



GOVERNMENT OF THE  
REPUBLIC OF TRINIDAD AND TOBAGO

**ONE HUNDRED AND THIRTEENTH REPORT  
OF THE  
SALARIES REVIEW COMMISSION  
OF  
THE REPUBLIC OF TRINIDAD AND TOBAGO**

**GENERAL REVIEW OF SALARIES AND OTHER TERMS  
AND CONDITIONS OF SERVICE OF OFFICES  
WITHIN THE PURVIEW OF THE  
SALARIES REVIEW COMMISSION**

**OCTOBER 2022**

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# ONE HUNDRED AND THIRTEENTH REPORT OF THE SALARIES REVIEW COMMISSION

## General Review of Salaries and other Terms and Conditions of Service of offices within the purview of the Salaries Review Commission

### CHAPTER 1

#### INTRODUCTION

The Salaries Review Commission (the 'Commission') is established in accordance with Section 140 of the Constitution of the Republic of Trinidad and Tobago. The Commission consists of a Chairman and four (4) members, who are appointed by the President after consultation with the Prime Minister and the Leader of the Opposition.

2. The Commission is mandated under Section 141(1) of the Constitution to review, from time to time, with the approval of the President, the salaries and other terms and conditions of service of the offices falling within its purview.

3. The remit group, which ranges from the office of President of the Republic to the most junior position in the Judicial and Legal Service, has continued to increase over the years and approximately three hundred and twenty-five (325) categories of offices and some nine hundred and fifty (950) persons are now within the Commission's purview. The offices are categorized under the following groupings: -

#### **Part I**

The President of the Republic  
The Higher Judiciary  
The Ombudsman  
The Auditor General  
The Industrial Court  
The Tax Appeal Board  
The Environmental Commission  
The Police Complaints Authority  
The Office of the Information Commissioner  
The Equal Opportunity Tribunal  
Top Managers in the Public Service  
Top Managers in Statutory Bodies  
Senior Officers in the Protective  
Services and the Defence Force  
Senior Diplomatic Representatives  
Chairmen and Members of  
Commissions and Boards  
The Judicial and Legal Service

#### **Part II**

Members of Parliament  
The Tobago House of Assembly  
Local Government Officials

A full listing of the groupings and the offices thereunder is set out in Appendix I.

4. The following new positions were brought within the Commission's purview since it undertook its last general review in 2012/2013: -

Supervisor of Insolvency  
Deputy Supervisor of Insolvency  
Transport Commissioner  
Commissioner of Valuations  
Assistant Commissioner of Valuations  
Director, Maritime Services  
Information Commissioner, Office of the Information Commissioner  
Deputy Information Commissioner, Office of the Information Commissioner  
Chairman, Sentencing Commission  
Member, Sentencing Commission  
Executive Officer, Statutory Authorities' Service Commission  
Secretary, Legal Aid and Advisory Authority  
Assistant Secretary, Legal Aid and Advisory Authority  
Senior Magistracy Registrar and Clerk of the Court  
Director, Economic Management Division, Ministry of Finance  
Assistant Director, Economic Management Division, Ministry of Finance  
Senior Macro Economist, Economic Management Division, Ministry of Finance  
Director, Debt Management Unit, Ministry of Finance  
Assistant Director, Debt Management Unit, Ministry of Finance  
Senior Debt Officer, Front Office, Debt Management Unit, Ministry of Finance  
Senior Debt Officer, Middle Office, Debt Management Unit, Ministry of Finance  
Senior Debt Officer, Back Office, Debt Management Unit, Ministry of Finance  
Deputy Treasury Solicitor, Treasury Solicitor's Department, Ministry of Finance  
State Counsel III, Treasury Solicitor's Department, Ministry of Finance  
Assistant Director of Budgets, Budget Division, Ministry of Finance  
State Counsel III, Office of the Prime Minister, Legal Services Unit  
State Counsel II, Office of the Prime Minister, Legal Services Unit

5. In addition to the foregoing, the Commission has been made aware that some positions in the Judicial and Legal Service have been created in various Ministries and Departments. While in accordance with the Judicial and Legal Service Act, Chap 6:01 such positions fall within the purview of the Commission, to date no remit has been issued to the Commission to assess appropriate terms and conditions of service for such positions. Given that Judicial and Legal Service positions are not generic in terms of pay, such new positions must be evaluated to determine their appropriate placement in the existing compensation structure. The Commission is advised that an exercise is currently being undertaken to identify all new Judicial and Legal Service positions in respect of which no remit had been issued to the Commission to review salary and other terms and conditions of service.

### **Background to the current general review**

6. This Report represents the ninth comprehensive review of salaries and terms and conditions of service of offices within the Commission's purview. The last such review



was undertaken in 2012/2013 and recommendations were set out in the Commission's Ninety-eighth Report (the 98<sup>th</sup> Report) which was submitted in November 2013.

7. In its 98<sup>th</sup> Report, the Commission indicated that it had been advised that an evaluation of the jobs within its purview as well as an accompanying compensation survey (collectively the 'Job Evaluation Exercise') would be undertaken and that a Consultant was being sought for that purpose. The Commission was further advised that in December 2015 a Consultant was engaged and that the Job Evaluation Exercise commenced in February 2016. While the timely completion of the Job Evaluation Exercise was anticipated so that its results would provide input into the next general review, the need for critical and continuous consultations with specific groups of office holders resulted in several delays. As a consequence, the results were not available for the current review. The Commission is now advised that the Job Evaluation Exercise is nearing completion.

8. The existing policy regarding general reviews is that a regular three-year cycle be maintained so as to ensure that compensation packages for offices within the Commission's purview may be kept relatively current. On this occasion, however, two three-year periods have in fact elapsed since our last comprehensive review which recommended salaries and allowances for the period 2011 to 2014. During that time the Job Evaluation Exercise was underway.

9. Subsequent to the submission of the 98<sup>th</sup> Report, the Commission completed fourteen (14) additional Reports, in which it recommended salaries and terms and conditions of service for offices placed within the purview of the Commission. A listing of the 14 Reports completed since the 98<sup>th</sup> Report is set out in Appendix II.

