 Where necessary, employees use the internet in the execution of their duties
- 7.2.3 Information technology is used throughout your service for data sharing, communication and information management
- 7.2.4 A significant proportion of your customer service data is computerized.
- 7.2.5 You collect user statistics regarding customer use of your website for decision-making
- 7.2.6 You have a plan for increasing the number and type of services available to customers on-line
- 7.2.7 You seek to use a range of technology options (internet, text messages, etc.) in contacting or providing information to your customers

7.3 Technology use by customers

- 7.3.1 Incentives are provided to encourage customer use of your website
- 7.3.2 An email address and mobile phone contact are among the data requests that you make of customers
- 7.3.3 You have dedicated resources to respond to and manage internet contacts made by customers to your service
- 7.3.4 You provide technology options for your customers to transact with you apart from visiting your office
- 7.3.5 You periodically test user satisfaction with your customer-facing IT systems

CRITERION 8

PARTNERSHIPS

8.1 Service Partnerships

- 8.1.1 You are aware of agencies with whom your customers must interact with that are linked to the services you provide
- 8.1.2 You actively work with these agencies to provide the best use of joint working arrangements that benefit your customers
- 8.1.3 You monitor the effectiveness of your service partnerships
- 8.1.4 You have a system in place to quickly resolve instances where partnerships are not responsive to customer needs.

8.2 Data Sharing

- 8.2.1 Customers need only provide their identity once to you in seeking the various services that you provide
- 8.2.2 You are aware of the type of customer data that is required by both you and other agencies that are similar/common
- 8.2.3 You have systems in place or are actively pursuing the establishment of systems that will facilitate the lawful sharing of common customer data between you and partner agencies

8.3 Coordinated Services

- 8.3.1 You seek to work with other agencies to have shared service offerings through common service counters or other arrangements
- 8.3.2 Your front-line staff are aware of the services offered by your service partners and can provide basic information and advice to citizens seeking those services

APPENDIX II

List of the participating services/agencies in the inaugural TTDS

	Agency	Service
1	Tobago Information Technology Limited	IT Literacy and Community Walk-in Programme
2	Inland Revenue Division	Registration (Not Assessed)
3	Inland Revenue Division	Tax Payer Service III (Not Assessed)
4	Min. of Housing and the Environment	Home Improvement Grant
5	Programme Monitoring and Coordinating Unit (PMCU)	Neighbourhood Upgrade Programme
6	North Western Regional Health Authority (NWRHA)	St. James Medical Complex: Accident & Emergency (A&E)
7	North Western Regional Health Authority (NWRHA)	St. James Medical Complex: Women's Health Clinic
8	Eastern Regional Health Authority (ERHA)	Sangre Grande Hospital: Accident & Emergency (A&E)
9	South West Regional Health Authority (SWRHA)	San Fernando Hospital: Medical Records Department
10	North Central Regional Health Facility (NCRHA)	Mt. Hope Women's Hospital: Medical Records Department
11	Min. of Trade, Industry, Investment and Communication	TTBizLink

	Agency	Service
12	Min. of Trade, Industry, Investment and Communication	Trade Licence Unit
13	Tobago House of Assembly	Tobago Emergency Management Agency (TEMA)
14	Tobago Regional Health Authority (TRHA)	Scarborough General Hospital: Outpatient Clinic
15	National Infrastructure Development Company	Water Taxi
16	Port of Spain Corporation	Parks and Squares
17	Port of Spain Corporation	Scavenging Services
18	Ministry of Education	Naparima College
19	Ministry of Public Administration	Scholarships and Advanced Training Division
20	National Archives of Trinidad and Tobago	Reference and Outreach Department
21	Trinidad and Tobago Electricity Commission	Guaranteed Electricity Standards
22	Judiciary of Trinidad and Tobago: Family Court	Case Management System

