



PUBLIC SERVICE COMMISSION

2016

ANNUAL REPORT

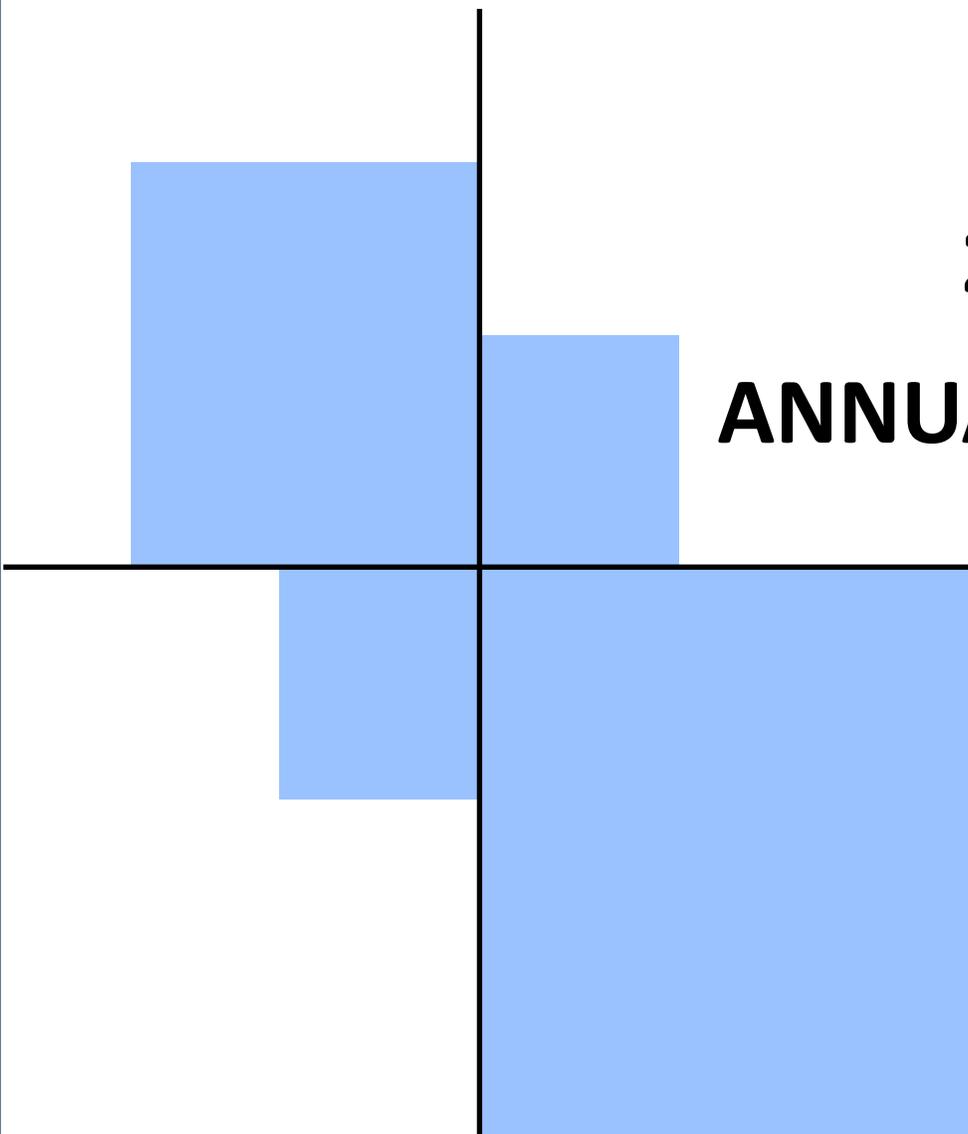


TABLE OF CONTENTS

| CHAPTER | PAGE NO. |
|---|----------|
| Foreword..... | 1 |
| Executive Summary..... | 4 |
| 1.0 Introduction..... | 5 |
| 2.0 Membership..... | 6 |
| 3.0 Meetings..... | 8 |
| 4.0 Overview of Accomplishments and Challenges..... | 8 |
| 4.1 Filling of Vacancies..... | 8 |
| 4.2 Amendments and Cancellations..... | 8 |
| 4.3 Standing Selection Boards..... | 8 |
| 4.4 Assessment Centre Exercise (ACE) For Selection to the Office of Deputy Permanent Secretary..... | 8 |
| 4.5 Review of Public Service Commission Regulations..... | 9 |
| 4.6 Electronic Document Management System (EDMS)..... | 9 |
| 4.7 Staff Training..... | 9 |
| 4.8 Human Resource Management Initiatives..... | 10 |
| 4.9 Electronic Establishment Book | 11 |
| 4.10 Re-alignment of Ministerial Portfolios | 11 |
| 5.0 Operational Functions..... | 13 |
| 5.1 Fillings of Vacancies in Tobago..... | 13 |
| 5.2 Temporary Appointments..... | 13 |
| 5.3 Permanent Appointments..... | 14 |
| 5.4 Promotions..... | 15 |
| 5.5 Acting Appointments..... | 16 |
| 5.6 Secondments..... | 17 |
| 5.7 Transfers..... | 18 |
| 5.8 Confirmations..... | 19 |
| 5.9 Separations..... | 20 |

TABLE OF CONTENTS

| CHAPTER | PAGE NO. |
|---|----------|
| 6.0 Examinations..... | 21 |
| 7.0 Delegation of Powers..... | 23 |
| 7.1 Review of the Performance of Ministries and Departments under Delegated Authority..... | 23 |
| 8.0 Discipline..... | 26 |
| 8.1 Public Service Appeal Board Matters..... | 26 |
| 9.0 High Court / Court of Appeal Matters..... | 27 |
| 10.0 Complaints/Representations..... | 28 |
| 10.1 Complaints Representations – Tobago..... | 29 |
| 11.0 Information Requests (Freedom of Information Act)..... | 30 |
| 12.0 Equal Opportunity Representations..... | 33 |
| 13.0 Accommodation Issues..... | 34 |
| 14.0 Projections for 2017 | 34 |

Appendices

FOREWORD



Mrs. Maureen Manchouck, Chairman, Public Service Commission

The 2016 Annual Report, as in previous years, presents the plans, activities, achievements and challenges of the Public Service Commission (PSC) during the reporting year. In accordance with its constitutional mandate, the Commission continues to appoint, promote, transfer, confirm and exercise discipline over officers in the Public Service of Trinidad and Tobago.

Having taken up Chairmanship from 22nd July, 2016 the task to effectively lead the Commission continues, as we embark on ensuring that we function transparently and with accountability. Of course, this cannot be done in isolation, as the PSC continues to rely on the support services of the Director of Personnel Administration (DPA) and staff of the Service Commissions Department (SCD) in administering the Commission's activities, together with ensuring that policies and procedures are adhered to.

In 2016, the Commission filled three thousand, two hundred and eight-three (3,283) vacancies. A total of one thousand, one hundred and forty-eight (1,148) permanent appointments were made while two thousand, one hundred and thirty-five (2,135) promotions were effected. It must also be noted that during this period, quite a number of resources which would have otherwise been directed toward the more regular filling of vacancies, were absorbed in the realignment of

FOREWORD CONTINUED

Ministries, consequent to the change in Administration which took place in September, 2015.

A major concern of the Commission however, is the lack of succession planning by Permanent Secretaries and Heads of Departments. This has resulted in a rapid decline in the number of persons who have significant institutional knowledge, as there was a departure of many long standing public officers. Whilst these officers may be replaced by persons who possess the necessary academic requirements, many of them lacked the depth of experience that is requisite for optimal functioning in the Public Service.

The PSC continues to give its support to the Institutional Strengthening Project of the SCD which is being led by the Ministry of Public Administration and Communications (MPAC). This project is the first phase of the ongoing transformation and modernization of Human Resource Management (HRM) in the Public Service.

It involves creating and establishing a new set of HRM policies, legislation and regulations, organizational structures, systems and processes. This project is expected to reform and modernize the SCD as it transitions from current state to future state. The PSC is especially hopeful for a successful transformation since it depends heavily on the SCD for consistent and reliable information for its decision making.

The Commission looks forward to the future state of the PSC which will be one of oversight, monitoring, policy direction and reporting. This means that the Commission would now depend on Permanent Secretaries, Heads of Departments, the Chief Personnel Officer and the MPAC for compliance with the Regulations and Delegation Order. The PSC anticipates this impending change and the reinforced monitoring function which would be required to ensure full compliance by all.

Unfortunately, the Commission continues to depend largely on the manual record keeping of the SCD to produce the required preparatory research work, technical advice and the preparation of Notes for the Commission's consideration. By no means, can the Commission be efficient and effective, when the administrative activities handled by the SCD, is still being done via a manual/paper based system. Although it has been mentioned in previous annual reports, it must be noted that MPAC has acknowledged the need for this to be rectified and it is anticipated that this will be done in the near future.

To the outgoing Chair, Dr. Marjorie Thorpe, I wish to express my heartfelt appreciation for the exemplary leadership displayed. I wish to congratulate Mrs. Parvatee Anmolsingh-Mahabir on her appointment as Deputy Chair, as well as Commissioners, Mr. Martin Franklin and Ms. Kay Charles, as new members of the PSC. Their wealth of experience and varied backgrounds will certainly add to the diversity of views in the PSC. I welcome them warmly.

FOREWORD CONTINUED

My appreciation goes out to Commissioner, Mr. Clive Pegus, as well as the Director of Personnel Administration, Miss Anastasius Creed and the SCD for their continued support to the Commission.

The PSC also wishes to express its appreciation to all stakeholders, who contributed towards its work, as we look forward to ensuring that its Constitutional mandate is executed successfully.