10. In undertaking this review, as has been the practice, the Commission invited written submissions on salaries and other terms and conditions of service from holders of all offices.

### **Scope of the Review**

11. The President of the Republic of Trinidad and Tobago, by letter dated March 13, 2020, conveyed her approval for the Commission to undertake a general review of the salaries and other conditions of service of all offices that fall within the purview of the Commission.

12. Shortly thereafter, the country, and indeed the world, were confronted by the onset of the coronavirus pandemic. The ensuing measures which had to be undertaken by governments around the world as well as the reallocation of human resources to advance the ongoing Job Evaluation Exercise for offices within the Commission's purview affected research efforts and impacted the Commission in its deliberations and the preparation of this Report. Further, the preparation of the Report was being undertaken during an exceptional time in the context of falling energy prices and the profound social and economic disruptions caused by the pandemic locally and internationally.

## CHAPTER 2

### CONSIDERATIONS UNDERLYING THE CURRENT REVIEW

13. In considering remuneration packages for office holders within the Commission's purview, the Commission heeded the guiding principles and criteria that were used in past general reviews. These core precepts identified in previous Reports continue to be relevant and are as follows: -

- (i) remuneration should bear fair comparison with current levels of remuneration paid within the private sector for broadly comparable jobs, taking into account differences in other conditions of employment;
- (ii) levels of remuneration should be appropriate to attract, recruit and retain persons of suitable competence, experience, knowledge, skills and personal attributes to fill positions of very high responsibility and trust;
- (iii) there should be appropriate differentials in compensation, to take into account significant differences in the levels of responsibility between one office and another; and
- (iv) compensation packages should provide motivational and intrinsic value.

14. In addition to the above listed principles, other factors which guided the Commission's deliberations are:

- (i) the general levels of adjustments that were made to compensation packages in the wider local economy since the Commission's last review;
- (ii) current remuneration trends in certain other jurisdictions; and
- (iii) the economic and financial developments in the country, including the impact of the coronavirus pandemic.

#### **Comparative Compensation Levels**

15. A number of office holders at the highest levels continue to hold the opinion that they should be compared with and compensated similarly to Chief Executive Officers in the private sector. The Commission continues to hold the view, which is shared by salary review bodies in other jurisdictions, that in making recommendations for compensation comparisons with private sector jobs, account must be taken of factors such as job security, level of risk and pension arrangements. In the Commission's 98<sup>th</sup> Report, the Commission restored as far as possible, the position of the remit group in relation to external comparators. Additionally, the Commission ensured that there were reasonable differentials in pay between offices within the Commission's purview and other offices in



the Public Service. The Commission also sought to rationalise allowances and benefits and recommended appropriate adjustments to such, where necessary.

16. Over the period 2014 to 2020, salary/wage adjustments throughout the economy have been uneven and irregular. The Commission's research revealed that of the sixty-six (66) unionized entities (which include public sector organisations) examined for the period 2013/2014 to 2019/2020, 23% have not settled their negotiations to date. Moreover, for the period 2017 to 2020, 50% of the organisations are yet to complete negotiations. The findings also revealed that among unionized employees, increases negotiated have averaged 26% over the six-year period: an annual average of 4.3%.

17. The Commission is aware that negotiations are currently taking place in the Public Service and that an offer has been made to the relevant Associations/Unions for the period 2013/2014 to 2019/2020. The Commission is mindful that salary increases agreed to in the Public Service can impact the salary differentials existing with offices in the Commission's remit group.

18. Regarding salary adjustments among executives in State Enterprises, the Commission has been advised that there is no distinct pattern, with some entities providing minimal or zero increases while others operating in more competitive sectors provided somewhat higher increases. Consequently, some widening of the pay gap between State Enterprises' executives and the remit group may have ensued.

### **Current Remuneration Trends In Certain Other Jurisdictions**

19. As in previous general review exercises, the Commission took into consideration remuneration trends for comparable offices in other jurisdictions over the review period. The Commission observed that review bodies in other jurisdictions such as Australia, Canada, United Kingdom, New Zealand, India and Singapore apply guiding principles similar to those which the Commission applies when recommending compensation packages for office holders within the Commission's remit group, with emphasis being placed on the ability to attract, retain and motivate suitable individuals, as well as on the economic climate of the respective country. The Commission notes that for this review, as in the past, certain office holders in their submissions pointed to the criteria used for compensation packages paid to their counterparts in other jurisdictions.

20. In treating with compensation for senior officials, some jurisdictions take additional factors into consideration. For instance, in the United Kingdom and Australia, pay review for top offices is linked to changes in public sector pay while in Canada increases are based on wage settlements negotiated for major bargaining units in the private sector. The Remuneration Authority of New Zealand sets increases in remuneration in accordance with a 2015 prescribed formula which links such to increases in public sector salaries. In other jurisdictions such as Barbados and Guyana, increases in remuneration are based on legislation and conducted in an ad hoc manner. In Jamaica, such increases are granted on an ad hoc basis.

21. Given Trinidad and Tobago's continued high dependency on the energy sector, and in view of the trend towards low oil and natural gas prices over the review period, the impact on pay for top positions in oil based economies was also considered. The Commission noted that in 2015, Saudi Arabia, for example, the world's largest oil exporter, implemented cuts of 20% to Ministers' salaries amidst measures aimed at reducing the public sector wage bill by 20%.

22. The Commission's research also revealed that over the period 2014 to 2020, Top Managers and Parliamentarians, in Australia, New Zealand, Canada, United Kingdom, Jamaica, Barbados and Singapore, received increases or decreases in salaries based largely on the state of the economy of the respective countries at that time. Increases, where provided, ranged from 4% to as much as 15% over the six-year period. Wage freezes were experienced in some jurisdictions as well as a pay cut of 10% in at least one of the jurisdictions.