Ministry/Department	Project/Proposal	Established Positions				Temporary Positions		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
	Employment, on contract, of Staff for the Legal Services Division in the Ministry of Education								3
	Restructuring of the Ministry of Education Schools Supervision and Management Division	5	7		23			14	
	Employment of staff, on contract, in the Programme and Projects Planning and Management Unit (PPPMU) in the Ministry of Education								3
	Implementation of a project to improve levels of Literacy and Numeracy in Primary and Secondary Schools in Trinidad and Tobago					120			
Election and Boundaries Commission	Staffing of the Department of the Elections and Boundaries Commission (EBC) in respect of Strategic Priority 1 of its Strategic Plan over the period 2012-2016	12	3					32	
Ministry of Environment & Water Resources	Establishment of a Beverage Container Administration Unit at the Ministry of the Environment and Water Resources							3	
	Employment of Contract Staff of the Environmental Policy and Planning Division in the Ministry of the Environment and Water Resources							2	4
	Further employment, on contract, of four (4) Pension and Leave Officers, Treasury Division, Ministry of Finance and the Economy								4
	Transfer of the office of Economist I within the Ministry of Finance and the Economy, from the Central Tenders Board to the Economic Management Division				1				
	Employment, on contract, of one (1) Communications Specialist in the Customs and Excise Division, Ministry of Finance and the Economy							3	
	Employment, on contract, of one (1) Electrical Engineering Assistant in the Building Management Unit, Ministry of Finance and the Economy								1

Ministry/Department	Project/Proposal	Established Positions				Temporary Positions		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
	Bankruptcy and Insolvency Act 2007: Establishment of Positions in the Office of the Supervisor of Insolvency, Ministry of Finance and the Economy	2						12	
	Employment, on contract, of staff in the Information Technology Unit, Customs and Excise Division, Ministry of Finance and the Economy							3	
	Strengthening of the Compliance and Outreach, Legal and the Administrative Support Services Divisions of the Financial Intelligence Unit (FIU), Ministry of Finance and the Economy							13	
	Strengthening of the Tax Treaty Unit and the associated staffing arrangements, Ministry of Finance and the Economy	1						3	
	Employment, on contract, of staff in the Public Private Partnership (PPP) Unit, Investigations Division, Ministry of Finance and the Economy							8	
	Employment, on contract, of one (1) Public Relations and Marketing Officer and one (1) Communications Assistant/ Events Coordinator for the Communications Unit, Ministry of Finance and the Economy							2	
	Employment, on contract of PAYE and VAT Monitoring Officers in the Inland Revenue Division, Ministry of Finance and the Economy								120
	Creation of one (1) permanent and pensionable office of Computer Operator II (Range 29B), Treasury Division to enable the backdating of promotion of Computer Operator II	1							
	Employment, on contract, of one (1) Senior lhrIS Data Transaction Clerk in the Human Resource Division, Ministry of Finance and the Economy							1	

Ministry/Department	Project/Proposal	Established Positions				Temporary Positions		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
	Employment, on contract, of one (1) Macroeconomic Advisor in the Ministry of Finance and the Economy							1	
Ministry of Food Production	Continued Employment, on contract, of staff in the Legal Unit of the Ministry of Food Production							6	
	Further employment, on contract, of a Coordinator/Advisor Large Farms Programme, Ministry of Food Production							2	
Ministry of Foreign Affairs	The employment on contract of one (1) Driver/Courier and One (1) Hospitality Attendant , Ministry of Foreign Affairs							2	
Ministry of Gender, Youth and Child Development	Employment of additional staff in the Ministry of Gender, Youth and Child Development			2					1
Ministry of Health	Employment, on contract, of staff in the office of the Chief Medical Officer, Ministry of Health to coordinate the implementation of the International Health Regulations (2005)							1	
	Employment, on contract, of one (1) Public Health Veterinarian, Veterinary Public Health Unit, Ministry of Health							1	
	Employment, on contract, of staff in the Medical Aid Programme, Office of the Chief Medical Officer, Ministry of Health							4	
	Employment, on contract, of staff in the Directorate of Health Policy Research and Planning							2	5
	Abolition of Seventeen (17) Public Service positions on the Staff Establishment of the Ministry of Health		11		6				
Industrial Court	Proposal to create the post of Accounting Executive I at the Industrial Court	2						1	

Ministry/Department	Project/Proposal	Established Positions				Temporary Positions		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
Integrity Commission	The Employment, on contract, of staff in the Integrity Commission							6	
	The extension of the deadline for review of structure and level of staffing of the Integrity Commission and the Extension of the employment, on contract, of staff of the Integrity Commission							4	27
Judiciary	Further employment, on contract, of staff in the Buildings, Plant and Equipment Unit, Judiciary							5	5
	Further employment, on contract of staff in the court Reporting Services Unit of the Judiciary								36
	Further employment, on contract, of one (1) Deputy Court Executive Administrator, Department of Court Administration, Judiciary								1
	Further Employment, on contract, of staff in the Court Protocol and Information Unit, Judiciary							2	1
	Further employment, on contract, of Staff in the Court Research and Statistics Unit of the Judiciary								7
	Further Employment, on contract, of staff in the Judiciary for allocation to the Family Court of Trinidad and Tobago								162
Ministry of Justice	Establishment of a Custodian Unit in the Ministry of Justice							11	
	Creation of one (1) Office of Senior Superintendent of Prisons on the Permanent Establishment of the Prison Division, Ministry of Justice	1							
	Further employment on contract, of six (6) Community Service Officers, Ministry of Justice								6