Mrs. Maureen Manchouck
Chairman

EXECUTIVE SUMMARY

The Report outlines the performance of the Public Service Commission (PSC) in respect of its Constitutional Mandate. During the year under review, the Commission sought to meet its specific objectives articulated in its Action Plan and Medium Term Strategic Objectives 2015/2016 attached as *Appendix IX* as well as to achieve a greater level of efficiency in the performance of its on-going functions. Some of the achievements for the year 2016, included progress in the following areas:

- Deliberations on one thousand, five hundred and ninety-two (1,592) matters under the remit of the Public Service Commission – *Section 3.0*
- Continued use of the Selection Centre initiative and Advanced Methods of Selection in order to expedite the selection process for appointments/promotions in the Civil Service – *Section 4.3*
- Completed the Assessment Centre Exercise and identified sixteen (16) successful candidates who were eligible for the filling of vacant offices - *Section 4.4*
- Continued efforts to implement an Electronic Document Management System – *Section 4.6*
- Continued staff training in order to achieve the Commission’s stated objectives and to improve the efficiency in the delivery of services to stakeholders – *Section 4.7*
- Approval of seventeen thousand, seven hundred and fifty-one (17,751) arrangements consequential upon the realignment of Ministerial portfolios – *Section 4.10*
- Continued efforts to empower Permanent Secretaries and other officials through delegation of authority for greater efficiency – *Section 7.1*

In accordance with the projections identified in Section 14 of the document, the Public Service Commission will continue to make every effort in 2017 and beyond to foster continuous improvement in the Public Service.

1.0 INTRODUCTION

This report of the Public Service Commission (PSC) for the year 2016 is submitted pursuant to Section 66B of the Constitution of the Republic of Trinidad and Tobago (as amended by Act No. 29 of 1999) which requires the Commission to report each year on its administration, the manner of the exercise of its powers, its method of functioning and any criteria adopted by it in the exercise of its powers and functions.

The Commission is an independent body established under Sections 120 and 121 of the Constitution. Section 121 gives the Commission the power to appoint persons to hold or act in offices to which that section applies, including the power to make appointments on promotion and transfer and to confirm appointments and to remove and to exercise disciplinary control over persons holding or acting in such offices and to enforce standards of conduct on such officers.

Section 129 (1) of the Constitution, gives the Commission the power to regulate its own procedures by regulation or otherwise with the consent of the Prime Minister. In 2006, the Commission delegated some of its functions to Permanent Secretaries/Heads of Department, the Chief Fire Officer, the Commissioner of Prisons, the Chief Administrator, Tobago House of Assembly, and to other senior officials in the Public Service as stipulated in Legal Notice No. 105. See Appendix I. The Commission retains all the functions of its constitutional mandate which it has not specifically delegated.

The Service Commissions Department (SCD) was established to provide supporting services to enable the Service Commissions to discharge their constitutional responsibilities. Given the changing public service environment, the SCD had to evolve in order to ensure its effectiveness. Accordingly, in 2016, the organisational structure of the SCD was modified to reflect a strengthening of the Department's human resource management capability (See Appendix II and Appendix III). This change was consistent with the roll out of a comprehensive strategically oriented Institutional Strengthening exercise, aimed at the achievement of the desired future state. See Appendix IV.

2.0 MEMBERSHIP

The Commission comprises a Chairman, a Deputy Chairman and not less than two (2) and not more than four (4) members appointed by the President of the Republic of Trinidad and Tobago after consultation with the Prime Minister and the Leader of the Opposition.

During the year 2016, the membership of the Commission comprised:

| | | |
|----------------------------------|---|-------------------------------------|
| Dr. Marjorie Thorpe | - | Chairman (Until June 2016) |
| Mrs. Maureen Manchouck | - | Chairman (Started June 2016) |
| Mrs. Maureen Manchouck | - | Deputy Chairman (Until June 2016) |
| Mrs. Parvatee Anmolsingh-Mahabir | - | Deputy Chairman (Started July 2016) |
| Mrs. Parvatee Anmolsingh-Mahabir | - | Member (Until July 2016) |
| Mr. Clive Pegus | - | Member (Started June 2015) |
| Mr. Martin Franklin | - | Member (Started January 2016) |
| Ms. Kay Charles | - | Member (Started July 2016) |



Dr. Marjorie Thorpe

Dr. Marjorie Thorpe, a former member of the Police Service Commission and the Salaries Review Commission, served as Chair of the Public Service Commission from July 2013 to July 2016.

The Public Service Commission



Seated left to right:

Mrs. Parvatee Anmolsingh-Mahabir: Mrs. Anmolsingh-Mahabir is a former Independent Senator (2002-2007). She has a long and distinguished career in education.

Ms. Maureen Manchouck: Ms. Manchouck is a former president of NIHERST and public administrator for more than thirty years.

Ms. Kay Charles: Ms. Kay Charles is a former senior administrator and has a long and distinguished career in the Public Service.

Standing left to right:

Ms. Karen Wyllie-Ampson: Secretary to the Public Service Commission.

Mr. Clive Pegus: Mr Pegus, a former trade unionist and public servant, is an Attorney-at-Law and legal consultant.

Mr. Martin Franklin: Mr. Martin Franklin is a retired Senior Lecturer and Head of Department at the University of the West Indies.

Ms. Anastasius Creed: Director of Personnel Administration.

3.0 MEETINGS

During the year under review, the Commission held forty-five (45) statutory meetings and one (1) special meeting. Deliberations were undertaken with respect to one thousand, five hundred and ninety-two (1,592) matters as compared to one thousand, seven hundred (1,700) matters in 2015.

4.0 OVERVIEW OF ACCOMPLISHMENTS AND CHALLENGES

4.1 Filling of Vacancies

During the year 2016, the Public Service Commission filled three thousand, two hundred and eighty-three (3,283) vacancies. One thousand, one hundred and forty-eight (1,148) permanent appointments and two thousand, one hundred and thirty-five (2,135) promotions were made. See *Figures 1 and 2*, respectively.

4.2 Amendments and Cancellations

During 2016, the Public Service Commission cancelled/amended a total of two hundred and ninety-six (296) appointments/promotions/transfers. Two hundred and forty-six (246) were cancellations of appointments/promotions/transfers, while fifty (50) were amendments of appointments/promotions.

4.3 Standing Selection Boards

In 2011, Cabinet approved and the Commission established three (3) Standing Selection Boards which were established for a period of two (2) years to expedite the Selection Process for the filling of vacancies in the Public Service. The Boards continued their drive in 2016 towards filling vacant offices in the Public Service. Interviews were held for twenty-three (23) positions which resulted in:

- i. the filling of fifty-three (53) vacant offices, twenty-four (24) of which were permanent appointments, while twenty-nine (29) were promotions; and
- ii. the establishment of thirty (30) Order-of-Merit Lists.

4.4 Assessment Centre Exercise (ACE) for Selection to the Office of Deputy Permanent Secretary

The Assessment Centre Exercise (ACE) is a human resource tool used in the recruitment process to ensure that the most suitable candidates are selected, i.e. applicants with the requisite knowledge, skills, abilities and competencies.

In June 2014, a Notice of Vacancy was given for the office of Deputy Permanent Secretary. Two hundred and twelve (212) applications were received for the office. In 2015, the applications were screened to determine eligibility for the office. One hundred and fifteen (115) applicants were deemed eligible.

The assessment of candidates was conducted in two phases. Phase I was identified as the Short Listing Phase and was conducted on 18th April, 2016. At the conclusion of Phase I, thirty-three (33) candidates were deemed successful and eligible to proceed to Phase 2. Only thirty-one (31) of these individuals however, participated in Phase II of the assessment.

The Assessment Centre was designed to test the undermentioned competencies:

- ⇒ Strategic Direction
- ⇒ Leadership for Results
- ⇒ Analysis & Decision Making
- ⇒ Interpersonal and Communication Skills
- ⇒ Ethics and Integrity
- ⇒ Professional Knowledge & Expertise

Sixteen (16) candidates were successful at the end of the Assessment Centre Exercise.

4.5 Review of the Public Service Commission Regulations

In December 2015, the Public Service Commission forwarded a copy of the draft revised Public Service Commission's Regulations to the Prime Minister for his consideration. It is intended that the draft revised Regulations reflect the realities of a vastly expanded Public Service and a working environment that differs significantly from what obtained when the current Regulations were formulated in 1966. The framework outlining the policy is to be drawn up by the PSC.

4.6 Electronic Document Management System (EDMS)

Deloitte and Touche/Caribbean DMS Limited, the consultants for the design of an Electronic Document Management System (EDMS), submitted a key deliverable - Terms of Reference and Requests for Proposals in November 2014. The process of acquiring the computer hardware required to facilitate the initiation of the project began in 2015. The Director of Personnel Administration (DPA) intends to invite and evaluate proposals from firms interested in implementing the EDMS. It is estimated that the implementation of the system would be conducted over a two-year period. Scanning of documents relative to Confidential Personal Files and Policy files for the EDMS continued during 2016.

4.7 Staff Training

In 2016, the Service Commissions Department continued with the roll out of its staff training programme which is geared towards the achievement of the "future state" as outlined in the Department's Strategic Plan and the documentation arising out of the Institutional Strengthening exercise. Accordingly, members of staff at all levels were exposed to various training activities geared towards enhancing their capacity to contribute to the achievement of the overall objectives of

the Department. Training/workshops were tailored along the lines of Departmental and personal development to improve customer service, to reduce time cycles and to improve advisory services to the Commissions, as highlighted hereunder:-

(i) Developing/Building Competencies

Supervisory Management, Integrated Human Resource Information Systems (IHRIS) Training, Conducting Effective Performance Appraisals, Presentation Skills for Senior Managers, Cabinet Note Writing, Ethics, Accountability and Good Governance, Preparation of Estimates, Training Protocol for Senior Officers, In-house Note Writing Workshops and Terms of Reference/Request for Proposals.