### **Overview of proposals submitted by office holders**

23. In the main, office holders requested increases in salaries and allowances. In their arguments, they cited rising inflation rates, increases in the cost of living and expansion in the scope, volume and complexity of their respective duties and responsibilities over the review period. Additionally, some office holders proposed compensation packages that are similar to those provided to comparable positions in the private sector or to those of their counterparts in other jurisdictions.

24. With regard to benefits and allowances, a number of office holders sought increases or improvement and, in some instances, the introduction of new allowances or extension of existing allowances to them. In support of their proposals, they cited increases in the cost of living, additional duties and increased workload as well as having to work remotely during the coronavirus pandemic.

25. The Commission noted in particular with respect to Transport Facilities, that in general, office holders proposed an increase of the quanta of the loan facility and the reduction of the prevailing interest rate thereon. Additionally, several requests were made for enhanced tax/duty concessions on motor vehicles, with certain office holders who are not currently so eligible requesting total exemptions from taxes and duties thereon. Further, proposals were made for increases in the Transportation Allowance and Repair Loans, based on increases in the cost of vehicle parts, the cost of repair and of fuel over the period. The Commission continues to be concerned with the extremely generous level of exemptions currently available to certain office holders who enjoy total exemptions from duty and taxes, the quanta of which increase automatically with rise in the prices of motor vehicles. The Commission reiterates its view as set out in the 98<sup>th</sup> Report that there is a need for caps to be placed on such generous exemptions and proposes to consider this when next it reviews allowances and other conditions of service.



26. Some of the allowances which office holders sought to have introduced into their compensation packages were:

- Service Allowance;
- Professional Allowance;
- Duty Allowance;
- Special Duty Allowance;
- Telecommunication Facilities;
- Housing Allowance; and
- Overseas Travel Facilities.

Office holders who are eligible for the abovementioned allowances sought increases and in general, requests were made for increases in the Subsistence Allowance.

27. Some of the new allowances sought were Clothing Allowance, Incentive Allowance, Book Allowance, Robing Allowance, Senior Counsel Allowance as well as a Legislative Drafting Specialisation Allowance. The Commission noted, in particular, requests made by a number of office holders for an Information Technology/ Amenities Allowance or equipment/devices to facilitate remote work arrangements due to the coronavirus pandemic.

28. The Commission observed that some part-time office holders proposed that they be provided with medical benefits. As in the Commission's last general review, the Commission reiterates and maintains the view that such benefits are not normally extended to persons who serve on a part-time basis and as such the Commission does not support such proposals.

29. The Commission maintains its previously expressed view that inclusion of any new allowances for office holders should not be considered pending the implementation of the results of the Job Evaluation Exercise. As indicated at paragraph 7, the Commission is assured that the final Report on the exercise would be submitted shortly by the Consultant for its consideration.

### **Changes in Relative Positioning**

30. A number of office holders continue to request changes in the relative positioning of their jobs within the remit group. This issue is an integral part of the current Job Evaluation Exercise which is being completed and will be taken into consideration when the Commission deliberates on the results and makes its recommendations thereon.

### **Impact of recent legislative amendments**

31. The Commission is advised that by virtue of legislative amendments, revised pension arrangements were implemented for a number of offices, namely, those of President, Prime Minister, members of the Higher Judiciary and Legislators which now



allow for superannuation arrangements to be computed utilising salary as well as the Housing Allowance payable, where applicable. The Commission holds the view that the new arrangements have created an inequity among office holders in that the quanta of pension payable to the various office holders would differ significantly, given that a monthly Housing Allowance is not payable to some of the office holders in the categories identified above.

32. The Commission also notes with concern that within recent times, there have been several amendments to compensation in the Judicial and Legal Service grouping of offices without a remit being issued to the Commission to review the terms and conditions of the relevant offices. This was achieved through amendments to the Judicial and Legal Service Act, Chap. 6:01 which resulted in the following:

- a) inclusion of a new definition of 'Chief Judicial Officer' to mean either the holder of the offices of Master of the High Court, Chief Magistrate, Registrar and Marshal or Court Executive Administrator;
- b) equating the salary and other terms and conditions of services of the Chief Judicial Officers to those of the Chief Legal Officers; and
- c) upgrading of the office of Registrar General from Group L2A to Group L1 which resulted in the office holder being in receipt of the same remuneration package as that of the Chief Legal Officers.

Similarly, the Commission has been advised that Cabinet approval has been provided for the upgrading of the office of Deputy Registrar General from Group L3 to Group L2B.

33. The Commission notes that it is the body vested with the constitutional responsibility of recommending salaries and other terms and conditions of offices within the remit group. The upgrading of offices without reference to the Commission and the cementing of such upgrades in legislation have the effect of disrupting relativities between related offices and pose a challenge for the establishment of appropriate relativities and resulting compensation in the future.

### **Economic and Financial Developments in the Country**

34. The Commission's starting point, as is customary, was to give careful consideration to the changing economic environment, including the movement in the cost of living, over the review period.

35. In this regard, the Commission has been advised that real economic activity in Trinidad and Tobago began to contract in 2014, brought about by the collapse in oil and gas production and commodity prices, and that that contraction continued over the period 2016 to 2019. Specifically, oil prices which averaged US\$95 per barrel in the period 2011-2014 began a severe decline from mid-2014 reaching a low of US\$26 in 2017. The country experienced persistent falls in real Gross Domestic Product (GDP) in 2016 and

2017, and while there was a slight increase in 2018, GDP fell again in 2019. The country also continued to experience fiscal deficits over the period 2014 to 2019, with Actual Revenue, as a percentage of GDP, declining over the 2016 to 2019 period due largely to volatility in energy prices.

36. The Commission understands that while through fiscal consolidation and management, Trinidad and Tobago was projected to re-emerge as a resilient economy with growth projected from 2021, the coronavirus pandemic which was declared in early 2020 reversed this prediction.

37. The Commission's work as it pertains to this general review began at an exceptional time: the onset of the coronavirus pandemic. While the latter began outside the remit period, given the date of the remit to the Commission and that, as a result, the actual review is being undertaken at this time, the Commission, as a responsible body, could not ignore the effect of such a significant international issue and its devastating impact on global and local economies.

