

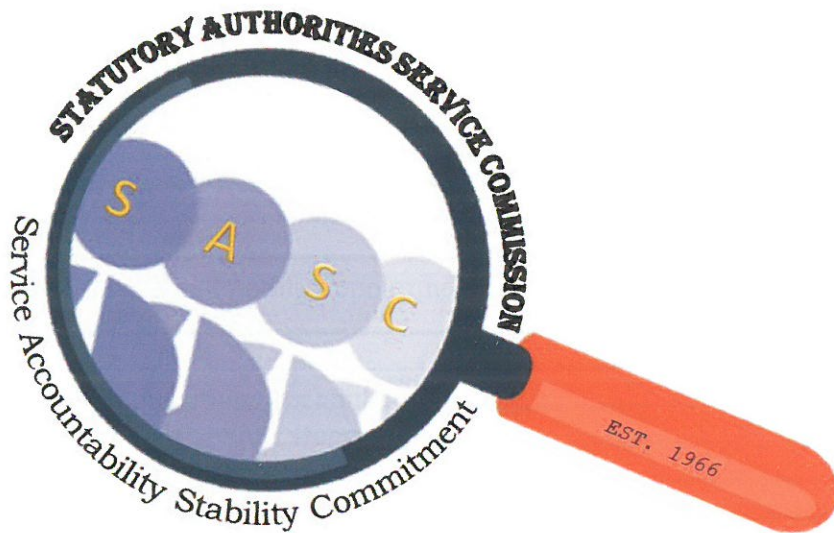


# **ANNUAL REPORT 2020-2021**

**STATUTORY AUTHORITIES  
SERVICE COMMISSION**

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# Annual Report



October 2020 to September 2021





## **VISION AND MISSION**

### **Vision Statement**

An innovative body utilizing best modern HR Practices for the placement of qualified and competent personnel at our Authorities, in a timely manner.

### **Mission Statement**

To be the most efficient and effective public sector human resource agency, providing innovative service to our Authorities.





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## **ABBREVIATIONS**

ACMP: Assistant Commissioner of Municipal Police  
AP: Associate Professional  
CEO: Chief Executive Officer  
CPO: Chief Personnel Officer  
HR: Human Resource  
ICT: Information and Communications Technology  
JSC: Joint Select Committee  
MRD&LG: Ministry of Rural Development and Local Government  
MP: Municipal Police  
MPA: Ministry of Public Administration  
MPC: Municipal Police Constable  
OJT: On-the-Job Trainees  
PAR: Performance Appraisal Report  
PRESD: Property and Real Estate Division  
PSA: Public Services Association  
PSC: Public Service Commission  
SASC: Statutory Authorities Service Commission  
SASCD: Statutory Authorities Service Commission Department  
STMSFB: St. Michael's School for Boys  
ZSTT: Zoological Society of Trinidad and Tobago





## FOREWORD



The period covered by this report, the fiscal year 2020/2021, stands out as one of the most challenging and innovative years for the Statutory Authorities Service Commission, as indeed other public sector institutions in Trinidad & Tobago.

The unanticipated and unwelcomed highlight of this period was the devastating effects of the global, regional and national spread of the deadly COVID-19 disease which tested the very foundation of economic, social, cultural and institutional values and lifestyles of nationals of our twin-island state and by extension, the rest of the world.

The work and operations of the SASC did not escape some of the effects of this pandemic as it took its toll on staff rostering, and staggered working hours to meet swiftly changing circumstances within the Agencies and Authorities under the remit of the SASC.

Nonetheless, the SASC, due to the dedication and resolve of the highly committed Staff complement under the guidance and leadership of the Department's Executive Team, led by the Acting Executive Officer, Mrs. Joy Seepersad-Boodhoo, the Administration continued to weather the uncertainties of the COVID storm.

In spite of all the challenges, the level of service delivery to our stakeholders, as well as our constant collaboration with Ministries and Agencies continued unabated. In fact, two significant achievements stood out during this fiscal year. Firstly, the SASC continued to ensure that through the implementation of the recently adopted Delegation of Authority policy for all the Authorities, operational efficiency within the Agencies saw marked improvements. This initiative augers well for the current Local Government Reform process. Secondly, collaboration between the Municipal Police Executive Team and the SASC sparked renewed vigor, so much so, that the Interview stage for the final batch for the recruitment exercise to satisfy the Government's policy requirement for additional Municipal Police officers within the four (4) Corporations under the remit of the SASC, is scheduled to coincide with the end of the present Commission's term of office.

As Deputy Chairman, I wish to thank each and every member of the Commission; Ms Irma Burkett, Ms Catherine Dookie, Ms Dulcie Ojah-Maharaj, and Mr Glenn Wilson, for their unwavering dedication, support and shared vision for the Statutory Authorities Service Commission during the fiscal period 2020/2021. With their collective leadership skills, ably supported by the Executive Team of the Department, the standard of excellence set by our departed Chairman was not compromised and continued to be maintained as we look forward to the next fiscal period.

**Kenneth Parker,  
Deputy Chairman**





## 1. MEMBERSHIP OF THE COMMISSION

The Members of the Commission are currently serving their second term in office, with effect from May 2019. The current composition of the Commission is as follows:

- Chairman Mr Christopher Thomas
- Deputy Chairman Mr Kenneth Parker
- Members Ms Irma Burkett  
Ms Catherine Dookie  
Ms Dulcie Ojah-Maharaj  
Mr Glenn Wilson



*Christopher R. Thomas (deceased)  
Chairman*



*From left to right –Mr Kenneth Parker (Deputy Chairman), Ms Catherine Dookie, Ms Irma Burkett, Ms Dulcie Ojah-Maharaj and Mr Glenn Wilson.*



## 2. INTRODUCTION

The Annual Report of the Statutory Authorities Service Commission (SASC), on its administration for the year 1<sup>st</sup> October, 2020 to 30<sup>th</sup> September, 2021 is submitted pursuant to Section 66B of the Constitution of the Republic of Trinidad and Tobago which reads as follows:

*66B. "Each Service Commission shall submit to the President, before 1<sup>st</sup> October in each year, a report on its administration, the manner and exercise of its powers, its methods of functioning and any criteria adopted by it in the exercise of its powers and functions in the previous year and the President shall cause the report to be laid within sixty days thereafter in each house."*

This Administrative Report outlines the accomplishments and successes of the Commission over the reporting fiscal year 2020-2021, including its span of control, a statistical representation of the matters addressed, a comparison of indicators on such matters with that of the previous year and some commentaries on general matters of wide-ranging interest.

The priorities of the Commission for the reporting period encompassed its legal mandate to provide for the efficient and effective human resource management needs of designated Statutory Authorities.





### 3. POWERS OF THE COMMISSION

The Statutory Authorities Service Commission (SASC) is an independent body which was established by Act No. 16 of 1966 (now Chapter 24:01 of the Laws of Trinidad and Tobago). The Act was assented to on August 2, 1966 and the Commission was operationalized on January 1, 1967. Section 5 of the Act gives the Commission the power to appoint persons to hold or act in offices under its purview and to transfer, promote, remove and exercise disciplinary control over persons so appointed. The Act does not give jurisdiction to the Commission to exercise any management control over the Authorities under its remit. Other legislation such as the Municipal Corporations Act further empowers and/or restricts the Commission in the pursuit of its mandate.

The Statutory Authorities Service Commission, as with other Service Commissions, has its origins in the British Civil Service tradition, which is based on the principle that the appointment, promotion, dismissal and discipline of officers should be insulated from political influence. The creation of Service Commissions was therefore seen as an important measure to promote impartiality in the Civil Service.

The Commission regulates its own procedures, with the consent of the Prime Minister, and has formulated regulations for this purpose – the Statutory Authorities Service Commission Regulations, Chapter 24:01, and its amendments.

By Cabinet Minute No. 497 dated March 14<sup>th</sup>, 2019, approval was granted for the delegation of certain functions conferred on the Statutory Authorities Service Commission pursuant to the Heads of the Statutory Authorities under its purview and in accordance with section 5 (2) of the Statutory Authorities Act, Chapter 24:01 of the Laws of Trinidad and Tobago.

In alignment with the Department's Policy, Mission and Vision, the Commission delegated particular functions to the entities under its purview, in order to provide a further measure of efficiency in their day-to-day operations. This delegation of selected functions allows the Chief Executive Officers and Heads of Statutory Authorities to make necessary short-term staff arrangements without having to seek the Commission's permission for same. The delegated functions are listed hereunder:

- Acting appointments up to Range 54, for a period not exceeding three months;
- Appointments on a temporary basis, not exceeding three months on the expiration of that person's first appointment on a temporary basis by the Statutory Authorities Service Commission to that Office;
- Confirmation of appointments.