(ii) Personal Development, Wellness and Team Building

Emotional Intelligence and Critical Thinking Skills, Corporate Image and Business Etiquette, Telephone Etiquette, Stress Management, Health and Wellness and Personal Budgeting Workshops

4.8 Human Resource Management Initiatives

In 2016, the Consultants Deloitte and Touche and the Institute of Public Administration of Canada (Deloitte-IPAC) continued to support the SCD Human Resource Management initiatives as conveyed in the 2015 annual report that supported the strategic plan and future state with regard to:

- Organizational Design
- Job Design and Classification
- Attraction and Retention
- Performance Management
- Employee Recognition
- Talent Management and Succession Planning
- Learning and Development
- Corporate Culture
- IHRIS
- Change Management
- Communications

In order to implement the action plan arising out of the strategic plan, transition teams were activated as follows:

- Customer Service Improvement
- Policy and Regulation
- Human Resource Management Information Systems
- Vacancy Reduction
- Monitoring and Delegation
- Training and Mentoring

- Organizational Realignment
- Process Improvement
- Communications and Change Management

The Service Commissions Department through its transition team shall take the lead in the project roll out going forward. These teams have commenced work and will continue until the recommended “future state” has been achieved.

The formation of the Client Services Unit is the first step in the realignment of the organisation. The training and mentoring team serves to build human resource (HR) capacity to achieve learning and development so that SCD will become recognized and respected as the central agency responsible for support to Ministries, Departments and Agencies (MDAs) for recruitment, staffing and discipline and support to Commissions in their oversight role of MDAs.

Process re-engineering seeks to make internal processes drive efficiency. To this end, the Electronic Document Management System (EDMS) roll out will assist greatly in the storage, retrieval and utilisation of files.

A Project Management Unit is to be established to provide oversight and focussed direction to the various aspects of the Institutional Strengthening plans. The Public Management Consulting Division (PMCD) has been approached to provide assistance in this regard.

4.9 Electronic Establishment Book

The Electronic Establishment Report provided by the Integrated Human Resource Information Systems (IhRIS) Project continues to be a work-in-progress. An Establishment Database has been developed in-house by the Information Technology (IT) Unit. The system has been deployed and officers in the Monitoring and Oversight Unit and Client Services Unit have been trained to use the application. The IT team will continue to work on the database to improve and add more functionality as necessary.

4.10 Re-alignment of Ministerial Portfolios

The number of Ministries that have been re-aligned over the period 2014 to 2016 are as follows:-

2014 – 07
2015 – 26
2016 – 01

Appendix V provides a detailed listing of the Ministries which were re-aligned.

The re-alignment of Ministerial portfolios may involve all or some of the following:-

- ⇒ the establishment of a new Ministry;
- ⇒ the disestablishment of an old Ministry;

- ⇒ change of the name of a Ministry;
- ⇒ change of portfolio;
- ⇒ change of name and portfolio Ministry.

The process to implement the required actions whenever the above changes are made has proven to be quite lengthy and onerous (**See Appendix VI**). The total number of transfers, temporary appointments and acting appointments completed by the Public Service Commission in 2016 as a result of the realignment of Ministerial portfolios was seventeen thousand, seven hundred and fifty-one (17,751) (**See Appendix VII**).

Having regard to the predominantly manual processes of the SCD, re-alignment of Ministerial portfolios impacts negatively on service delivery to Ministries and Departments. These impacts include delays in the timely updating of records in the SCD which results in a delay in the filling of vacancies. It also includes non-payment of salaries, acting allowances and travelling/upkeep allowances until officers are transferred/appointed to act/appointed on a temporary basis, by the Public Service Commission.

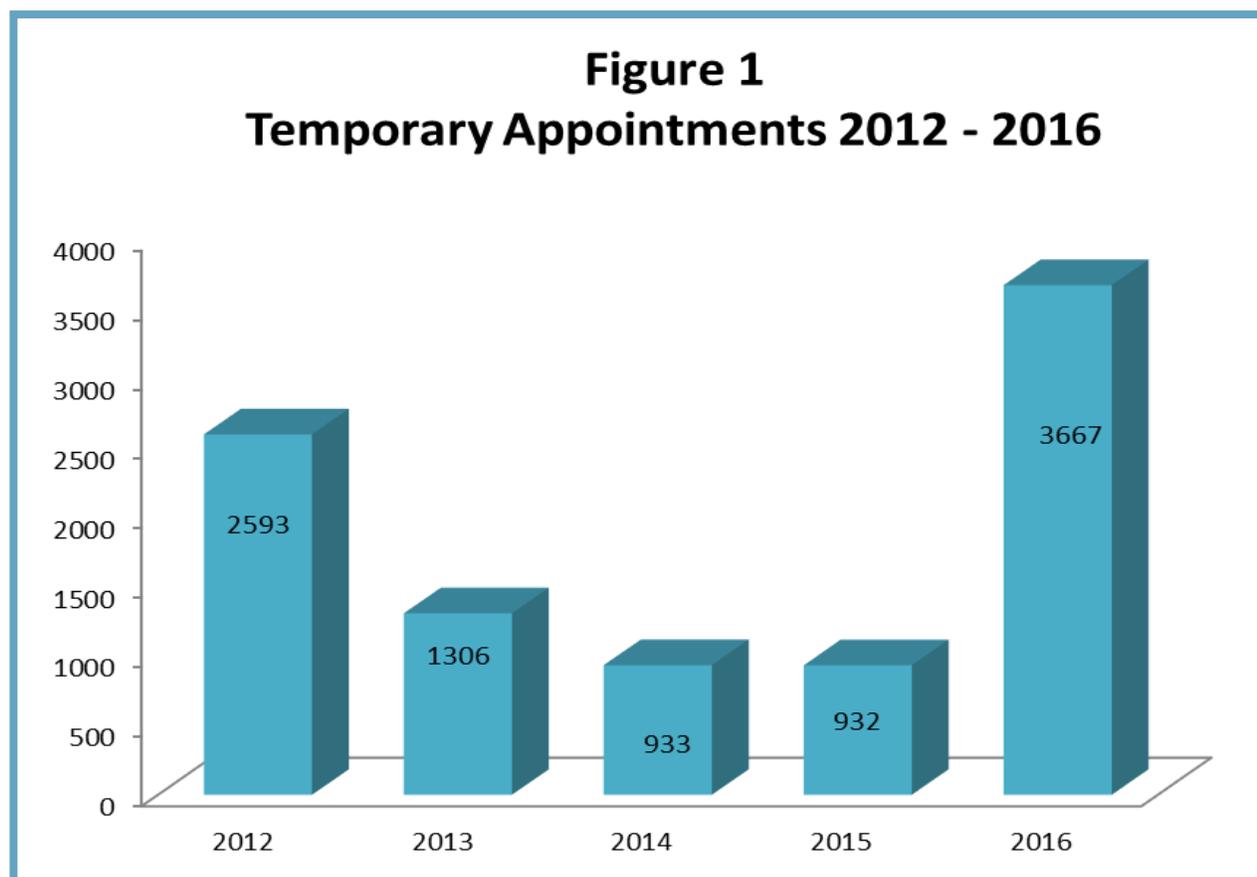
5.0 OPERATIONAL FUNCTIONS

5.1 Filling of Vacancies in Tobago

During the year 2016, three thousand, two hundred and eighty-three (3,283) vacancies were filled by the Public Service Commission. Of the 3,283 vacancies filled, ten (10) were filled in Tobago. Of this number, the Commission filled two (2) vacancies in the Ministry of Tobago Development which were both first permanent appointments; and eight (8) in the Central Administrative Services, Tobago, which comprised three (3) appointments and five (5) promotions. In addition, one hundred and twenty nine (129) fillings were effected in the Tobago House of Assembly and this comprised eighty-one (81) appointments and forty-eight (48) promotions.