38. Given its global nature, the effects of the pandemic have been negatively impacting national economies, regionally and internationally. The Commission is advised that projections for global economic growth in 2020 were not realised as sizeable amounts of resources had to be reallocated to efforts aimed at stalling/battling the spread of the disease and simultaneously implementing measures aimed at easing the financial impact on the most vulnerable. The Commission notes that the virus led governments worldwide, including Trinidad and Tobago, to introduce public health measures such as lockdowns, social distancing and closure of the international borders and of non-essential businesses. The Commission notes also that labour market adjustments included widespread furloughs in employment, layoffs, pay cuts, reductions in working hours and loss of employment as businesses downsized or folded.

39. The Commission is informed that, in respect of Trinidad and Tobago, real GDP was estimated to have shrunk by 5.6% in the first half of 2020 in the energy sector with a 4.3% decline in the non-energy sectors. According to the Selected Economic Indicators published on the website of the Central Bank of Trinidad and Tobago for the relevant periods, the economy declined 7.4% in 2020 and reflected further declines during the first three quarters of 2021. Further, the Commission is advised that the fiscal deficit for 2020 jumped to 11.5% of GDP from 2.6% in 2019, the highest over the eight-year period, with the decline in revenue attributed to the continued volatility of energy prices, in addition to restrictions on economic activities in the non-energy sector. Public expenditures declined by 33.9% of GDP as a result of a prioritization approach on transfers, subsidies and other fiscal initiatives to equip the health system and support those adversely affected by the pandemic. Notwithstanding, the Commission notes that commodity prices improved during 2021 in tandem with slight increases in petrochemical output, the combined effect of which is expected to have impacted the fourth quarter of 2021 positively, although data are yet to be published.



40. Since 2020, economic conditions have been aggravated by global price increases caused by the global supply chain crisis arising from mandates and restrictions as well as the impact of the pandemic on work force availability. This has been exacerbated by the onset of the Russia/Ukraine conflict/war from February 2022, which has resulted in high commodity prices to levels that have not been seen in decades. With the virtual opening up of the economy in May 2022, coupled with the positive impact of the commodity prices in the petroleum and petrochemical sector, it is the expectation that 2022 should see the country's GDP returning to positive growth.

41. It is the Commission's view that while the country is benefitting from the serendipity that resulted in generous commodity prices, there is still a need for prudent management of the country's resources as by its very nature these prices are extremely volatile and can return at any time to the pre-pandemic levels.

42. In considering remuneration packages for the office holders within the Commission's purview, the Commission was mindful of the fact that the salaries and terms and conditions of these office holders have been in effect since 2011. The Commission was also mindful of the submissions made by office holders. Nevertheless, of necessity, the Commission took into account the economic challenges which the country has experienced since 2014. Of importance also was the wide-ranging impact of the pandemic in 2020 and 2021 in other jurisdictions as it relates to revised remuneration for government employees, Parliamentarians and other office holders similar to those under the Commission's remit and the trend in treating with compensation over the remit period, given the economic challenges experienced by a number of countries even prior to the advent of the pandemic. As a result, the Commission is sensitive to the need for caution. Indeed, in its view the Commission finds itself in an even more arduous situation than that which it faced in 2008/2009. On that occasion, due to the uncertainty brought on by the global economic challenges at that time, the Commission recommended that existing salaries of office holders be maintained. At this time, given the economic and fiscal realities over the review period and the current uncertainties, the Commission also recommends that the existing salaries and allowances of offices within the Commission's purview be maintained over the period 2014 to 2020.

43. That notwithstanding, it has been brought to the attention of the Commission that there is a need to treat with the existing Subsistence Allowance provision for the offices of Member (part-time), Environmental Commission and Member (part-time), Tax Appeal Board, to facilitate such office holders who may reside in Tobago and are required to travel to Trinidad on official business as well as the remuneration arrangements to be applicable to Heads of Mission in three (3) missions which were established/re-established since the last general review. It has been customary for the Commission, when conducting a general review, to seek to address apparent anomalous situations and/or issues that require a resolution which arise between such reviews. The details are set out in Chapter 3.

44. With respect to new offices which have been brought within the purview of the Commission but in respect of which the Commission is yet to deliberate on appropriate

salaries and other terms and conditions of employment, recommendations will be made in subsequent reports.

45. The Commission is also heartened that it can give the assurance that the Job Evaluation Exercise is in its final stages and the Commission anticipates that it will be able to make recommendations thereon shortly.

## CHAPTER 3

### **SUBSISTENCE ALLOWANCE FOR THE OFFICES OF MEMBER (PART-TIME), ENVIRONMENTAL COMMISSION AND MEMBER (PART-TIME), TAX APPEAL BOARD AND FOREIGN SERVICE ALLOWANCES FOR SENIOR DIPLOMATIC REPRESENTATIVES AT MISSIONS ESTABLISHED/RE-ESTABLISHED SUBSEQUENT TO THE 2012/2013 GENERAL REVIEW**

#### **Member (Part-time), Environmental Commission and Member (Part-time), Tax Appeal Board**

##### **Subsistence Allowance**

46. The Commission notes that precedent exists for the payment of a Subsistence Allowance to a number of offices in circumstances where an office holder who resides in Tobago is required to travel to Trinidad on official business. Examples of those offices are: - Deputy Chairman (part-time), Environmental Commission, Chairman (part-time), Equal Opportunity Commission and Chairman (part-time), Integrity Commission, among others. The Commission has been advised that, pending the current general review, interim arrangements were made for the offices of Member (part-time), Environmental Commission and Member (part-time), Tax Appeal Board to receive such an allowance. In view of the costs incurred by an office holder who resides in Tobago and has to travel to Trinidad on official business, and given that precedent exists, the Commission recommends the following for the offices of Member (part-time), Environmental Commission and Member (part-time), Tax Appeal Board: -

- (a) The existing provision which states:

When on duty in Tobago, the office holder to be eligible for hotel accommodation and meals, as necessary. In the absence of the provision of any meal(s), to be paid \$200 per day

should be discontinued.