It is noteworthy that the Commission has retained the undermentioned powers:

- First Permanent Appointments
- Promotions
- First Temporary Appointments (inclusive of temporary appointments where an Order of Merit List exists)
- Transfers and
- Disciplinary Control.

### **Delegation of Authority**

The Commission assumed its monitoring role shortly after the Instruments of Appointments for the Delegated Powers were issued (January 23<sup>rd</sup> 2020) to the Heads of the Statutory Authorities and Municipal Corporations under its purview. However, the challenges faced due to the onset of the COVID Pandemic, circumvented the Monitoring Unit's initial planned face to face sessions with the Entities. As such, the much needed 'hand holding' sessions which were scheduled with the entities could not be conducted by staff of the Department during the fiscal period.

However, support and guidance were provided to the Agencies via telephone, email and virtual meetings to ensure that the Agencies were compliant with the Guidelines for the Delegation of Functions.

### **Training**

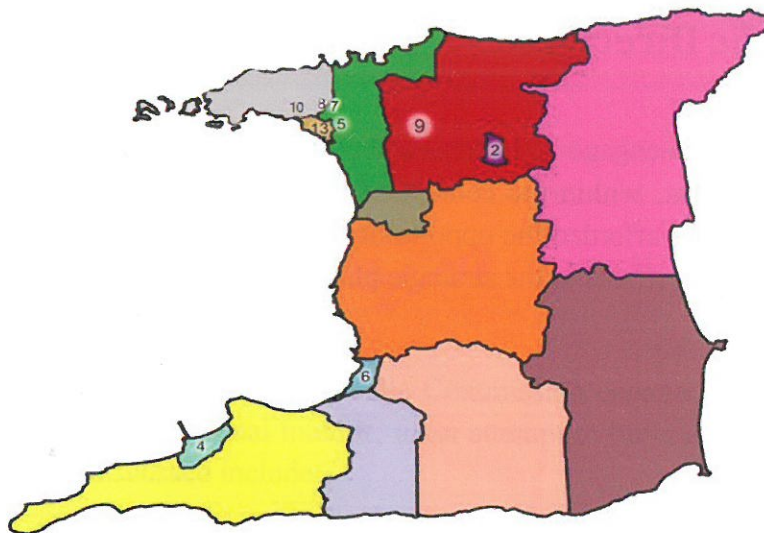
The Commission also decided that it was critical to pursue re-training and sensitization via virtual outreach sessions with the Entities to provide the much-needed guidance to enable them to exercise their Delegated Functions. It was anticipated that the sessions would provide a forum for the entities to identify the issues which directly affected them and for the Department to provide the much-needed guidance within the context of its mandate.



#### 4. AUTHORITIES UNDER THE PURVIEW OF THE SASC

The following Statutory Authorities were under the purview of the Commission during the year 2020/2021:

1. Agricultural Society of Trinidad and Tobago
2. Arima Borough Corporation
3. National Lotteries Control Board
4. Point Fortin Borough Corporation
5. Port of Spain Corporation
6. San Fernando City Corporation
7. St Dominic's Children's Home\*
8. St Mary's Children's Home
9. St Jude's Children's Home
10. Zoological Society of Trinidad and Tobago



*Figure 1 Areas in Trinidad where Entities are Located*



## 4.1 Updates on the Closure of Entities

### \*Removal of the St. Dominic's Children's Home (SDCH) from the ambit of the Statutory Authorities Service.

Cabinet, by Minute No. 409 dated February 27<sup>th</sup>, 2020, agreed, 'inter alia':

- (i) to the removal of the St Dominic's Children's Home from the Statutory Authority (Declaration) Order made under Section 3(2) of the Statutory Authorities Act, Chap. 24:01 to allow for the removal of the St. Dominic's Children's Home (SDCH) from the ambit of the Statutory Authorities Service Commission (SASC); and
- (ii) that with immediate effect, the SASC cease all appointment, recruitment and promotion of staff in respect of the St. Dominic's Children's Home.

The SASC awaits the Declaration Order to effect this decision of Cabinet.

Subsequently, Cabinet, by Minute No. 583 dated March 25<sup>th</sup>, 2021 agreed to arrangements for the removal of Public Officers from the St. Dominic's Children's Home.

## 5. The Strategic Direction

The Commission agreed to engage its internal and external Stakeholders in the strategic planning process of the Department, within the context of its mandate. In this regard, the internal and external stakeholders were afforded the opportunity to provide their presentations and views via virtual consultations as it pertains to the strategic planning process.





## 6. SASC's OPERATIONAL OVERVIEW

### 6.1 Meetings

The Commission held forty-three (43) Statutory Meetings during the period October 2020 to September 2021. Noteworthy, the Department maintained a collaborative approach through discussions/meetings with all the Agencies under its purview and other key stakeholders (Ministries, Departments and Associations) in the quest to resolve issues and build cohesive relationships to fulfill the Commission's mandate. The Commission also held consultations with representatives of the Ministry of Rural Development and Local Government, Ministry of Housing and Urban Development, the Ministry of National Security, the Ministry of Public Administration, representatives of the Municipal Police Service, the Chief Executive Officers, Managers, Directors and Senior Management of the Authorities and Agencies under the remit of the Department.

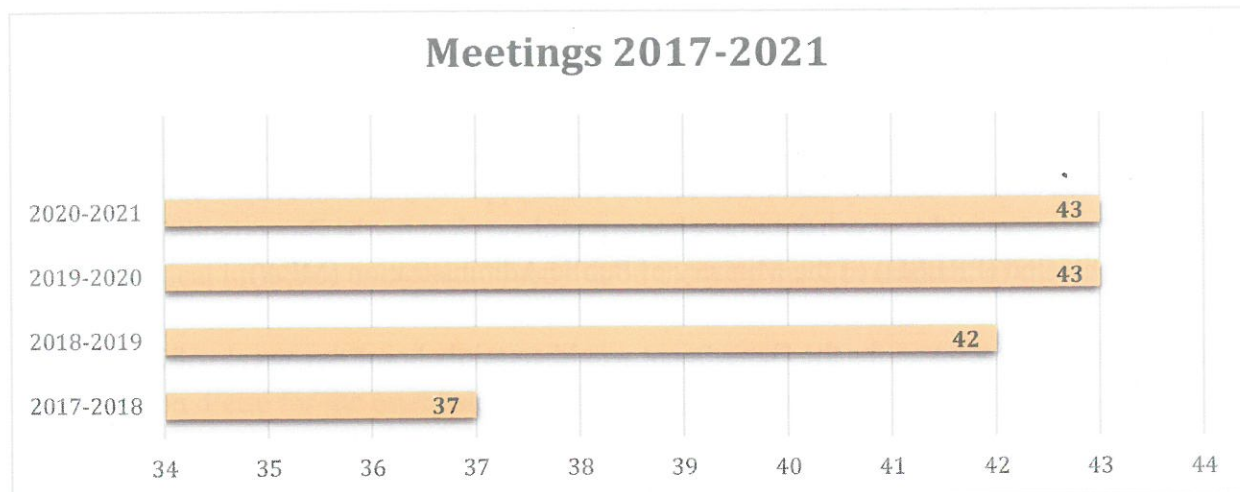


Figure 2 – SASC Meetings held during the period 2017-2021

The meetings were cordial and instructive, as the Commission engaged its key stakeholders in active consultations on areas of mutual interest, in an attempt to build a cohesive vision for the future. Some of the areas discussed include:

- i. That the major recommendation in the Delegation Reports was Training of persons;
- ii. That training was to be conducted by the HR Consultant for internal staff members and external stakeholders;
- iii. That internal training was completed with internal staff members: -



- a. Monitoring Officers
  - b. Supervisors and
  - c. Other staff members who may be elevated to the positions in the future
- iv. That the Consultant was in the process of liaising with the external stakeholders to finalize the location at their respective venues and dates of the training;
  - v. That it was anticipated that the training (external) would be completed by end of 2021;
  - vi. That other training needs would be determined in fiscal 2022;
  - vii. That the nature of the Monitoring (follow up) would be determined;
  - viii. That the Monitoring Staff were utilizing the available communication methods/technology such as telephone and emails in an effort to avoid the physical presence at the Agencies;
  - ix. That the Department continued to pursue other avenues for Monitoring;
  - x. That accommodation for the SASC was a high priority for the Department, however the restart of the search for a new home was dependent on the Property and Real Estate Division (PRESD) of the Ministry of Public Administration (MPA);
  - xi. That a new home for the Department would certainly boost the morale of the Staff;
  - xii. That whenever the new accommodation was found that there would be the issue of the lack of financing for the fiscal; and
  - xiii. That it would entail Cabinet's approval in that regard.