Ministry/Department	Project/Proposal	Established Positions				Temporary Positions		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
Ministry of Labour and Small and Micro Enterprises Development	Establishment of a Secretariat for Social Dialogue Task Force within the Ministry of Labour and Small and Micro Enterprise Development							8	
	Extension of the life of the Legal Services Unit, Ministry of Labour and Small and Micro Enterprise Development							2	
	Employment, on contract, of Staff at the Labour Liaison Branch, Toronto, Canada							2	
	Extension of the life of positions in the Co-operative Development Division of the Ministry of Labour and Small and Micro Enterprise Development								4
	Extension of the life of one (1) contract position of Assistant Manager in the HIV/AIDS Workplace Advocacy and Sustainability Center of the Ministry of Labour and Small and Micro Enterprise Development								1
	Extension of the life of two (2) contract positions of Facilities Assistants in the Ministry of Labour and Small and Micro Enterprise Development								2
	Extension of the HIV/AIDS Workplace Advocacy and Sustainability Plan, HIV/AIDS Workplace Advocacy and Sustainability Centre (HASC) and the Life of four (4) contract positions of HIV and AIDS Advocacy Officers in the Ministry of Labour and Small and Micro Enterprise Development								3
	Review of the Organisational Structure of the Communications Unit in the Ministry of Labour and Small and Micro Enterprise Development							6	1
	Extension of the Life of contract positions in the Labour Administration Division (Conciliation Unit) of the Ministry of Labour and Small and Micro Enterprise Development			7					7

Ministry/Department	Project/Proposal	Established Positions				Temporary Positions		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
Ministry of Legal Affairs	Establishment of a Madrid Protocol Unit, Intellectual Property Office, Ministry of Legal Affairs							6	
Ministry of Local Government	Employment, on contract, of two (2) Integrated Human Resource Information System (IhRIS) Data Transaction Clerks, Ministry of Local Government							2	
	Request for Organizational Restructuring of the National Commission for Self Help Ltd.							41	
	Employment, on contract, of two (2) Computer Technicians in the Information Technology Unit, Ministry of Local Government							2	
	Creation of one (1) additional position of Legal Officer I, on contract, for the Legal Services Unit, Ministry of Local Government							2	
	Grant of covering approval and a further extension of the temporary positions in the Human Resource Management Division, Port of Spain Corporation	20						5	
Ministry of National Security	Further employment, on contract, of Information Technology staff for the Specialized Youth Service Programmes, Ministry of National Security							5	
	Employment, on contract, of three (3) Driver/Courier for the Deportation and Investigation Unit of the Immigration Division, Ministry of National Security							3	
	Conversion of six (6) temporary positions on the Staff Establishment of the Immigration Division, Ministry of National Security to Permanent Positions	6							
	Retention of one (1) position of Director and one (1) position of Deputy Director, on contract, in the office of Law Enforcement Policy, Ministry of National Security							2	

Ministry/Department	Project/Proposal	Established Positions				Temporary Positions		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
	Retention, on contract, of staff in the International Affairs Unit, Ministry of National Security						2	6	
	Establishment of a Computer Security Incident Response team at the Ministry of National Security and the related employment of staff on contract						4		
	Retention on contract of two (2) Medical Doctors in the Trinidad and Tobago Defence Force, Ministry of National Security								2
	Employment, on contract, of ten (10) Business Operations Assistant I, in the Trinidad and Tobago Police Service, Ministry of National Security						10		
	Further employment, on contract, in the Transit Police Unit, Ministry of National Security						6		123
	Employment, on contract, of a Director, Legal Services in the Legal Unit, Ministry of National Security						1		
	Establishment of a Procurement Unit, Immigration Division, Ministry of National Security						3		
	Further Employment, on contract, of twenty-nine (29) positions in the Trinidad and Tobago Police Service, Ministry of National Security						1		28
	Employment, on contract, of sixteen (16) positions in the Trinidad and Tobago police Service, Ministry of National Security						2		15
	Employment of one (1) position of Business Operations Assistant I, on contract, in the General Administration Division, Ministry of National Security						1		