- (b) The following new provision should apply:

For travel to and from Trinidad/Tobago on official business: -

Where an official holder who resides in Trinidad travels to Tobago or vice versa, the cost of airfare, ground transportation, accommodation and meals, as necessary, to be met by the Environmental Commission/Tax Appeal Board.

The relevant organisation should be specified in each provision as appropriate.



47. The Commission recommends that the aforementioned provision should take effect from the date of the relevant memorandum/letter notifying of the revised remuneration arrangements to be applicable to the offices of Member (part-time), Environmental Commission and Member (part-time), Tax Appeal Board.

### **Senior Diplomatic Representatives**

48. The Commission has been advised that certain Missions have been established/re-established since the last general review. The specific Missions are those in China, with effect from February 6, 2014; Panama, with effect from April 12, 2015 and Guyana, with effect from September 28, 2019. Pending the determination, by the Commission, of terms and conditions for the heads of those Missions, the Ambassador, China has been in receipt of the remuneration applicable to the High Commissioner, India. The Ambassador, Panama is being paid that applicable to the Ambassador, Costa Rica while the High Commissioner, Guyana is being paid that applicable to his/her counterpart in Jamaica. It is recommended that salary and allowances, excluding the Foreign Service Allowance, Warm Clothing Allowance and Entertainment Allowance applicable to the office of High Commissioner/Ambassador (resident), as set out in Minister of Finance and the Economy Circular No. 2 of 2014 dated April 29, 2014 be applicable to the Heads of the new Missions.

49. With respect to the Foreign Service Allowance, Warm Clothing Allowance and Entertainment Allowance, the Commission recommends the following rates for the office holders at the new Missions: -

#### **Foreign Service Allowance**

| <b>Mission</b> | <b>per month</b> |
|----------------|------------------|
| China          | £ 3,384          |
| Panama         | USD 4,823        |
| Guyana         | USD 4,936        |

#### **Warm Clothing Allowance**

50. Since a Warm Clothing Allowance is paid to office holders and family members posted to a Mission in a country with a temperate climate, such an allowance would be appropriate for an office holder appointed to the Mission in China, only. The details are as follows: -

| <b>Initial Allowance</b> |      | <b>Renewal Allowance</b> |                                  |
|--------------------------|------|--------------------------|----------------------------------|
| Self                     | £655 | Self                     | 50% of the initial rate annually |
| Spouse                   | £655 | Spouse                   | 50% of the initial rate annually |

**Initial Allowance****Renewal Allowance**

Child between 12 and 20 £535

Child between 12 and 20 50% of the initial rate annually

Child under 12 £220

Child under 12 The full amount annually

**Entertainment Allowance**

51. The Commission recommends that the interim rates currently being paid to the offices should continue to apply until rates are next reviewed for all Missions. The relevant rates are as follows:

| <b>Mission</b> | <b>per month</b> |
|----------------|------------------|
| China          | £ 190            |
| Panama         | USD 330          |
| Guyana         | USD 385          |

52. In the event that interim rates of any of these allowances currently provided to incumbents are higher than the recommended rates, those should remain personal to the incumbents. Any individual appointed subsequently as Head of Mission to any of the Missions should be paid the recommended rates applicable at the relevant Mission.

53. The Commission recommends that the recommended remuneration arrangements take effect from the dates of the establishment/re-establishment of the Missions.

## CHAPTER 4

### **CONCLUDING REMARKS AND SUMMARY**

54. In light of economic events globally, including the impact of the pandemic, and the economic challenges which the country has experienced since 2014, the Commission is assured that its decision to maintain existing salaries and allowances for offices within its purview is appropriate. We uphold our commitment that recommendations will be made in subsequent reports with respect to new offices which have been brought within the purview of the Commission but in respect of which the Commission is yet to deliberate on appropriate salaries and other terms and conditions of employment. Further, the Commission is assured that it will be able to make recommendations in respect of the Job Evaluation Exercise shortly.

#### **Effective Dates of Implementation**

55. In summary, the Commission recommends as follows: -

(a) Salaries

- (i) Existing salaries payable to all office holders, as set out in Minister of Finance and the Economy Circular No. 2 of 2014 dated April 29, 2014, should be maintained for the period April 1, 2014 to March 31, 2020, except in the case of Members of Parliament and Heads of Mission in China, Panama and Guyana.
- (ii) Existing salaries payable to Members of Parliament, as set out in Minister of Finance and the Economy Circular No. 2 of 2014 dated April 29, 2014, should be maintained for the period October 1, 2014 to September 30, 2020.
- (iii) Salaries payable to the office of High Commissioner/Ambassador (resident), as set out in Minister of Finance and the Economy Circular No. 2 of 2014 dated April 29, 2014, should be applicable to Heads of the Missions in China, Panama and Guyana with effect from the date of establishment/re-establishment of the Missions, that is, February 6, 2014; April 12, 2015 and September 28, 2019 respectively.

(b) Allowances and Benefits

- (i) Existing allowances and benefits, as set out in Minister of Finance and the Economy Circular No. 2 of 2014 dated April 29, 2014, should be maintained for all office holders, except in respect of Subsistence Allowance for the offices of Member (part-time),



Environmental Commission and Member (part-time), Tax Appeal Board. In this regard, the existing provision which states:

“When on duty in Tobago, the office holder to be eligible for hotel accommodation and meals, as necessary. In the absence of the provision of any meal(s), to be paid \$200 per day.”

should be discontinued and replaced by the following new provision:

“For travel to and from Trinidad/Tobago on official business: -

Where an official holder who resides in Trinidad travels to Tobago or vice versa, the cost of airfare, ground transportation, accommodation and meals, as necessary, to be met by the Environmental Commission/Tax Appeal Board.”

The relevant organisation should be specified in each provision as appropriate.

The new provision should apply with effect from the date of the relevant memorandum/letter notifying of the revised arrangement.