## 6.2 Joint Select Committee

On May 6<sup>th</sup> 2021, a request for written comments was made by the Joint Select Committee appointed to consider and report on the Miscellaneous Provisions (Local Government Reform) Bill, 2020. A copy of the Miscellaneous Provisions (Local Government Reform) Bill, 2020 (revised from the 2019 Bill) was forwarded and the Statutory Authorities Service Commission was invited to submit written comments on the revised Clause 3 of the Bill.

In this regard, by letter dated June 10, 2021 the Statutory Authorities Service Commission submitted comments on the revised Clause 3 of the Miscellaneous Provisions (Local Government Reform) Bill, 2020 for the consideration of the Joint Select Committee (JSC). They were based on the undermentioned central tenets:

- i. the maintenance of the learnings and pronouncements in *Endell Thomas v Attorney General of Trinidad and Tobago* [1982];
- ii. the issue of good governance and the importance of a neutral and independent Body/Commission within our existing governance structures;
- iii. the rationale for the creation of independent Commissions under the Constitution, to oversee matters such as appointments, promotions, transfers and the exercise of disciplinary control over persons employed by statutory authorities, to insulate same from political influence exercised directly upon them by the Government of the day;
- iv. the issues surrounding the proposed new configuration and its potential conflict with the *raison d'être* for the establishment of the Commissions; and
- v. the reporting relationships between these independent Commissions and the Corporations in the new proposed configuration.





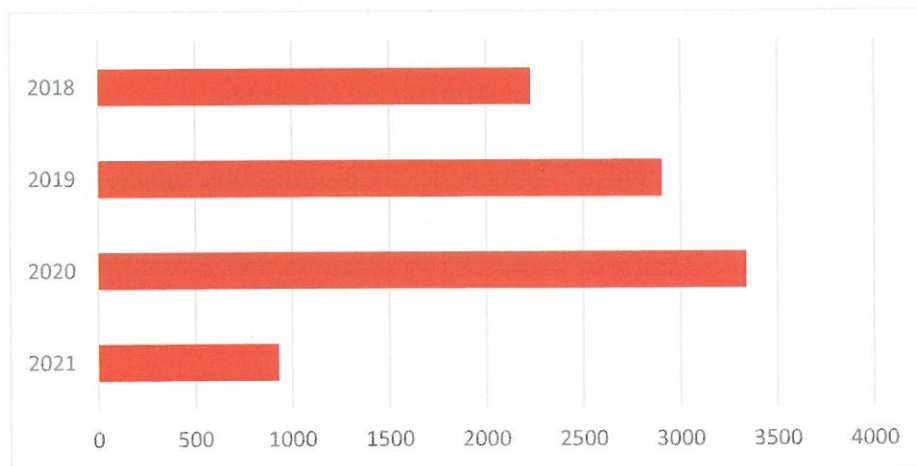
## 7 OVERVIEW OF ACCOMPLISHMENTS

### 7.1 Deliberations

The Commission deliberated on nine hundred and thirty-three (933) matters for 2020/2021 as compared to three thousand, three hundred and forty-one (3341) matters in 2019/2020. This represented a decrease of 72.1% (2408 matters) from the 2019/2020 fiscal period. This marked decrease occurred for two major reasons as follows:

- the introduction and exercise of the Delegated Functions by the entities under the SASC’s purview with effect from January 2020; and
- the institution of stay at home orders, working from home and rostered working arrangements in accordance with the COVID 19 restrictions enforced during the period.

These factors led to a decreased number of matters being submitted for the SASC’s consideration.



*Figure 3 - Deliberations 2018 - 2021*

### 7.2 Filling of Vacancies

For the fiscal year 2020/2021, the Statutory Authorities Service Commission did not fill vacancies mainly, as a result of the budgetary cutbacks for the filling of vacancies in the 2020/2021 Annual Budget as well as due to the impact of the Covid-19 pandemic restrictions from March, 2020. Due to the COVID 19 restrictions put in place during this period, the Department was forced to operate remotely. Recruitment and selection processes were deferred, as face to face Interviews and other similar procedures involved in Recruitment and Selection processes were discouraged, as they were not considered safe under the circumstances.



### 7.3 Existing Vacancies

The St. Mary's Children's Home and St. Jude's School for Girls are still under the purview of the SASC and many vacancies still exist at these institutions. This continues to be of concern for the Commission since the Job Descriptions are still under review by the Chief Personnel Officer. The St. Dominic's Children's Home is in the process of being removed from under the purview of the SASC whilst the Sugar Industry Labour Welfare Committee was already removed.

Entity	No. of Positions on the Establishment	No. of Vacancies 2019	No. of Vacancies 2020	No. of Vacancies 2021
Port of Spain Corporation	514	141	121	121
San Fernando City Corporation	258	48	41	47
Arima Borough Corporation	221	45	28	37
Point Fortin Borough Corporation	179	44	13	17
National Lotteries Control Board	36	8	5	6
Zoological Society of Trinidad & Tobago	41	30	28	29
Agricultural Society of Trinidad & Tobago	4	0	1	1
St. Dominic's Children's Home	100	42	42	49
St. Mary's Children's Home	75	23	26	30
St. Michael's School for Boys	57	16	16	22
St. Jude's School for Girls	35	10	17	16
<b>Total</b>	<b>1,520</b>	<b>424</b>	<b>344</b>	<b>375</b>

*Table 1 Number of Positions/Vacancies on the Establishment of the Entities*



## 7.4 Temporary Appointments and Acting Appointments

In 2020/2021, the Statutory Authorities Service Commission approved eight hundred and thirty-one (831) temporary and acting appointments. Five hundred and six (506) were acting appointments and three hundred and twenty-five (325) were temporary appointments.

## 7.5 Statistical Breakdown

The statistical breakdown of the actions taken by the Commission during the period 1<sup>st</sup> October, 2020 to 30<sup>th</sup> September, 2021 is given in Table 2 below. For comparative purposes, the numbers applicable to the previous years, October 2017 to September 2020, are included:

	2020/2021	2019/2020	2018/2019	2017/2018
Appointments	0	174	276	18
Promotions	0	142	197	200
Acting Appointments	506	1546	1336	1083
Temporary Appointments	325	1087	907	658
Confirmations	20	28	73	93
Transfers	4	127	11	18
Others	16	154	52	91
<b>Secondment:</b>				
To the Public Service	0	0	3	5
From the Public Service	1	1	2	2
Disciplinary Matters	1	15	16	17
<b>Separations from Office:</b>				
Compulsory retirements	35	34	16	30
Voluntary retirements	1	7	0	3
Retirements with permission	0	3	2	0
Retirements on medical	0	0	0	0
Resignations	15	18	12	12
Abandonment of Office	3	2	3	1
Obituaries	6	3	2	3
<b>Total:</b>	<b>933</b>	<b>3,341</b>	<b>2,908</b>	<b>2,234</b>

Table 2 - Action taken by the Commission





A further breakdown of the figures relating to Appointments, Promotions, Acting Appointments and Temporary Appointments approved by the Commission in the reporting year, based on categories of staff, is given in Table 3 below:

Category	Appointments	Promotions	Acting Appointments	Temporary Appointments
Managerial	0	0	30	1
Professional	0	0	8	11
Administrative	0	0	18	0
Clerical	0	0	168	225
Secretarial	0	0	13	25
Accounting/Auditing	0	0	104	0
Technical	0	0	135	38
Municipal Police	0	0	26	0
Manipulative	0	0	4	25
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>506</b>	<b>325</b>

Table 3 - Appointments

## 7.6 Municipal Police

The Statutory Authorities Service Commission initiated the Recruitment and Selection process for the position of Municipal Police Constable to fill vacancies that currently exist in the four (4) corporations that fell under the remit of the Department in 2020.

A committee was formed which diligently worked, especially during the Covid-19 pandemic, and completed all the preparatory work in an attempt to successfully complete an exercise of that magnitude, for approximately one hundred and eighty (180) candidates who were successful at the examination stage.

Several discussions were held virtually with our stakeholders, in an effort to determine the best and safest way forward and to find solutions for many of the challenges faced. Several options were explored including the use of Virtual Interviews.

One of the major outcomes of these discussions was the identification of members to serve on the Main and Sub-Interview Panels for the interviews.



According to Section 4 (9) of the said Regulations, the interview panel shall comprise of five (5) members as follows: -

- The Recruiting Officer who shall be the Chairman (Assistant Commissioner, Municipal Police).
- A person appointed by the Assistant Commissioner from the Police Academy
- A Police Social Worker
- The Director, Human Resources of the Statutory Authorities Service Commission Department
- A representative from the recognized Municipal Police Service Association.