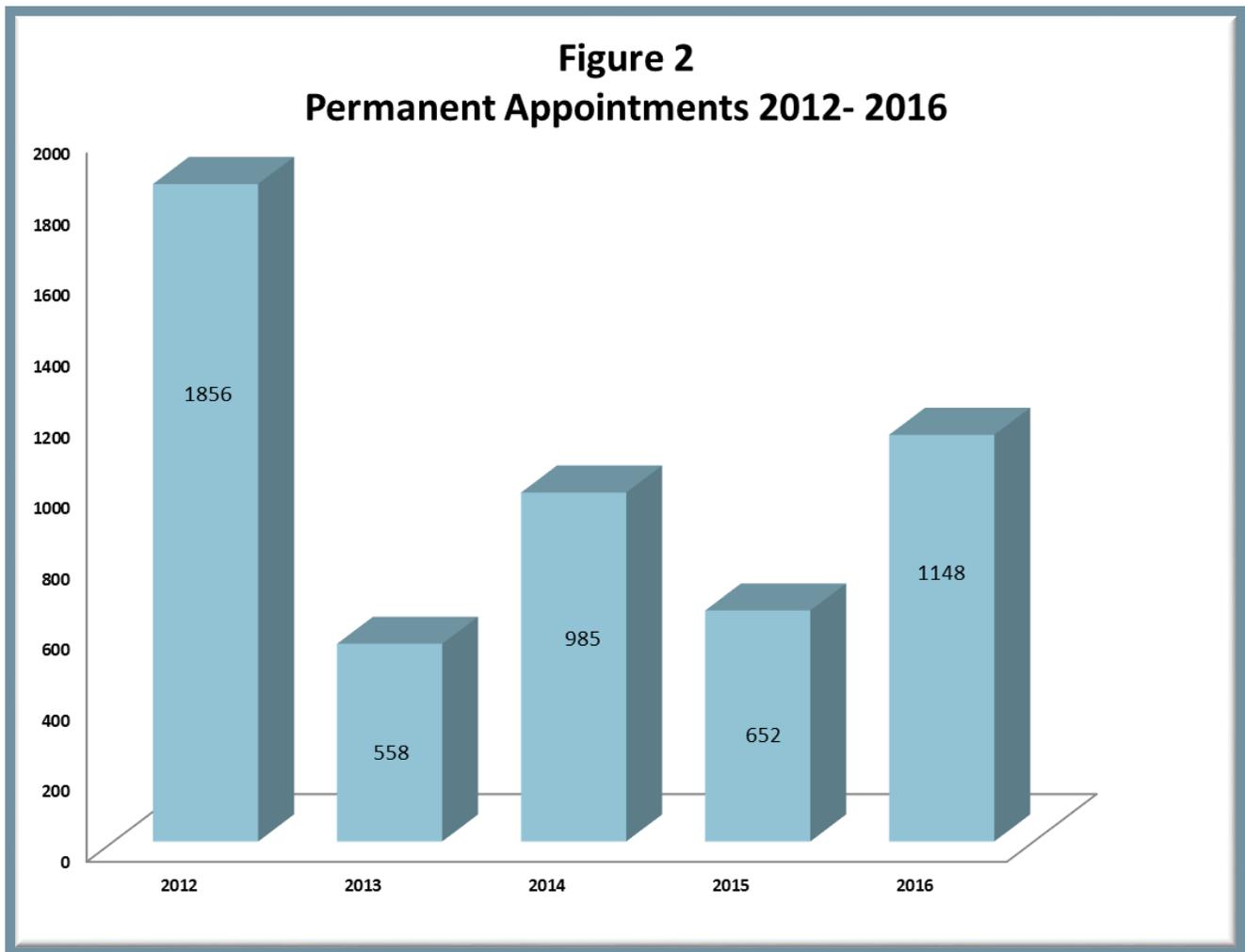
5.2 Temporary Appointments

In 2016, the Commission approved three thousand, six hundred and sixty-seven (3,667) temporary appointments, (see *Figure 1* below for comparative numbers of appointments over the period 2012 - 2016) of which three thousand, three hundred and ninety-six (3,396) were due to the realignment of Ministerial portfolios. Permanent Secretaries/Heads of Departments effected a further seven thousand, five hundred and nineteen (7,519) temporary appointments under delegated authority. Of these, a total of one thousand, three hundred and thirty-six (1,336) were made in Tobago.



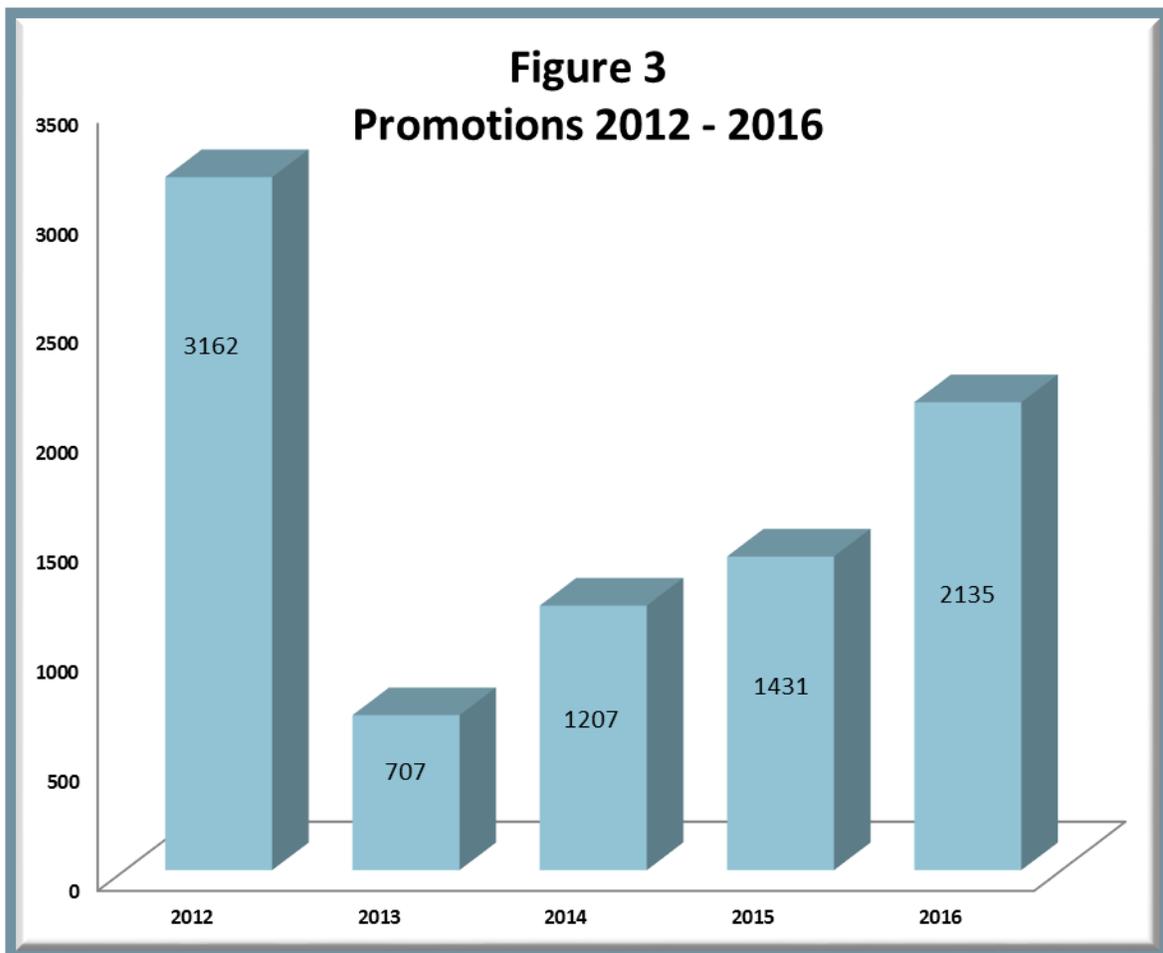
5.3 Permanent Appointments

Eleven hundred and forty-eight (1,148) permanent appointments were approved in 2016. Of this total, nine hundred and sixty-five (965) were approved by the Public Service Commission. The Commissioner of Prisons, in the exercise of his delegated authority, appointed one hundred and eighty-three (183) officers as Prisons Officer I. The Chief Fire Officer did not make any permanent appointments under delegated authority for 2016. *Figure 2* gives comparative numbers of appointments over the period 2012-2016.



5.4 Promotions

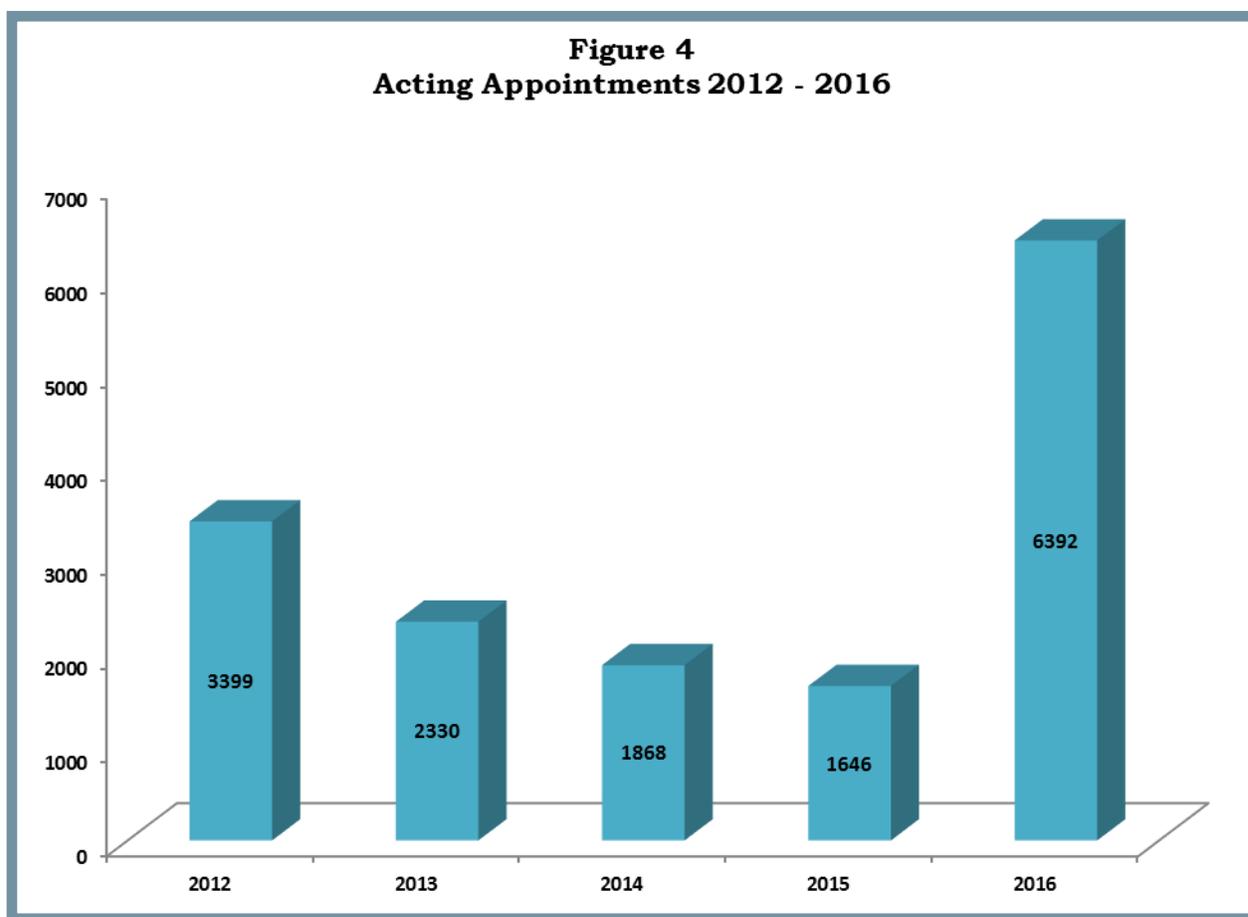
Two thousand, one hundred and thirty-five (2,135) promotions were approved in 2016. Of this total, two thousand and sixty-eight (2,068) were approved by the Public Service Commission. The Commissioner of Prisons, in the exercise of his delegated authority, promoted sixty-seven (67) officers. The Chief Fire Officer did not make any promotions under delegated authority for 2016. See *Figure 3* hereunder for comparative numbers of promotions over the period 2012-2016.