- (ii) Existing allowances, excluding the Foreign Service Allowance, Warm Clothing Allowance and Entertainment Allowance, applicable to the office of High Commissioner/Ambassador (resident), as set out in Minister of Finance and the Economy Circular No. 2 of 2014 dated April 29, 2014 should apply to the Heads of Missions in China, Panama and Guyana with effect from the date of establishment/re-establishment of the Missions as specified in (a) (iii) above.
- (iii) The following rates of Foreign Service Allowance, Warm Clothing Allowance (where applicable) and Entertainment Allowance should apply to Heads of Mission in China, Panama and Guyana with effect from the date of establishment/re-establishment of the Missions as specified in (a) (iii) above:

### Foreign Service Allowance

| <b>Mission</b> | <b>per month</b> |
|----------------|------------------|
| China          | £ 3,384          |
| Panama         | USD 4,823        |
| Guyana         | USD 4,936        |

### Warm Clothing Allowance – China only

| <b>Initial Allowance</b> |      | <b>Renewal Allowance</b> |                                  |
|--------------------------|------|--------------------------|----------------------------------|
| Self                     | £655 | Self                     | 50% of the initial rate annually |
| Spouse                   | £655 | Spouse                   | 50% of the initial rate annually |
| Child between 12 and 20  | £535 | Child between 12 and 20  | 50% of the initial rate annually |
| Child under 12           | £220 | Child under 12           | The full amount annually         |


### Entertainment Allowance

| <b>Mission</b> | <b>per month</b> |
|----------------|------------------|
| China          | £ 190            |
| Panama         | USD 330          |
| Guyana         | USD 385          |

- (iv) In the event that interim rates of any of these allowances currently provided to incumbents are higher than the recommended rates, those should remain personal to the incumbents. Any individual appointed subsequently as Head of Mission to any of the Missions should be paid the recommended rates applicable at the relevant Mission.

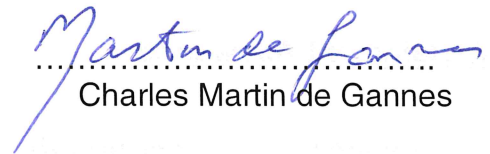
Dated this 31st day of October, 2022.


  
.....  
Nicole Ferreira-Aaron  
(Chairman)

  
.....  
Howard Dottin

  
.....  
Sandra Marchack

  
.....  
Chrisendath Mahabir

  
.....  
Charles Martin de Gannes

  
.....  
Dr. Daryl Dindial  
Commander (Ret'd)  
(Chief Personnel Officer and  
Secretary to the Commission)

**List of offices within the purview of the  
Salaries Review Commission**

**The President of the Republic**

**The Higher Judiciary**

Chief Justice  
Justice of the Appeal  
Puisne Judge

**Ombudsman**

**Auditor General**

**The Industrial Court**

President  
Vice President  
Chairman, Essential Services Division  
Member

**Tax Appeal Board**

Member, Tax Appeal Board (full-time) and (part-time)

**The Environmental Commission**

Chairman, Environmental Commission  
Deputy Chairman, Environmental Commission (full-time) and (part-time)  
Member (full-time)  
Member (part-time)  
Member (periodic)

**The Police Complaints Authority**

Director, Police Complaints Authority  
Deputy Director, Police Complaints Authority

**The Office of Information Commissioner**

Information Commissioner, Office of the Information Commissioner<sup>1</sup>  
Deputy Information Commissioner, Office of the Information Commissioner<sup>2</sup>

<sup>1</sup> Position placed under the SRC with effect from April 28, 2016

<sup>2</sup> Position placed under the SRC with effect from April 28, 2016

**List of offices within the purview of the  
Salaries Review Commission**

**The Equal Opportunity Tribunal**

Lay-assessor

**Top Managers in the Public Service**

Permanent Secretary to the Prime Minister and Head of the Public Service  
Permanent Secretary, Ministry of Finance  
Permanent Secretary  
Chief Personnel Officer  
Director of Personnel Administration  
Chief Administrator, Tobago House of Assembly  
Secretary, National Security Council Secretariat  
Commissioner of Inland Revenue and Chairman of the Board of Inland Revenue  
Chief Medical Officer  
Director of Contracts  
Commissioner of Inland Revenue  
Comptroller of Accounts  
Comptroller of Customs and Excise  
Director of Budgets  
Clerk of the House  
Chief Immigration Officer  
Deputy Auditor General  
Chief Education Officer  
Chief Election Officer  
Director, Financial Intelligence Unit  
Supervisor of Insolvency<sup>3</sup>  
Director of Maritime Services<sup>4</sup>  
Deputy Permanent Secretary  
Deputy Chief Personnel Officer  
Deputy Director of Personnel Administration  
Director, Forensic Science Centre  
Executive Director, Investment/Divestment  
Assistant Auditor General  
Executive Officer, Office of the Ombudsman  
Secretary to Cabinet  
Registrar, Integrity Commission  
Deputy Comptroller of Accounts  
Deputy Director of Contracts  
Deputy Comptroller of Customs and Excise  
Deputy Director of Budgets  
Deputy Chief Immigration Officer  
Deputy Director, Financial Intelligence Unit

<sup>3</sup> Position placed under the SRC with effect from May 23, 2014

<sup>4</sup> Position placed under the SRC with effect from October 9, 2014

**List of offices within the purview of the  
Salaries Review Commission**

**Top Managers in the Public Service cont'd**

Director Electronic Monitoring Unit<sup>5</sup>  
Deputy Supervisor of Insolvency<sup>6</sup>  
Transport Commissioner, Ministry of Works & Transport<sup>7</sup>  
Commissioner of Valuations<sup>8</sup>  
Executive Officer, Statutory Authorities Service Commission<sup>9</sup>  
Assistant Commissioner of Inland Revenue  
Assistant Commissioner of Valuations<sup>10</sup>  
Assistant Director of Budgets, Budget Division, Ministry of Finance<sup>11</sup>  
Clerk of the Senate  
Deputy Secretary to Cabinet  
Administrator, Tobago House of Assembly  
Deputy Director Electronic Monitoring Unit<sup>12</sup>  
Clerk, Tobago House of Assembly