The Commission recognized that there was no established position of Director, Human Resources (DHR) at the SASC and to date, there is no recognized Municipal Police Service Association. Therefore, requests were made to the Municipal Police Service and to the Ministry of National Security, for the nomination of relevant personnel to serve on the panels and it was agreed that the Administrative Officer IV at the SASC Department would represent the SASC on the Main Panel in the absence of the position of DHR. Subsequently, the Commission approved and appointed those recommended.

Additionally, the Commission agreed that in order to adhere to and comply with the safety guidelines and health regulations as it relates to COVID-19, the conduct of virtual interviews should be explored and seriously considered.

As such, candidates were contacted to determine their ability and willingness to attend a virtual interview to which the majority agreed. Consequently, policy documents on “**Guidelines for Virtual Interviews: Tips for the Interviewers**” as well as “**Tips for the Candidates**” were developed and tentative dates were set for the conduct of the interviews. Another policy document entitled “**Guidelines for Competency Based Interviews**” was formulated since this type of Interview was being utilized in the process.

However, due to unforeseen circumstances beyond the Department’s control, the interview exercise was deferred and new tentative dates were to be confirmed. The SASC remained committed to completing this exercise to meet the needs of all our stakeholders.





## 7.7 Information and Communications Technology (ICT)

For the period October 2020 to September 2021, the SASC continued remote work as a result of the COVID-19 pandemic. Mobile devices including laptops and tablets were distributed to both Staff and Commission members providing operational continuity in this new normal.

The following additional upgrades and initiatives were conducted during the fiscal period:

- **Microsoft Teams** was installed as well as software upgrades on all machines, in order to enable the Commission members and staff to easily migrate from in-person to online meetings.
- **AnyDesk** Software was also provisioned on computers, allowing secure remote access to documents, files, and applications that are hosted on the SASC internal network. This allowed staff members to remotely access their Desktops and information on the SASC's server to enable them to effectively work from home.
- **Network and Server Maintenance Software** - During the pandemic, the strength and availability of the network infrastructures continued to be maintained. This supported staff's ability to efficiently work from home whilst aiding the Department in the fulfilment of its obligations. The helpdesk remained functional ensuring productivity throughout this "stay at home" period. In addition, communication with external providers was maintained remotely.

## 7.8 Office Accommodation for the SASC Department

Efforts to find a new home with improved accommodation for the Department was rejuvenated in 2021. Correspondence was sent to the Property and Real Estate Services Division (PRESD), Ministry of Public Administration (MPA) outlining the many challenges presently faced at our current location.

Consequently, this prompted a site visit to our office by the Director, PRESD followed by the arrangement of three (3) site visits to the following potential locations for our consideration:

1. 17-20 Park Place West, Queen's Park West;
2. Building previously occupied by the Office of the Ombudsman, Charlotte Street; and
3. Building previously occupied by the Ministry of Sports and Youth Affairs, lower Abercromby Street.





These site visits were subsequently paused due to the increase in the number of COVID 19 cases in the country and the introduction of additional restrictions as a result.

The SASC Department continues to work with the PRES D to secure more suitable accommodation since the spaces visited thus far were either outdated or unsuitable to accommodate our staff and current needs.

### **7.8.1 Procurement/ Office Management**

The Procurement/ Office Management Section continued to procure materials and supplies for the Department's day to day operations. In addition to the recurring procurement (water, stationery and supplies, office equipment, furniture etc.) additional emphasis had to be placed on procuring items and services linked to the COVID 19 pandemic, in an attempt to improve the hygiene and sanitation of the office.

In this regard, expenditure was incurred, 'inter alia', for the following:

- 1) Automatic Hand sanitizing dispensers for strategic locations in the office;
- 2) A Thermometer Scanner for the entrance of the building;
- 3) Cordless mini E-hand Foggers to regularly sanitize the work space and for use during the Municipal Police Constables interviews;
- 4) Toilet paper and Hand towel dispensers for all the washrooms, kitchen areas and at the entrance on the ground floor;
- 5) New locks for all the washrooms;
- 6) First Aid kit with accessories including a Blood pressure testing machine were added to the Department's medicine cabinet; and
- 7) Face shields, gloves, face masks and sanitizers.

The Department was also able to do some much-needed repair work to the Department's official vehicle, including the replacement of the front windshield, steering rack, A/C compressor and other minor repairs.

Further, due to the surge in Covid-19 cases in our country and within the Organization during this fiscal period, regular sanitization of the office space was conducted to combat the spread of the virus among the staff.



## 8. INTERNAL PROCESSES

The internal processes of the Department continue to be of paramount importance to the Commission. A significant number of appointments have been made; entities have been trained in Performance Management through the Department's Outreach Training; Training of Staff of the Department in Monitoring and Evaluation of the Delegation of Authority; Training of Heads of Entities and their staff in the exercise of the Delegation of Authority and the implementation of the Electronic Document Management System (EDMS) have all been effected.

It is noteworthy that a recommendation was made by the Joint Select Committee to place all Municipal Corporations under the ambit of one Service Commission, specifically the Statutory Authorities Service Commission. This institutional adjustment, if brought to fruition, will engender greater efficiency and effectiveness in the exercise of human resource management practices among the respective corporations.

### 8.1 Delegation of Authority

Section 5 (2) of the SASC Act, Chapter 24:01 of the Laws of Trinidad and Tobago provides that the Commission has the authority to delegate their function upon the approval of the Prime Minister. The act outlines as follows:-

***“5 (2) the powers conferred on the Commission may with the approval of the Prime Minister be delegated by directions in writing to any other person or authority.”***

Legal Notices Nos. 161 and 162 define and outline some of the delegated powers of the Commission to the entities under the purview of the SASC and failure to adhere to the requirements is regarded as non-compliant.

Continuous training was conducted for the staff of the Department and the Authorities under the remit of the SASC, in the Exercise of Delegated Functions.

The staff of the Monitoring Section was unable to visit the Authorities as planned due to COVID-19 and its restrictions. However, the officers continued to monitor and support the Authorities through the use of telephone, correspondence, email and virtual meetings, even whilst working remotely.

During this fiscal period, the Commission received and audited returns of Further Temporary Appointments, Acting Appointments and Confirmation of Appointments with respect to All Statutory Authorities for the following periods:





- Fourth (4<sup>th</sup>) Quarter of 2020 - 1st October, 2020 to 31<sup>st</sup> December, 2020
- First (1<sup>st</sup>) Quarter of 2021 - 1<sup>st</sup> January, 2021 to 31<sup>st</sup> March, 2021.

The undermentioned Tables and Bar Charts summarize the submissions received by the Department on the Exercise of the Delegation of Authority for all Authorities for the aforementioned periods:

**FOURTH QUARTER OF 2020 (01.10.20 – 31.12.20) ALL AUTHORITIES:**

Name of Authority	No. of Further Temporary Appointments	No. of Compliant Matters	No. of Non-Compliant Matters
St. Mary's Children's Home	14	14	0
St. Jude's School for Girls	1	0	1
National Lotteries Control Board	5	0	5
Arima Borough Corporation	30	5	25
Pt. Fortin Borough Corporation	17	9	8
Port of Spain Corporation	50	34	16
San Fernando City Corporation	27	3	24
<b>Total</b>	<b>144</b>	<b>65</b>	<b>79</b>