5.5 Acting Appointments

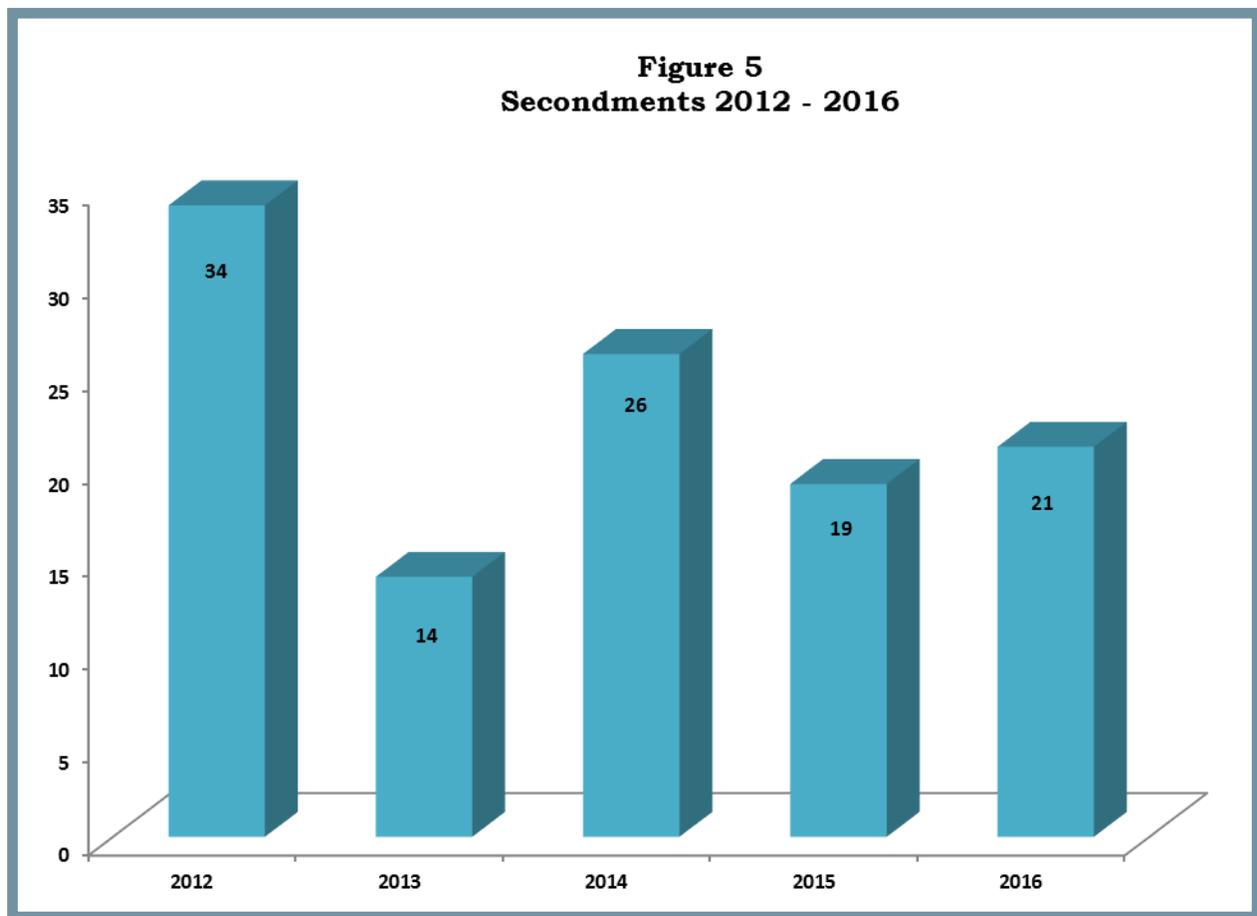
The Commission approved six thousand, three hundred and ninety-two (6,392) acting appointments. A disaggregation of this total has revealed that four thousand, nine hundred and ten (4,910) acting appointments were due to re-alignment of Ministerial portfolios.

The Commissioner of Prisons approved one hundred and ninety-three (193) acting appointments. The Chief Fire Officer also effected one hundred and ninety (190) acting appointments under delegated authority. See *Figure 4* hereunder for comparative numbers of acting appointments over the period 2012-2016.



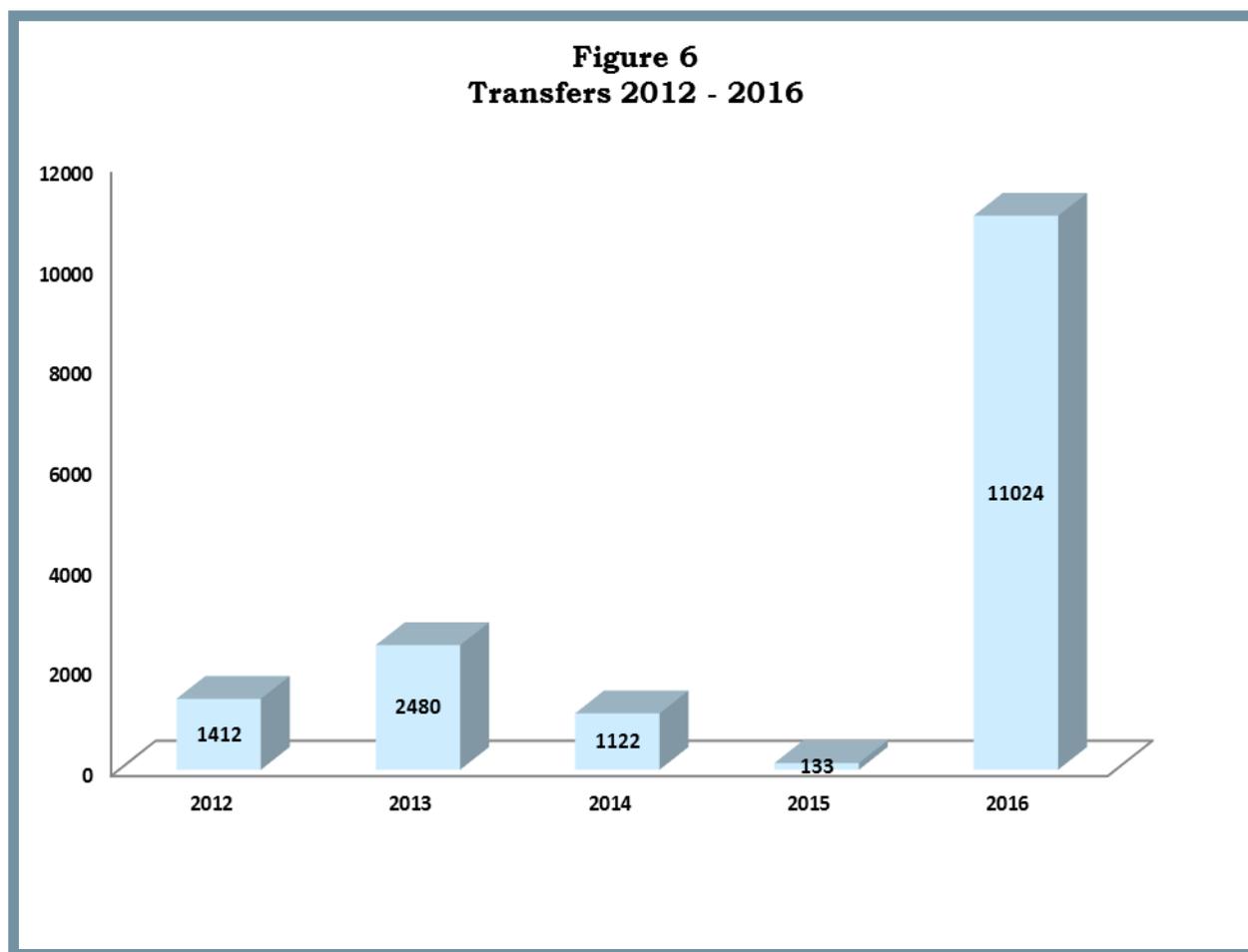
5.6 Secondments

“Secondment” as defined in the Civil Service Regulations Chapter 2. (1), refers to the temporary movement of an officer holding office in the Civil Service to an office or position outside the Civil Service, and includes the temporary movement of a person from an office or position outside the Civil Service to an office within such Service. In 2016, the Commission released fifteen (15) officers for appointment on secondment to other Service Commissions and Agencies and appointed six (6) officers on secondment to the Public Service. *Figure 5* gives comparative numbers of officers released from and seconded to the Public Service over the last five (5) years.