**Top Managers in Statutory Bodies**

General Manager, Public Transport Service Corporation  
President, National Institute of Higher Education (Research, Science and Technology)  
Executive Director, National Library and Information System Authority  
Executive Director, Occupational Safety and Health Agency  
Deputy Executive Director, National Library and Information System Authority

**Senior Officers in the Protective Services and the Defence Force**

Chief of the Defence Staff  
Vice Chief of Defence Staff  
Commissioner of Police  
Deputy Commissioner of Police  
Commissioner of Prisons  
Deputy Commissioner of Prisons  
Chief Fire Officer  
Deputy Chief Fire Officer  
Defence Adviser  
Special Adviser to Cabinet on all Protective Services and Chief Executive Officer of the  
National Security Council Secretariat  
Inspector of Police Services

<sup>5</sup> Position placed under the SRC with effect from June 14, 2013

<sup>6</sup> Position placed under the SRC with effect from May 23, 2014

<sup>7</sup> Position placed under the SRC with effect from October 9, 2014

<sup>8</sup> Position placed under the SRC with effect from August 15, 2014

<sup>9</sup> Position placed under the SRC with effect from July 5, 2018.

<sup>10</sup> Position placed under the SRC with effect from August 15, 2014

<sup>11</sup> Position placed under the SRC with effect from December 5, 2019

<sup>12</sup> Position placed under the SRC with effect from June 14, 2013

**List of offices within the purview of the  
Salaries Review Commission**

**Senior Diplomatic Representatives**

High Commissioner/Ambassador (resident)  
High Commissioner/Ambassador (non-resident)

**Chairmen and Members of Commissions and Boards**

Chairman, Law Reform Commission  
Chairman Law Revision Commission  
Chairman, Equal Opportunity Commission  
Vice Chairman, Equal Opportunity Commission  
Member, Equal Opportunity Commission  
Chairman, Integrity Commission  
Deputy Chairman, Integrity Commission  
Member, Integrity Commission  
Chairman, Elections and Boundaries Commission  
Member, Elections and Boundaries  
Chairman, Registration, Recognition and Certification Board  
Chairman, Public Service Commission  
Deputy Chairman, Public Service Commission  
Member, Public Service Commission  
Chairman, Teaching Service Commission  
Member, Teaching Service Commission  
Chairman, Judicial and Legal Service Commission  
Member, Judicial and Legal Service Commission  
Chairman, Police Service Commission  
Member, Police Service Commission  
Chairman, Statutory Authorities Service Commission  
Deputy Chairman, Statutory Authorities Service Commission  
Member, Statutory Authorities Service Commission  
Chairman, Public Service Appeal Board  
Member, Public Service Appeal Board  
Chairman, Statutory Authorities Appeal Board  
Member, Statutory Authorities Appeal Board  
Chairman, Sentencing Commission<sup>13</sup>  
Member, Sentencing Commission<sup>14</sup>  
Chairman, Salaries Review Commission  
Member, Salaries Review Commission

**The Judicial and Legal Service**

**Judicial Offices**

Master of the High Court  
Chief Magistrate

<sup>13</sup> Position placed under the SRC with effect from May 28, 2018

<sup>14</sup> Position placed under the SRC with effect from May 28, 2018

**List of offices within the purview of the  
Salaries Review Commission**

**The Judicial and Legal Service cont'd**

Registrar and Marshal  
Court Executive Administrator  
Deputy Chief Magistrate  
Senior Magistrate  
Administrative Secretary to the Chief Justice  
Magistrate  
Deputy Registrar and Marshal  
Registrar, Tax Appeal Board  
Registrar, Industrial Court  
Registrar, Equal Opportunity Tribunal  
Registrar, Environmental Commission  
Assistant Registrar and Deputy Marshal  
Coroner  
Assistant Registrar, Industrial Court  
Magistracy Registrar and Clerk of the Court  
Magistrate (appointed on contract)  
Coroner (appointed on contract)

**Legal Offices**

Solicitor General  
Director of Public Prosecutions  
Chief Parliamentary Counsel  
Registrar General  
Chief State Solicitor  
Controller, Intellectual Property Office  
Treasury Solicitor  
Deputy Solicitor General  
Deputy Director of Public Prosecutions  
Deputy Chief Parliamentary Counsel  
Deputy Chief State Solicitor  
Chief State Counsel  
Director, Law Revision Commission  
Commission Secretary, Law Reform Commission  
Legal Adviser  
Assistant Chief State Counsel  
Assistant Solicitor General  
Assistant Director of Public Prosecutions  
Assistant Chief Parliamentary Counsel  
Deputy Controller, Intellectual Property Office  
Assistant Chief State Solicitor  
Senior State Counsel



**List of offices within the purview of the  
Salaries Review Commission**

**Legal Offices cont'd**

Deputy Registrar General  
Law Reform Officer  
Senior Parliamentary Counsel  
Senior Legal Research Officer  
Senior State Solicitor  
Senior Assistant Registrar General  
Assistant Registrar General  
Head, Legal Division, Office of the Ombudsman  
State Counsel III  
Parliamentary Counsel III  
Parliamentary Counsel II  
Legal Research Officer II  
Parliamentary Counsel I  
State Counsel II  
State Solicitor II  
Legislative Draftsman  
Legal Research Officer I  
State Counsel I  
State Solicitor I  
Examiner of Title

**Members of Parliament**

Prime Minister  
Minister of Government  
President of the Senate  
Speaker of the House of Representatives  
Leader of the Opposition  
Parliamentary Secretary  
Vice President of the Senate  
Deputy Speaker of the House of Representatives  
Member of the Senate  
Member of the House of Representatives

**The Tobago House of Assembly**

Chief Secretary  
Deputy Chief Secretary  
Secretary  
Presiding Officer  
Assistant Secretary  
Minority Leader  
Deputy Presiding Officer

**List of offices within the purview of the  
Salaries Review Commission**

**Local Government Officials**

(City and Borough Corporations)

Mayor

Deputy Mayor

Alderman and Councillor

(Regional Corporations)