Table 4 - Temporary Appointments – 4<sup>th</sup> Quarter of 2020

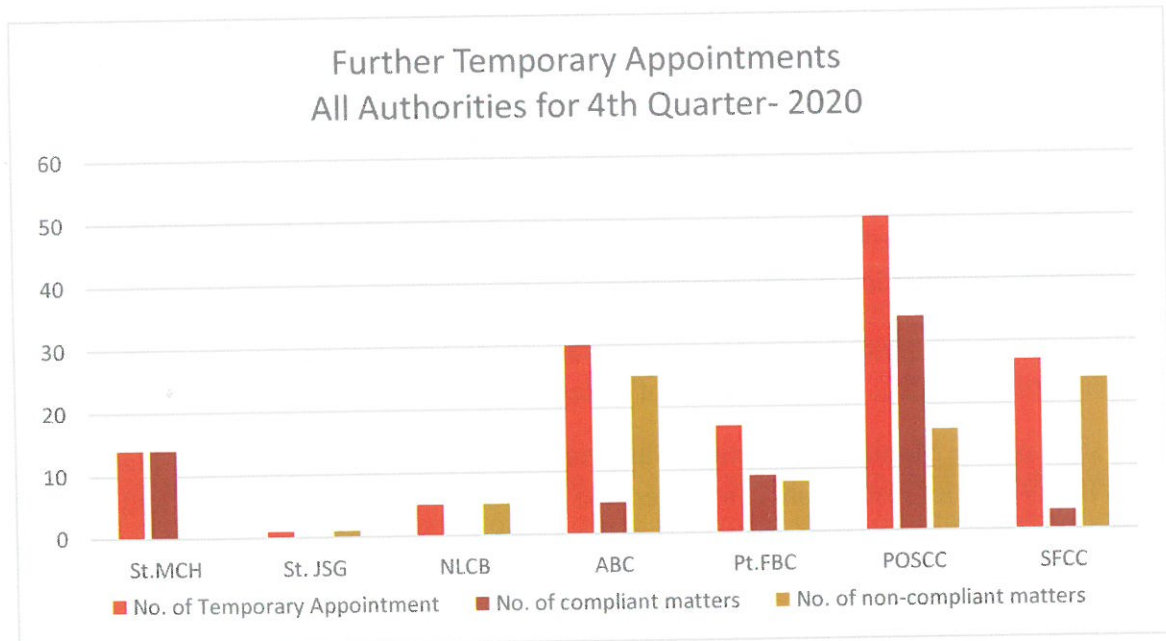


Figure 4 - Temporary Appointments – 4<sup>th</sup> Quarter of 2020





Name of Authority	No. of Acting Appointments	No. of Compliant Matters	No. of Non-Compliant Matters
St. Mary's Children's Home	42	29	13
St. Jude's School for Girls	4	0	4
National Lotteries Control Board	19	12	7
Arima Borough Corporation	119	67	52
Pt. Fortin Borough Corporation	41	25	16
Port of Spain Corporation	103	24	79
San Fernando City Corporation	71	4	67
<b>TOTAL</b>	<b>399</b>	<b>161</b>	<b>238</b>

Table 5 – Acting Appointments – 4<sup>th</sup> Quarter of 2020

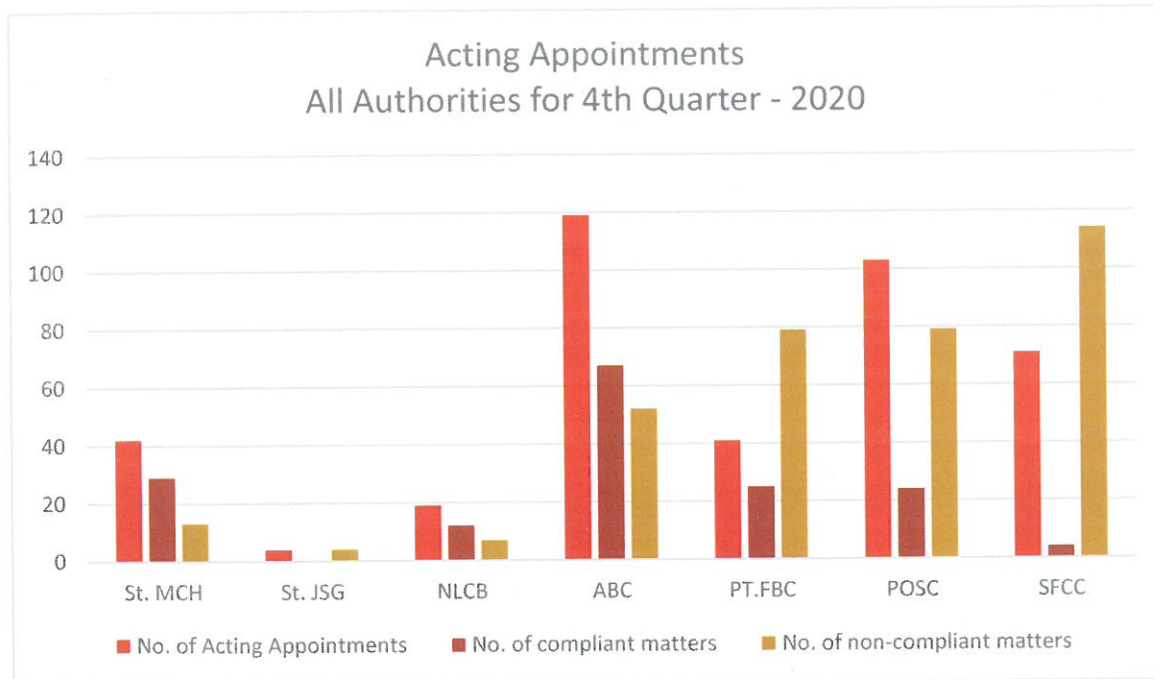


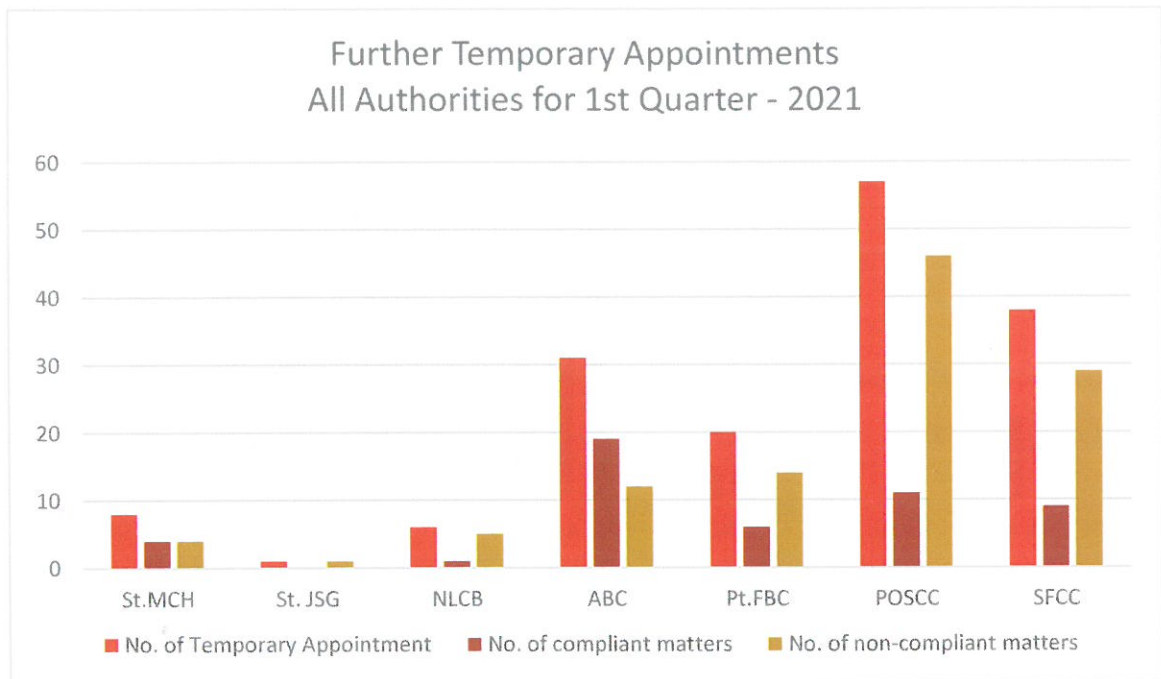
Figure 5 – Acting Appointments – 4<sup>th</sup> Quarter of 2020



**FIRST QUARTER OF 2021 (01.01.21 – 31.03.21) ALL AUTHORITIES:**

Name of Authority	No. of Further Temporary Appointments	No. of Compliant Matters	No. of Non-Compliant Matters
St. Mary’s Children’s Home	8	4	4
St. Jude’s School for Girls	1	0	1
National Lotteries Control Board	6	1	5
Arima Borough Corporation	31	19	12
Pt. Fortin Borough Corporation	20	6	14
Port of Spain Corporation	57	11	46
San Fernando City Corporation	38	9	29
<b>Total</b>	<b>161</b>	<b>50</b>	<b>111</b>

*Table 6 - Temporary Appointments – 1<sup>st</sup> Quarter of 2021*



*Figure 6 –Temporary Appointments – 1<sup>st</sup> Quarter of 2021*



Name of Authority	No. of Acting Appointments	No. of Compliant Matters	No. of Non-Compliant Matters
St. Mary's Children's Home	23	3	20
St. Jude's School for Girls	14	2	12
National Lotteries Control Board	15	4	11
Arima Borough Corporation	86	25	61
Pt. Fortin Borough Corporation	54	10	44
Port of Spain Corporation	145	9	136
San Fernando City Corporation	85	44	41
Zoological Society of Trinidad and Tobago	2	0	2
<b>TOTAL</b>	<b>424</b>	<b>97</b>	<b>327</b>