Ministry/Department	Project/Proposal	Established Positions				Temporary Positions		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
	Establishment of an HIV and AIDS Coordinating Unit and the employment, on contract, of staff for the Unit in the Ministry of National Security						14		
	Retention of one (1) position of Chief Executive Officer, on contract, in the Office of Disaster Preparedness and Management, Ministry of National Security							1	
	Retention of employment, on contract, of forty-seven (47) positions in the Trinidad and Tobago Police Service, Ministry of National Security						1	45	
Ministry of Science and Technology	Creation of a contract position of Manager, Corporate Communications in the Ministry of Science and Technology						1		
Ministry of Sports and Youth Affairs	Retention of five (5) contract positions in the Ministry of Sport						5		
Ministry of Tertiary Education and Skills Training	Employment, on contract, of additional positions in the Funding and Grants Administration Division, Ministry of Tertiary Education and Skills Training						37		
	Further employment, on contract, of positions in the Ministry of Tertiary Education and Skills Training						12	5	
	Further employment, on contract, of positions in the Ministry of Tertiary Education and Skills Training						19	7	
Ministry of Tourism	Employment, on contract, of one (1) Tourism Coordinator and one (1) Tourism Adviser II in the Tourism Advisory Unit of the Ministry of Tourism							2	
Ministry of Trade, Industry and Investment	Creation of positions and employment on contract, of staff for the Business Development Directorate in the Ministry of Trade, Industry and Investment						5	1	

Ministry/Department	Project/Proposal	Established Positions				Temporary Positions		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
	Employment, on contract, of a Director, Information Systems and Information Technology Services in the Office of the Parliament						1		
	Employment, on contract, of four (4) Graduate Research Assistants in the Office of the Parliament							4	
Office of the Prime Minister	Employment, on contract, of Driver/Courier, Procurement and Office Management Unit, Office of the Prime Minister								1
	Employment, on contract, of two (2) Data Entry Operators in the Office of the Prime Minister for allocation to the Cabinet Secretariat						2		
	Employment, on contract, of two (2) Business Operations Assistant II, Office of the Prime Minister						2		
	Employment, on contract, of a Health and Safety Officer, Office of the Prime Minister						1		
	Revised Organizational structure and staffing of the Office of the Prime Minister Security Unit						2		
	Request for the employment, on contract, of four (4) Business Operations Assistant I, Office of the Prime Minister						4		
	Request for employment, on contract, of staff in the Office of the Prime Minister Security Unit						4	65	
	Request for the employment, on contract, of staff in the Cabinet Secretariat, Office of the Prime Minister						1	1	
	Request for the employment, on contract, of three (3) Information Technology Support Technicians and three (3) Network Technicians, Office of the Prime Minister						6		

Ministry/Department	Project/Proposal	Established Positions				Temporary Positions		Contract Positions	
		Created	Abolished	Suppressed	Reassignment	Created	Extended	Approved	Renewal
	Employment, on contract, Business Operations Assistant, Prime Minister's Residence and Diplomatic Centre, Office of the Prime Minister							1	
Personnel Department	Employment, on contract, of one (1) Manager, Corporate Communications in the Personnel Department							1	
Service Commissions Department	Extension of six (6) Temporary Offices in the Police Service Commission Secretariat, Service Commissions Department						6		
	Renewal of the contract positions of one (1) Performance Evaluator and one (1) Communications Specialist in the Police Service Commission Secretariat, Service Commissions Department							1	1
	Request for the extension of the Temporary positions on the Staff Establishment of Service Commissions Department						44		
	Request for re-deployment of one (1) Storekeeper I and one (1) Stores Attendant to the Service Commissions Department				2				
	Employment, on contract, of staff in the Facilities Management Unit, Service Commissions Department (SCD)							3	
Tax Appeal Board	Retention of position of Data Entry Clerk, on contract, Tax Appeal Board							1	
Public Service Appeal Board	Creation of one (1) position of court Proceedings Reporter on contract, Public Service Appeal Board and Statutory Authorities' Appeal Board							1	
Total		57	33	47	33	120	50	743	812



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