Chairman

Vice Chairman

Alderman and Councillor

**New Offices**

Secretary, Legal Aid and Advisory Authority<sup>15</sup>

Assistant Secretary, Legal Aid and Advisory Authority<sup>16</sup>

Senior Magistracy Registrar and Clerk of the Court<sup>17</sup>

State Counsel II, Office of the Prime Minister, Legal Services Unit<sup>18</sup>

State Counsel III, Office of the Prime Minister, Legal Services Unit<sup>19</sup>

Director, Economic Management Division, Ministry of Finance<sup>20</sup>

Assistant Director, Economic Management Division, Ministry of Finance<sup>21</sup>

Senior Macro Economist, Economic Management Division, Ministry of Finance<sup>22</sup>

Director, Debt Management Unit, Ministry of Finance<sup>23</sup>

Assistant Director, Debt Management Unit, Ministry of Finance<sup>24</sup>

Senior Debt Officer, Front Office, Debt Management Unit, Ministry of Finance<sup>25</sup>

Senior Debt Officer, Middle Office, Debt Management Unit, Ministry of Finance<sup>26</sup>

Senior Debt Officer, Back Office, Debt Management Unit, Ministry of Finance<sup>27</sup>

Deputy Treasury Solicitor, Treasury Solicitor's Department, Ministry of Finance<sup>28</sup>

State Counsel III, Treasury Solicitor's Department, Ministry of Finance<sup>29</sup>

<sup>15</sup> Position placed under the SRC with effect from November 1, 2018. Salary and terms and conditions to be reviewed.

<sup>16</sup> Position placed under the SRC with effect from November 1, 2018. Salary and terms and conditions to be reviewed.

<sup>17</sup> Position placed under the SRC with effect from May 9, 2019. Salary and terms and conditions to be reviewed.

<sup>18</sup> Position placed under the SRC with effect from February 14, 2020. Salary and terms and conditions to be reviewed.

<sup>19</sup> Position placed under the SRC with effect from February 14, 2020. Salary and terms and conditions to be reviewed.

<sup>20</sup> Position placed under the SRC with effect from August 12, 2019. Salary and terms and conditions to be reviewed.

<sup>21</sup> Position placed under the SRC with effect from August 12, 2019. Salary and terms and conditions to be reviewed.

<sup>22</sup> Position placed under the SRC with effect from August 12, 2019. Salary and terms and conditions to be reviewed.

<sup>23</sup> Position placed under the SRC with effect from August 12, 2019. Salary and terms and conditions to be reviewed.

<sup>24</sup> Position placed under the SRC with effect from August 12, 2019. Salary and terms and conditions to be reviewed.

<sup>25</sup> Position placed under the SRC with effect from August 12, 2019. Salary and terms and conditions to be reviewed.

<sup>26</sup> Position placed under the SRC with effect from August 12, 2019. Salary and terms and conditions to be reviewed.

<sup>27</sup> Position placed under the SRC with effect from August 12, 2019. Salary and terms and conditions to be reviewed.

<sup>28</sup> Position placed under the SRC with effect from December 5, 2019. Salary and terms and conditions to be reviewed.

<sup>29</sup> Position placed under the SRC with effect from December 5, 2019. Salary and terms and conditions to be reviewed.

**Reports prepared by the Salaries Review Commission following the publication of the Ninety-Eighth Report of the Commission in November 2013**

**Ninety-Ninth Report of the Salaries Review Commission (April 2014)**

Determination of the Salary and other Terms and Conditions of Service of the offices of Director and Deputy Director of Electronic Monitoring Unit

**One Hundredth Report of the Salaries Review Commission (October 2014)**

Review of Salary and other Conditions of Service to be applicable to the office of Lay-assessor, Equal Opportunity Tribunal

**One Hundred and First Report of the Salaries Review Commission (November 2014)**

Determination of Salary and other terms and conditions of service for the offices of Supervisor and Deputy Supervisor of Insolvency

**One Hundred and Second Report of the Salaries Review Commission (December 2014)**

Review of the terms and other conditions of service of the office of President of the Industrial Court as it pertains to the Housing Allowance

**One Hundred and Third Report of the Salaries Review Commission (March 2015)**

Review of the Salary and other conditions of service of the office of Registrar, Equal Opportunity Tribunal

**One Hundred and Fourth Report of the Salaries Review Commission (April 2015)**

Review of the salary and other conditions of service for the offices of Coroner and Coroner (appointed on Contract), Judiciary

**One Hundred and Fifth Report of the Salaries Review Commission (July 2016)**

Determination of the salary and other conditions of service for the office of Transport Commissioner, Ministry of Works and Transport

**One Hundred and Sixth Report of the Salaries Review Commission (March 2017)**

Determination of the salary and other conditions of service for the offices of Commissioner of Valuations and Assistant Commissioner of Valuations, Ministry of Finance

**One Hundred and Seventh Report of the Salaries Review Commission (September 2017)**

Determination of the salary and other conditions of service for the office of Director, Maritime Services, Ministry of Works and Transport

**Reports prepared by the Salaries Review Commission following the  
publication of the Ninety-Eighth Report of the Commission  
in November 2013**

**One Hundred and Eighth Report of the Salaries Review Commission (November 2017)**

Determination of the salary and other conditions of service of the offices of Information Commissioner and Deputy Information Commissioner, Office of the Information Commissioner

**One Hundred and Ninth Report of the Salaries Review Commission (July 2019)**

Determination of the salary and other conditions of service for the offices of Chairman and Member of the Sentencing Commission

**One Hundred and Tenth Report of the Salaries Review Commission (October 2019)**

Determination of the salary and other conditions of service for the office of Executive Officer, Statutory Authorities' Service Commission

**One Hundred and Eleventh Report of the Salaries Review Commission (August 2021)**

Review of the salary and other conditions of service of the offices of Chairman and Member of the Sentencing Commission

**One Hundred and Twelfth Report of the Salaries Review Commission (August 2021)**

Determination of the salary and other conditions of service of the office of Assistant Director of Budgets, Budget Division, Ministry of Finance