Table 7 – Acting Appointments – 1<sup>st</sup> Quarter of 2021

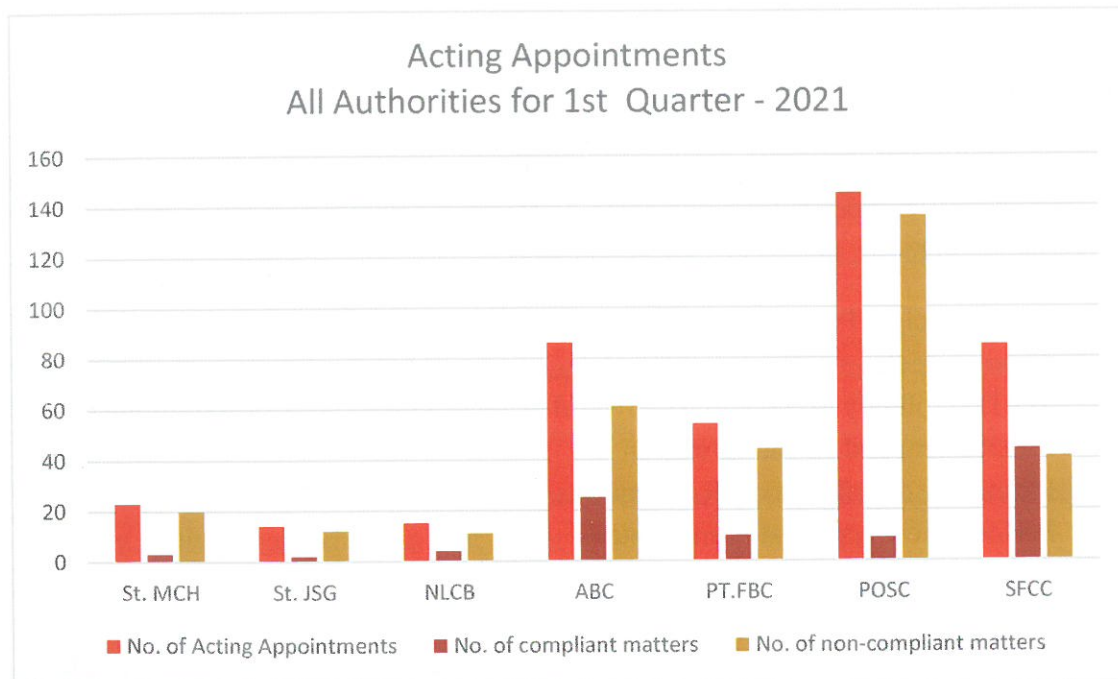


Figure 7 – Acting Appointments – 1<sup>st</sup> Quarter of 2021

### Major Findings

The Monitoring Unit audited a total of three hundred and five (305) Further Temporary Appointments and eight hundred and twenty-three (823) Acting Appointments. A total of three hundred and seventy-three (373) matters were compliant and seven hundred and fifty-five (755) were non-compliant.





It is to be noted that some of the entities were unable to submit their returns by the stipulated deadline dates as the pandemic heightened. Despite all of the challenges faced, the staff of the monitoring department continued to conscientiously perform both in office and remotely through diligent efforts and arrangements that were put in place, to efficiently and effectively carry out their duties.

## **8.2 Guidelines for Staffing**

Returns of Staff Arrangements with proposals for implementation continued to be submitted by the entities to the Statutory Authorities Service Commission Department for consideration. There was significant improvement with regard to the accuracy of information submitted.

In some instances, stated vacancies were inaccurate, but through training and continuous discussions with the relevant Human Resource Personnel of the various entities, it is expected that those critical areas will be error free moving forward.

## **8.3 Review of the Regulations**

The Municipal Police Regulations, otherwise referred to as Legal Notice 300/2014 with amendment Legal Notice 9/2015, has come under scrutiny with regards to its functionality. Some of the main topics of concern are as follows:

- i. The Municipal Police Association and the Hiring Process
- ii. Appointments
- iii. The Disciplinary Procedure with regard to the Roles of the CEO, SASC and the ACMP
- iv. Secondment and its Interpretation
- v. Promotion of Officers- FOIA Requests and Legal Issues thereto
- vi. Performance Appraisal Point System
- vii. Merit List – Polemics
- viii. Possibility of Binding Recruits after Training
- ix. Differing Training and Recruitment Processes used by the PSC and the SASC.

Notably, the Statutory Authorities Service Commission recognizes that the onus is on the Municipal Police to proffer, through the line Ministry, any amendments to the Municipal Police Regulations.



### 8.4 Improvements in the Disciplinary Process

An Administrative Officer was assigned to deal with disciplinary matters, where efforts have been on-going to try and improve the process of treating with Freedom of Information requests and disciplinary matters in general. However, there were several factors which continued to affect the efficient execution of disciplinary matters: -

- i. The absence of an in-house Legal Officer, since the Public Service Commission had not filled the vacancy left by the appointment of the Department’s State Counsel II to act in a higher office in another Ministry. This led to delays in the timely processing of Freedom of Information requests, disciplinary and other legal matters. Our Legal Consultant has been assisting with current and pressing legal issues and advising the Commission in the interim.
- ii. The absence of a Verbatim Reporter during Tribunal Hearings creates undue delays with the closure of disciplinary matters since it is very time consuming to transcribe the recordings subsequent to the Hearings.
- iii. Delays with ongoing Tribunals were experienced due to COVID-19 restrictions during 2020. Discussions have been initiated to consider conducting Hearings virtually in the next fiscal year.

The Human Resource Department continues to work diligently to resolve some of the issues which affect the disciplinary process.

The table below depicts a breakdown of the disciplinary proceedings against officers from the Statutory Authorities during the year under review:

<b>Disciplinary Matters</b>	<b>Amount</b>
Orders of suspension	2
Orders of Interdiction	1
Persons against whom disciplinary charges were preferred	1
Officers found guilty of Disciplinary charges	1
Officers found guilty of court charges	0
Matters discontinued/no further action	0

*Table 8- Disciplinary Matters*



## **8.5 Disciplinary Tribunal**

The Disciplinary Tribunal was appointed on 24<sup>th</sup> March 2020 to hear one (1) disciplinary matter. That matter is on-going.

### **8.5.1 Discipline Training**

Training in the administration of discipline continued in the specific areas of tribunal hearings and officers so involved were provided with training in respect of their specific function in the disciplinary process. These functions included prosecutors, investigators and note takers. The training focused on the law, execution of prosecution strategies, adducing evidence, gathering evidence, and the rules and restrictions of applicable documents.

## **8.6 Internal Public Relations of the Commission**

The COVID-19 Pandemic has continued to significantly impact and restrict the Department from engaging in face to face interactions with its stakeholders. However, the Department maintained cordial working relationships through virtual methodologies using Microsoft Teams, in an effort to provide the forum, for stakeholders to engage in discussion, participation and consultations with the Entities under its remit.

A Strategic Planning Consultation was held with the Head of Agencies via a virtual Commission Meeting, whereby the Strategic Direction and a Strategic Plan were discussed. A Staff Survey was also conducted via the Survey Monkey virtual platform, to engage staff to participate and provide feedback on various aspects of Employment, Job Satisfaction and Growth & Development.





## **9. CHALLENGES**

### **9.1 Overall Impact of the Corona Virus Disease on the Operations at the SASC Department**

This reporting year proved to be a year that was filled with many challenges, loss and uncertainty. Despite all of these, the staff of the Department rose to the challenge, showed resilience, versatility, resourcefulness and diligence, as they worked towards achieving our adjusted targets, in light of the new circumstances within which we were forced to operate.

Staff continued to work remotely, as the Department operated on a rostered system, in keeping with regulatory guidelines and policies set out to mitigate the spread of the disease.

In addition to the aforementioned, the Department had a significant number of COVID-19 cases among the staff members, that negatively impacted the manpower of the Department which resulted in many having to perform additional duties.

### **9.2 Performance Appraisal Reports**

The timely submission of Annual Performance Appraisal Reports from the various authorities under the remit of the SASC is of paramount importance, in order to efficiently process Temporary and Acting Appointments. In light of this, the Department continued to liaise with the Agencies to ensure that there was continued and consistent submissions from the Entities, especially those that were outstanding for several reporting periods.

### **9.3 Legal**

The Commission is reliant on external agencies and the office of the Attorney General to address some legal matters. The resolution of those matters would have been subject to other priorities engaging those external agencies during the reporting period. As such, they were not always addressed in a judicious manner.