5.7 Transfers

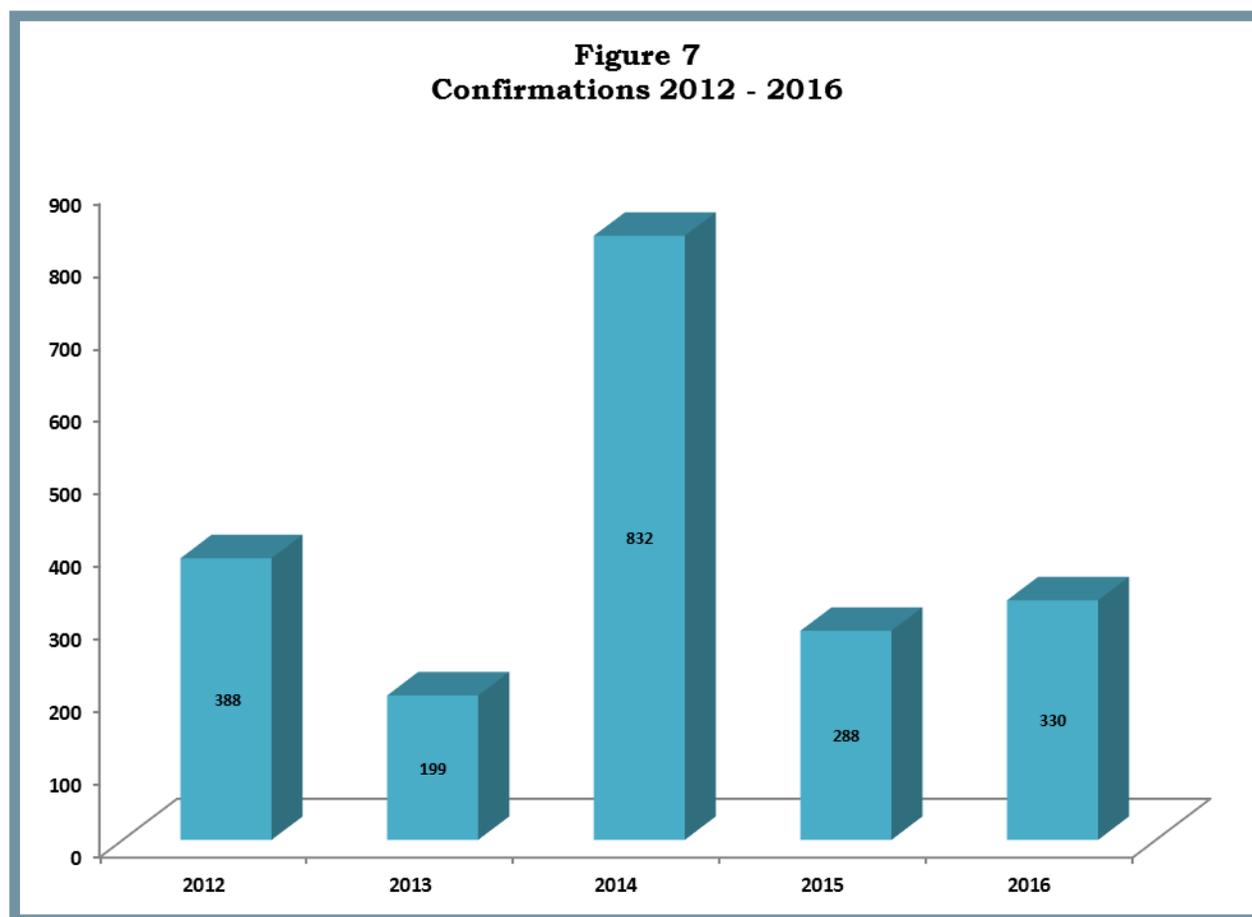
During the year 2016, the Commission transferred eleven thousand and twenty-four (11,024) officers, of which ten thousand, nine hundred and ninety-four (10,994) were as a result of the re-alignment of Ministerial portfolios. Permanent Secretaries and Heads of Departments made eight (8) transfers under delegated authority. Two (2) transfers were made by the Tobago House of Assembly. *See Figure 6* below for comparative numbers of transfers over the past five years.



5.8 Confirmations

The responsibility to confirm appointments (up to and including Salary Range 68) was given to Permanent Secretaries and Heads of Departments by Delegation Order of 24th May, 2006. During 2016, the Commission confirmed three hundred and thirty (330) appointments. Permanent Secretaries and Heads of Departments confirmed two hundred and twenty nine (229) appointments under delegated authority. Of the 229 confirmation of appointments under delegated authority, a total of fifty (50) were made by the Tobago House of Assembly (THA).

A comparison among the years from 2012 to 2016 is shown in *Figure 7* hereunder.



5.9 Separations

The Public Service Commission Regulations provide for public officers to be separated or removed from offices in the Public Service by resignation, retirement and termination of appointment. The undermentioned data also includes statistics from the Prison and Fire Services.

Table 1 indicates the number of officers who have separated from the Public Service during 2016:

Table 1

| TYPE OF SEPARATION | TOTAL |
|--|------------|
| Resignations | 36 |
| Declared to have Resigned | 7 |
| Termination of Employment in accordance with Regulation 123 of the Public Service Commission's Regulations | 2 |
| Compulsory Retirement | 418 |
| Voluntary Retirement | 31 |
| Permission to Retire | 14 |
| Retirements in the Public Interest | 4 |
| Retirements on Grounds of Marriage | 2 |
| Medical Board | 23 |
| Deaths | 17 |
| TOTAL | 554 |

6.0 EXAMINATIONS

In 2016, Examinations/Supplemental Examinations were held for a total of eight (8) offices. Civil Service Entrance Examinations/Supplemental Examinations and Promotional Examinations/Supplemental Examinations were held for four (4) offices each.

One thousand, nine hundred and twenty-eight (1,928) candidates were scheduled to sit examinations. One thousand, three hundred and ninety-nine (1,399) candidates, that is, 73% actually sat the examinations. Eight hundred and eighty-two (882) candidates, that is, 63% were successful. The percentage rates of success/failure for candidates by office are shown in *Table 2*.

Table 2

| OFFICE | SUCCESS RATE | FAILURE RATE |
|--|---------------------|---------------------|
| | (%) | (%) |
| Fire Service Practical (referral) Examination to the Rank of Fire Sub Officer | 86 | 14 |
| Customs and Excise Guard I | 81 | 19 |
| Project Officer I | 32 | 68 |
| Audit Examiner Assistant | 73 | 27 |
| Project Analyst I | 23 | 77 |
| Prisons Officer II | 31 | 69 |
| Prisons Supervisor | 44 | 56 |
| Assistant Superintendent of Prisons | 73 | 27 |

A breakdown of the number of candidates who were scheduled to sit the examinations/ supplemental and those who sat the examinations and were successful for six (6) offices are shown below in *Table 3*.

Table 3

| Offices for which Civil Service Entrance Examinations/Main/ Supplemental were held | Candidates scheduled for Main Examinations/ Supplemental | Candidates Present for Main Examinations/ Supplemental | No. of Successful Candidates |
|---|---|---|-------------------------------------|
| Fire Service Practical (referral) Examination to the Rank of Fire Sub Officer | 115 | 115 | 99 |
| Customs and Excise Guard I | 388 | 264 | 213 |
| Project Officer I | 98 | 47 | 15 |
| Audit Examiner Assistant | 726 | 478 | 348 |
| Project Analyst I | 69 | 30 | 7 |
| Prisons Officer II | 260 | 249 | 76 |
| Prisons Supervisor | 143 | 118 | 52 |
| Assistant Superintendent of Prisons | 129 | 98 | 72 |
| Total | 1,928 | 1,399 | 882 |

7.0 DELEGATION OF POWERS

In order to ensure that the functions delegated to Permanent Secretaries/Heads of Departments and other senior public officers are properly exercised, the Director of Personnel Administration in consultation with the Public Service Commission established in 2006, a Monitoring, Auditing and Oversight Unit. This Unit provides training and consultancy services to the officers in the Human Resource Management Units of line Ministries/Departments.

7.1 Review of the Performance of Ministries and Departments under Delegated Authority

The Public Service Commission (Delegation of Powers) (Amendment) Order, 2006 outlines the powers delegated to Permanent Secretaries and Heads of Departments in the areas of acting appointments, transfers, further temporary appointments, confirmations and exercising disciplinary control over public officers under the One-Man Disciplinary Tribunal. Any failure to adhere to the requirements as set out in the Legal Notice No. 105 dated May 24, 2006 is regarded as non-compliance.

A review of the performance of Permanent Secretaries and Heads of Departments under delegated authority for 2016, indicates that a total of nineteen thousand, seven hundred and seventy-two (19,772) matters were dealt with by Permanent Secretaries and Heads of Departments under delegated authority. Of this total, seven thousand and eighty-nine (7,089) matters were in compliance while twelve thousand, six hundred and eighty-three (12,683) matters were not in compliance. *Figure 8 and Figure 9*, respectively provide details.

The Commissioner of Prisons only submitted Returns for the 4th Quarter of 2016. During this period, the Commissioner effected one hundred and ninety-three (193) acting appointments. None of these appointments were in compliance. The Chief Fire Officer did not submit Returns for 2016.

The Human Resource Adviser II attached to the Monitoring and Oversight Unit who was assigned to the Ministry of National Security held a meeting with the Director, Human Resource, Fire Service, to discuss the issue of the non-submission of the Returns and to agree on appropriate remedial action. Subsequent to these discussions, the Monitoring and Oversight Unit took steps to embark upon the reintroduction of Training/Workshops for public officers.

Figure 8
Compliance with Delegated Function 2011 - 2016

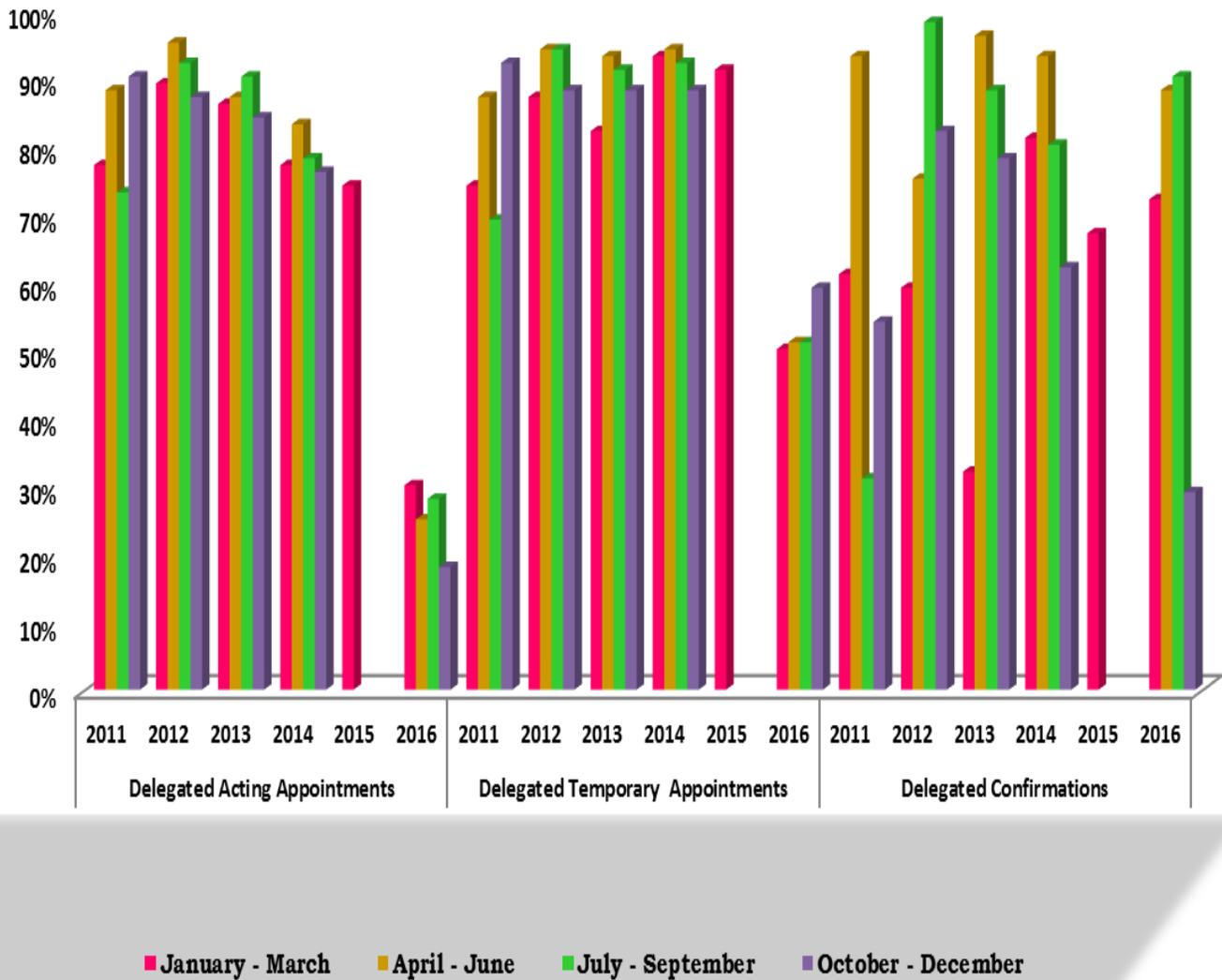
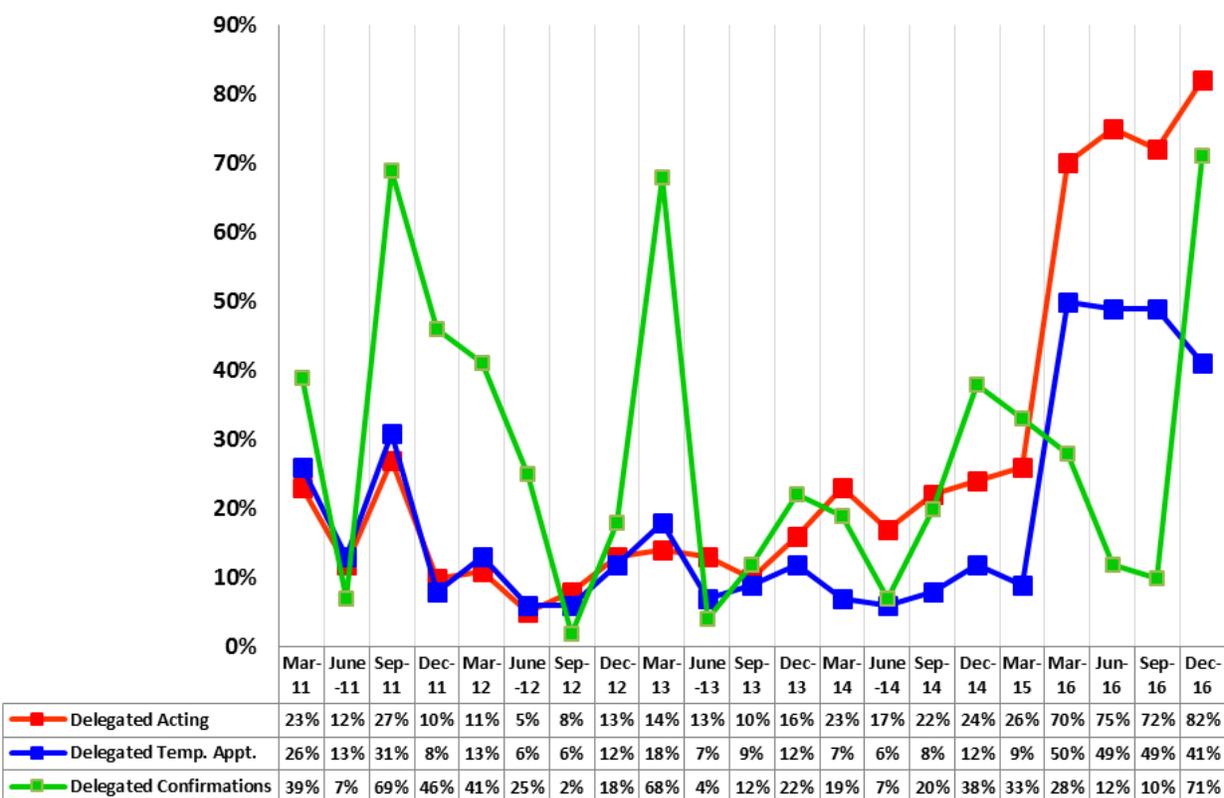


Figure 9 below highlights the areas of non-compliance by Permanent Secretaries and Heads of Departments over the period 2011 to the first quarter of 2016. It should be noted that for the year 2015, data is only provided for the quarter January to March as a consequence of the challenges linked to the realignment of ministerial portfolios in that year.

Figure 9
Quarterly % of Non-Compliance of Delegated Functions 2011 - 2016



8.0 DISCIPLINE

Table 4 hereunder gives a statistical representation of disciplinary proceedings against public officers in 2016:

Table 4

| Disciplinary Matters | Civil | Fire | Prisons | Total |
|--|--------------|-------------|----------------|--------------|
| No. of orders of Suspension | 19 | 0 | 7 | 26 |
| No. of orders of Interdiction | 12 | 1 | 16 | 29 |
| No. of disciplinary tribunals appointed to hear matters | 18 | 4 | 12 | 38 |
| No. of matters completed by Tribunals during the year under review | 7 | 1 | 1 | 9 |
| No. of persons against whom disciplinary charges were preferred | 41 | 2 | 8 | 51 |
| No. of officers found guilty of Court Charge | 4 | 3 | 2 | 9 |
| No. of matters discontinued/no further action | 0 | 0 | 0 | 0 |
| No. of penalties from Court Charges | 1 | 2 | 0 | 3 |

8.1 Public Service Appeal Board Matters

In 2016, the following obtained:

- ⇒ Six (6) officers filed appeals before the Public Service Appeal Board; (four [4] matters were from outside the Civil, Fire and Prison Services).
- ⇒ Seventeen (17) matters were pending as at December 31, 2016; and
- ⇒ No matters under the purview of the Public Service Commission were concluded in 2016.

9.0 HIGH COURT/COURT OF APPEAL MATTERS

In 2016, eighteen (18) High Court matters were filed involving the Public Service Commission. The final decisions made on seven (7) concluded matters are outlined in Table 5 below. From seven (7) concluded matters, two (2) matters were concluded in favour of the claimant, while five (5) matters were concluded in favour of the Public Service Commission. Further details are attached at *Appendix VIII*.