## 9.4 St Dominic's Children's Home

The SASC was advised by the Permanent Secretary, Office of the Prime Minister (Gender and Child Affairs) that Cabinet, by Minute No. 409 dated 27<sup>th</sup> February, 2020, had agreed, 'inter alia', to the removal of the St. Dominic's Children's Home from the Statutory Authority (Declaration) Order made under section 3 (2) of the Statutory Authorities Act, Chap. 24:01, to allow for the removal of the St. Dominic's Children's Home (SDCH) from the ambit of the Statutory Authorities Service Commission. Cabinet also agreed that, with immediate effect, the SASC cease all appointment, recruitment and promotion of staff in respect of the Home.

In that regard, discussions were held between the Permanent Secretary, Office of the Prime Minister, the Chief Personnel Officer, the Public Services Association, the Ministry of Labour and the SASC regarding the future of the Staff at the home. It was subsequently agreed vide Cabinet Minute No. 583 of 25<sup>th</sup> March, 2021 that:

- eleven (11) permanent and pensionable positions on the Staff Establishment of the SDCH were to be abolished with effect from the dates that the offices become vacant;
- six (6) permanent and pensionable positions on the Staff Establishment of the SDCH were to be transferred with immediate effect to the Staff Establishment of the St. Jude's School for Girls;
- two (2) permanent and pensionable positions on the Staff Establishment of the SDCH were to be transferred with immediate effect to two (2) other Agencies under the Statutory Authorities Service; and
- thirty-four (34) offices be abolished consequent to the offer and acceptance of Voluntary Separation of Employment Packages (VSEP) and the consequent vacating of the said offices.

Cabinet further noted that the Office of the Prime Minister and the Ministry of Labour would continue to collaborate in order to offer additional assistance to the employees displaced, as a result of the decisions made.

## 9.5 St Mary's Children's Home

The SASC was advised by the Permanent Secretary, Office of the Prime Minister (Gender and Child Affairs) that Cabinet, by Minute No. 1601 dated 30<sup>th</sup> September, 2021, agreed to vary the decision recorded in subparagraph (a) of Minute No. 376 of 23<sup>rd</sup> February, 2021 to provide for the suppression of the undermentioned positions on the Staff Establishment of the St. Mary's Children's Home for three (3) years in the first instance, to be with effect from 1<sup>st</sup> November, 2021 instead of 1<sup>st</sup> May, 2021:





- Manager
- Deputy Manager.

Cabinet also noted that it was necessary to suppress the aforementioned established positions to facilitate the employment, on contract, of suitably qualified persons in the new positions of Children's Home Manager and Deputy Children's Home Manager which was scheduled to be completed by the end of October 2021.

## 10. ADVERTISEMENT

The position of Assistant Curator, Zoological Society of Trinidad and Tobago (ZSTT) was advertised on the SASC website in 2020. The SASC received ten (10) applications in response to its advertisement for Assistant Curator, ZSTT. These applications have to be shortlisted before interviews can be held by a suitable panel.

The position of Municipal Police Constable was also advertised in June 2020 in the print media. More than one thousand applications were received and the shortlisted applicants wrote the entry examination for the office on the 27<sup>th</sup> June 2020.

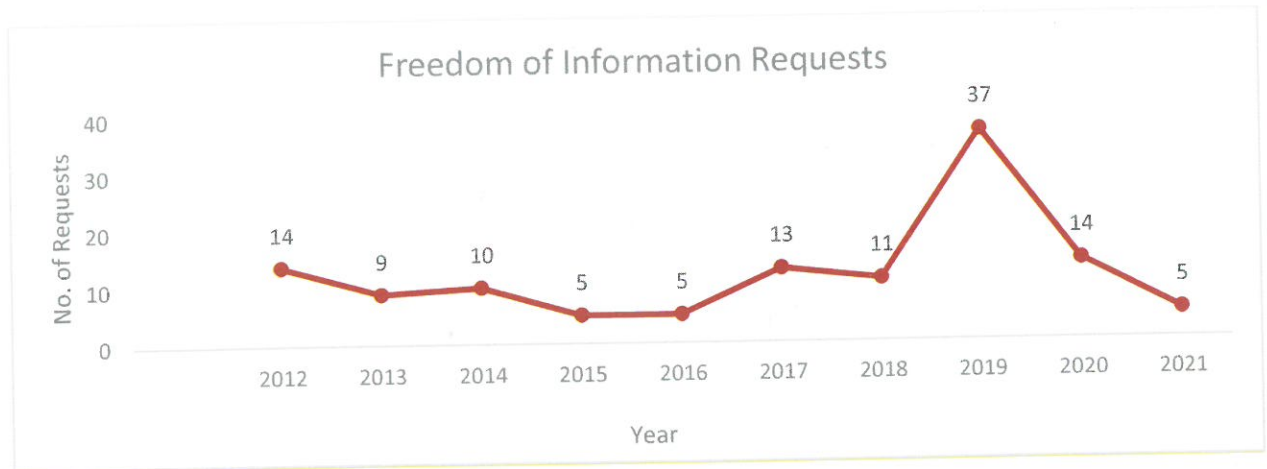
## 11. FREEDOM OF INFORMATION REQUESTS

There were five (05) requests received during the year for information under the Freedom of Information Act, 1999. The requested information pertained to personal records and/or other official documents. The number of requests received for the periods 2012 to 2021 are as follows:

Year	No. of Requests
2012/2013	09
2013/2014	10
2014/2015	05
2015/2016	05
2016/2017	13
2017/2018	11
2018/2019	37
2019/2020	14
2020/2021	05

*Table 9 Freedom of Information Requests – 2012 - 2021*





*Figure 8 Freedom of Information Requests per Fiscal Year*

## 12. HIGH COURT MATTERS

In the fiscal period 2021/2021, there was one (1) High Court matter filed involving the Statutory Authorities Service Commission. In 2018, there were five (5) matters filed; four (4) of which are still ongoing.

### 12.1 Pre-Action Protocol Matters

There is one (1) Pre-action Protocol matter involving the SASC which was still ongoing in fiscal 2020/2021.

## 13. ORGANIZATION AND STAFFING

The Statutory Authorities Service Commission Department's operational framework for staffing encompasses the objectives directed by the Department's Strategic Direction. This provides a mechanism for Heads of Sections, as well as those at the operational level, to have a clear understanding of the requirements for the effective and efficient achievement of the Commission's mandate.

The Organizational Structure of the Statutory Authorities Service Commission Department at **Appendix I**, outlines the Department's staffing complement. The establishment consists of thirty-four (34) positions.



During the period of October, 2020 to September, 2021, the Department experienced some changes due to the exit of key members in 2020.

The following outlines some of the major changes in the Department's Organizational Structure during fiscal 2020/2021:

- ❖ Two (2) positions on the Staff Establishment were permanently filled. These two (2) officers who were promoted from other agencies are acting in higher offices within the Department.
- ❖ One (1) permanent officer from another agency joined the Department via an acting appointment.
- ❖ Two (2) temporary officers from other agencies joined the Department via acting appointments.
- ❖ One (1) officer was promoted out of the Department and was released to pick up said promotion in January 2021.
- ❖ Permanent and temporary officers from the Statutory Authorities Service Commission Department continue to act in higher offices as opportunities arise.

Based on the preceding information, it is evident that the Department experienced some turnover, especially at the leadership level, which led to a loss of valuable institutional knowledge and experience. It did, however, open the opportunity for the entry of new personnel to the Department who brought years of experience in the Public Service, which contributed to the blending and generation of new ideas, perspectives and talent within the Department.

It is noteworthy that the current staff establishment of the Statutory Authorities Service Commission Department does not fully support the Department's goal to achieve optimum levels of efficiency, as there is a need for certain specialized skills as well as additional personnel, in critical areas of the Department. In order to fill the gap, the Department engaged six (6) On the Job Trainees (OJTs), during the fiscal period. They were assigned to the Registry and Office Management Sections.

Additionally, the Department contracted a Service Provider to provide Information Technology services after the position became vacant in July, 2021 and whilst the Department approached Cabinet to seek approval for the employment, on contract of an IT Infrastructure Specialist for a further period of three (3) years.





Further, three (3) short term employees were sourced from the Ministry of Labour and Small Enterprise Development to provide support to the Electronic Document Management System (EDMS) project. These interim measures greatly assisted the Commission to meet its mandate. This information is illustrated in the Organizational Structure at **Appendix I**.

Due to the many challenges and setbacks as a result of the COVID-19 Pandemic, the proposed Electronic Document Management System (EDMS) training project unfortunately had to be deferred. The Department continues to employ the services of providers in regard to Human Resource and Legal Consultancies.