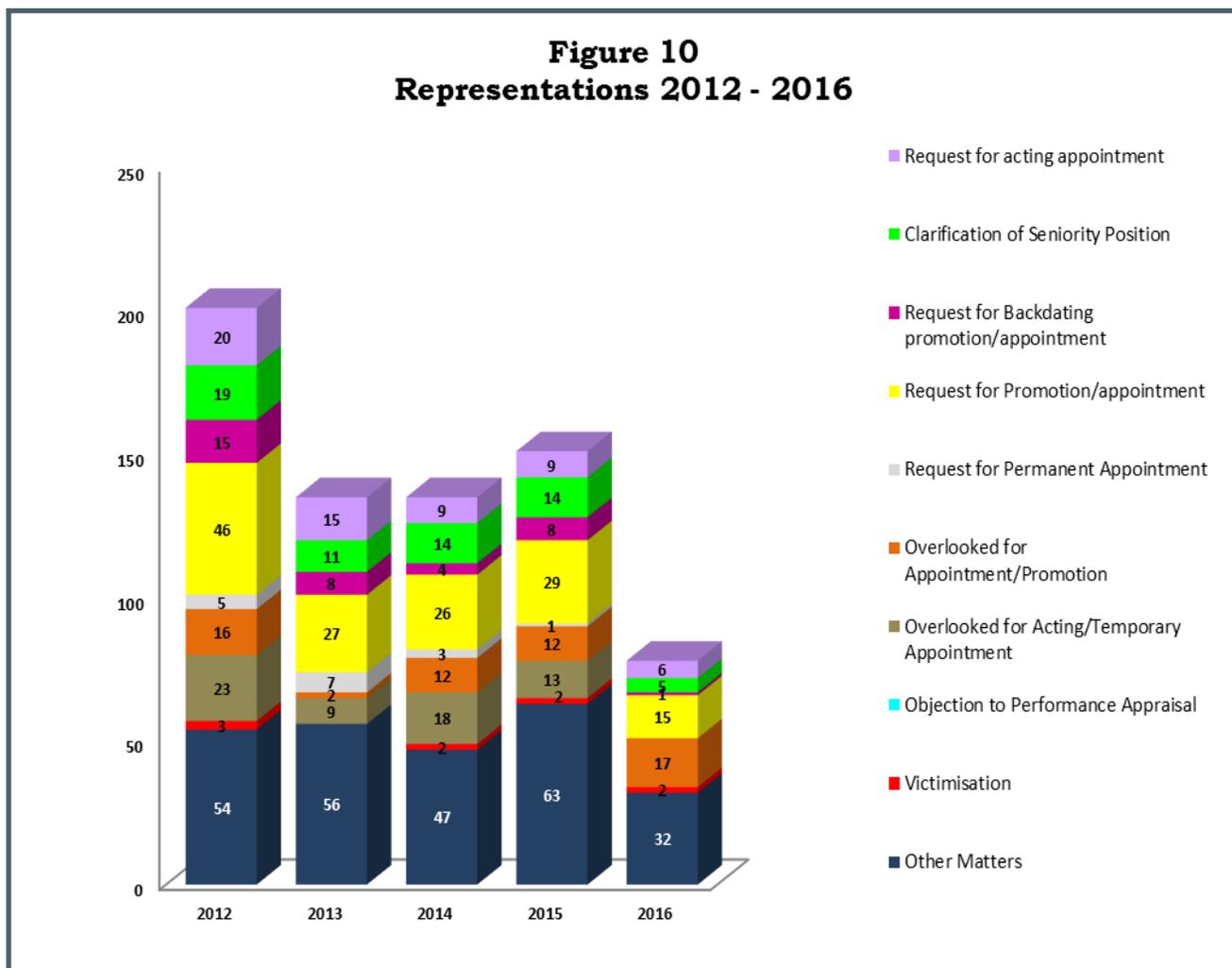
Table 5

| NO. | DECISIONS MADE | CLAIMANT | COURT | NO. OF CASES |
|-----|---|--|------------|--------------|
| 1 | Defendant to pay Claimant's costs to be assessed by the Court in default of agreement | Clerk I, Ministry of Finance and the Economy and two (2) Field Auditors IV, Ministry of Finance | High Court | 2 |
| 2 | Application against Public Service Commission withdrawn | Prison Supervisor, Prison Service, Ministry of Justice | High Court | 1 |
| 3 | Case dismissed with costs to be assessed in default of agreement | Prison Officer II, Prison Service, Ministry of National Security and Fire Sub Station Officer, Fire Service, Ministry of National Security | High Court | 2 |
| 4 | Case withdrawn with no order as to costs | Former Prison Supervisor, Ministry of National Security | High Court | 1 |
| 5 | Claimants withdrew the matter | Two (2) Fire Sub Station Officers, Fire Division, Ministry of National Security | High Court | 1 |

10.0 COMPLAINTS/REPRESENTATIONS

Particulars on Representations received:-

Figure 10 hereunder disaggregates the nature and number of complaints/representations received over the period 2012 to 2016. Such complaints covered a myriad of issues. In 2016, a total of seventy-eight (78) new complaints were received.



10.1 COMPLAINTS/REPRESENTATIONS - TOBAGO

In 2016, a total of four (4) complaints/representations were received from the Tobago House of Assembly.

Table 6 hereunder disaggregates the nature and number of complaints/representations which were received from the Tobago House of Assembly:

Table 6

| NATURE OF COMPLAINTS/REPRESENTATIONS | NO. OF COMPLAINTS/ REPRESENTATIONS |
|---|---------------------------------------|
| Clarification of date of promotion | 1 |
| Request for review of the shortlisting process for the office of Administrator | 1 |
| Request that a new Order-of-Merit List be created for the office of Administrator | 1 |
| Passed over for acting appointment | 1 |
| TOTAL | 4 |

11.0 INFORMATION REQUESTS (FREEDOM OF INFORMATION ACT)

The Freedom of Information Act, No. 26 of 1999, gives officers and members of the public the right of access to official documents and information held by public authorities (with exceptions). In 2016, five hundred and one (501) requests for information were submitted under the Freedom of Information Act, No. 26 of 1999.

Table 7 hereunder gives a breakdown of the requests received and the requests finalized in respect of officers in the Civil, Fire and Prison Services.

Table 7

| Service | Received | Finalized |
|-----------------------|-----------------|------------------|
| Civil Service | 467 | 180 |
| Fire Service | 30 | 14 |
| Prison Service | 4 | 1 |
| TOTAL | 501 | 195 |

Table 8 hereunder gives a breakdown of the nature of Freedom of Information (FOI) requests received during 2016:

Table 8

| <u>CIVIL SERVICE</u> <u>NATURE OF FOI REQUESTS</u> | <u>NO. OF</u> <u>REQUESTS</u> | <u>% OF</u> <u>REQUESTS</u> |
|--|----------------------------------|--------------------------------|
| Date of Appointment of Officers | 3 | 0.6% |
| Employment | 1 | 0.2% |
| Examination Scripts/Booklets | 5 | 1% |
| Information/Copy of Documents | 58 | 12% |
| List of Officers within a particular Ministry/Department | 3 | 0.6% |
| Permanent Appointment | 2 | 0.4% |
| Position on Seniority List/Order of Merit List | 102 | 22% |
| Promotion | 6 | 1% |
| Qualifications of Officers | 2 | 0.4% |
| Request for Information | 266 | 57% |
| Results from Examinations | 6 | 1% |
| Results of Examinations/Practical | 2 | 0.4% |
| Scores from Interviews | 7 | 1% |
| View Confidential File | 4 | 0.8% |
| Total | 467 | 100% |

| <u>FIRE SERVICE</u> | | |
|--|-------------------------------|-----------------------------|
| <u>NATURE OF FOI REQUESTS</u> | <u>NO. OF REQUESTS</u> | <u>% OF REQUESTS</u> |
| Examination Scripts/Booklets | 5 | 17% |
| Fire Assessment Matters | 2 | 7% |
| Information/Copy of Documents | 4 | 13% |
| Position on Seniority/Order-of-Merit Lists | 2 | 7% |
| Request for Information | 14 | 47% |
| Results of Examinations/Practical | 1 | 3% |
| Scores from Interviews | 2 | 6% |
| Total | 30 | 100% |

| <u>PRISON SERVICE</u> | | |
|--------------------------------------|-------------------------------|-----------------------------|
| <u>NATURE OF FOI REQUESTS</u> | <u>NO. OF REQUESTS</u> | <u>% OF REQUESTS</u> |
| Information/Copy of Documents | 1 | 25% |
| Prison Assessment Matters | 2 | 50% |
| Request for Information | 1 | 25% |
| Total | 4 | 100% |

12.0 EQUAL OPPORTUNITY REPRESENTATIONS

The Equal Opportunity Act No. 69 of 2000 seeks to prohibit certain kinds of discrimination and promotes equality of opportunity among persons. The Act provides for the establishment of an Equal Opportunity Commission and an Equal Opportunity Tribunal and for matters connected thereto.

Section 8 of the Act states:

8. *An employer or a prospective employer shall not discriminate against a person:-*
- in the arrangements he makes for the purpose of determining who should be offered employment;*
 - in the terms and conditions on which employment is offered; or*
 - by refusing or deliberately omitting to offer employment*

The Public Service Commission is not the employer of public officers, however, the Commission is still subject to the jurisdiction of both the Commission and the Tribunal. A summary of matters referred to the Commission during the period under review is provided in **Table 9** below.

A summary of matters referred to the Commission during the period under review is provided in **Table 9** below.

Table 9

| NO. OF LETTERS | NO. OF MATTERS FINALIZED |
|----------------|--------------------------|
| 2 | 1 |

13.0 ACCOMMODATION ISSUES

In 2016, the SCD continued its search for suitable accommodation with due consideration to the ability of any building to sustain the weight of the Department's vault.

Five (5) site visits were made by SCD officials to prospective buildings in Port-of-Spain and environs to identify other suitable properties to service the Department's growing needs. Additionally, the SCD continued to hold discussions with the Property and Real Estate Services Division for the rental of storage space from a service provider located in the Diamond Vale Industrial Estate.

14.0 PROJECTIONS FOR 2017

In 2016, the Commission continued to work towards achieving key strategic objectives as identified in the Action Plan. Key strategic objectives identified for 2017 are as follows:

- ⇒ Review and update the Action Plan and Medium Term Strategic Objectives 2015-2016.
- ⇒ Develop new Draft Regulations for discussion and implementation.
- ⇒ Implement the full Assessment Centre Methodology and Advanced Scientific Methods of Selection.
- ⇒ Consider granting the required consent to allow Permanent Secretaries and Heads of Departments more extensive authority over peculiar offices.
- ⇒ Review the efficacy of Standing Selection Panels.
- ⇒ Review/Develop policies to address gaps and inefficiencies in appointments/promotions/discipline.
- ⇒ Work with the Ministry of Public Administration, Personnel Department, Ministry of Finance and Service Commissions Department to facilitate improved co-ordination and efficiency in the delivery of the Human Resource Management functions

The Public Service Commission will continue its efforts in 2017 to ensure it meets its mandate to improve Human Resource Management policies and procedures within the Public Service.

APPENDICES



NOTES