### **13.1 Maximizing Resources**

The SASC, in an attempt to ensure that its goals and objectives were met, was required to utilize creative approaches and methodologies to enhance the skills deficit that existed in certain critical areas in the Department. Some of the strategies applied included:

- i. Cross functional training of staff to ensure that rotation of staff when required (and especially at short notice) could be effectively implemented.
- ii. Use of the Government Employment Services through the Ministry of Labour and Small Enterprise Development.
- iii. Use of the On-the-Job Training (OJT) and Associate Professional (AP) programmes.
- iv. Use of Short-Term Employment programmes.
- v. Increased use of ICT solutions.

#### **13.1.1 Human Resources**

The Commission has continued to contract a service provider (Human Resource Specialist) to provide Human Resource Consultancy support services to the Commission, to:

- review and edit draft Notes prepared for the Statutory Authorities Service Commission and provide feedback on their quality to the supervisory and non – supervisory staff involved in their preparation.
- coach and train the employees in the preparation of notes for the Statutory Authorities Service Commission, which is one of the main functions of the Department; and
- train staff of the SASC Department and the entities under its purview in the Exercise of the Delegated Functions.





### **13.1.2 Legal**

In August 2020, the State Counsel II position on the establishment became vacant when the incumbent was released to assume duties in an acting appointment in another Ministry. This impacted negatively on the Department since being the only legal position on the Establishment, the State Counsel II played a critical role in the Department by providing legal advice on day-to-day legal issues and was responsible for representing the Department in Court matters.

Due to the increasing awareness of our citizenry as it pertains to their rights to fair and equal treatment as enshrined in the Constitution, the Commission has been experiencing a significant increase in legal and judicial matters. As such and to fill the gap left by the exit of the State Counsel II, the Commission continued to employ a Legal Consultant to provide legal service and guidance to the Commission. In August 2020, the Department also engaged, through the Ministry of Education, an Associate Professional in the Legal field to provide further support to the Legal Unit.

### **13.1.3 Information and Communications Technology (ICT)**

Prior to the employment, on contract, of an Information Technology (IT) Infrastructure Specialist, the Statutory Authorities Service Commission Department contracted a service provider, not only to provide support for its IT infrastructure but also for the creation and administration of the Department's website (<http://sasc.gov.tt>), thus enabling the Department to have an online presence for its stakeholders and members of the public.

The Commission also contracted three (3) short term employees to provide clerical support to the Electronic Document Management Systems (EDMS). In addition, the Commission contracted the services of a Consultant to provide training of the relevant staff who were engaged in the Electronic Document Management System (EDMS) project. This project, when completed, will benefit the organization as it will significantly decrease the time frame for the retrieval of information and records. It will also reduce the paper trail and will place the Department on the right path towards responding to the needs of its clients in a timely manner. Further, it is anticipated that it will impact positively on the delivery of services to all the Department's stakeholders and will contribute significantly to the achievement of our goal of improved quality service delivery to our citizenry.

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#### **13.1.4 Training**

The SASC Training Plan 2019/2021, in congruence with the Government's National Development Strategy 2016-2030 -Vision 2030, developed training needs against the backdrop of the implementation of the newly established Monitoring Section and the introduction of the Electronic Data Management System within the Department.

As such, the SASC sought to:

- i. Increase efficiency and effectiveness through the implementation of the Delegation of Authority.
- ii. Increase efficiency and effectiveness by implementing an Electronic Data Management System (EDMS), thereby improving administrative support.
- iii. Improve the relationships and services provided to the public.
- iv. Improve staff morale and motivation.
- v. Link training programmes with succession planning.
- vi. Improve report writing skills.
- vii. Introduce monitoring and evaluation tools.

Members of staff, at all levels, were exposed to a range of training workshops. Whilst training was significantly impacted by restrictions associated with the COVID-19 virus, the Department was still able to host training in the following areas during the reporting year, as a measure to ensure the continuous development of the knowledge, skills and competency levels of staff of the Department:

- Electronic Data Management Systems
- Note writing
- Exercise of Delegated Functions
- Any Desk Software Application

#### **13.1.5 Enhanced Operational Efficiency**

With the onset of COVID-19 in 2020 and the accompanying restrictions implemented for the workplace, the SASC was required to quickly develop proactive strategies to ensure that, not only did the work of the Department continue at an acceptable level but that Staff of the Department remained safe in the process.





Rotation of the staff and remote working arrangements were introduced and enhanced through the implementation of the Any Desk Software, which proved to be a viable solution that contributed to relatively uninterrupted operations during the turbulence of 2020 and 2021.

The IT Unit was able to quickly introduce and train staff to use this software to work remotely and to ensure that the work of the Department continued. This had a very positive impact as the Department was able to continue functioning efficiently whilst servicing all of its stakeholders.

### **13.1.6 Succession Planning**

During the reporting year, several changes occurred in the operating environment of the SASC with the high turnover rate at the managerial level. The responsibility for the human resource management (HRM) function of recruitment and selection in the Public Service is handled by the Service Commissions Department.

This poses a challenge to the efforts of proper succession planning and the sustenance of innovative programmes due to the frequent changes in leadership, especially because vacancies are usually advertised and filled not only from within the Department but from across the Public Service. The development of a formal succession planning model within the SASC however would ensure sustainability of SASC initiatives even in the face of turnover.

### **13.1.7 Staff Appreciation and Team Building Activities**

Due to COVID -19 restrictions in place, the SASC Department, like other government institutions, was discouraged from hosting any staff functions and activities that involved congregation of persons.

As such, during this fiscal period, no staff appreciation or team building activities were held to ensure that the Department was compliant with the health restrictions and regulations in place and to mitigate the spread of the COVID 19 virus.

It was anticipated that once these restrictions were lifted or relaxed, the Department could once again pursue these activities which are critical for the building of staff morale and motivation within the Department.





## 14. FINANCE AND ACCOUNTS

The statements of Accounts for the fiscal year 2020/2021 were audited. The overall allocations for the year and the actual audited expenditure are as follows:

APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2021				
HEAD: 07 - STATUTORY AUTHORITIES SERVICE COMMISSION				
SECTION B - SUMMARY OF EXPENDITURE				
SUB-HEAD/ITEM/SUB-ITEM		ESTIMATES FINANCIAL YEAR 2021	ACTUAL EXPENDITURE FINANCIAL YEAR 2021	VARIANCE
		\$ c	\$ c	\$ c
<b>SUB HEAD</b>	<b>01 - PERSONNEL EXPENDITURE</b>	<b>3,631,990.00</b>	<b>3,549,093.68</b>	<b>82,896.32</b>
Sub Item	01 - Salaries and C.O.L.A	2,330,880.00	2,318,493.96	12,386.04
	05 - Government's Contribution to N. I. S.	243,475.00	196,248.00	47,227.00
	06 - Remuneration to Board Members	16,050.00	0.00	16,050.00
	08 - Vacant Posts - Salaries & C.O.L.A (without incumbents)	0.00	0.00	0.00
	23 - Salaries - Direct Charges	543,300.00	543,240.00	60.00
	24 - Allowances- Direct Charges	2,200.00	0.00	2,200.00
	25 - Remuneration to Members - Direct Charges	418,500.00	417,840.00	660.00
	27 - Government's Contribution to Group Health Insurance-Monthly Paid Officers	39,460.00	39,258.00	202.00
	31 - Government's Contribution to N.I.S. - Direct Charges	38,125.00	34,013.72	4,111.28
<b>SUB HEAD</b>	<b>02 - GOODS AND SERVICES</b>	<b>3,863,600.00</b>	<b>1,980,272.20</b>	<b>1,883,327.80</b>
Sub Item	01 - Travelling and Subsistence	72,500.00	59,388.87	13,111.13
	03 - Uniforms	9,100.00	1,481.93	7,618.07
	04 - Electricity	100,000.00	52,008.60	47,991.40
	05 - Telephones	63,000.00	57,825.91	5,174.09
	08 - Rent/Lease - Office Accommodation and Storage	710,000.00	649,882.11	60,117.89
	10 - Office Stationery and Supplies	64,900.00	64,875.10	24.90
	11 - Books and Periodicals	5,000.00	0.00	5,000.00
	12 - Materials and Supplies	25,700.00	24,746.25	953.75
	13 - Maintenance of Vehicles	40,000.00	26,176.69	13,823.31
	15 - Repairs and Maintenance- Equipment	10,000.00	1,591.88	8,408.12
	16 - Contract Employment	205,750.00	204,948.76	801.24
	17 - Training	1,063,250.00	0.00	1,063,250.00
	21 - Repairs & Maintenance -Buildings	10,400.00	8,641.34	1,758.66
	22 - Short -Term Employment	175,000.00	162,899.45	12,100.55
	23 - Fees	130,000.00	731.35	129,268.65
	28 - Other Contracted Services	538,500.00	407,256.68	131,243.32
	36 - Extraordinary Expenditure	250,000.00	0.00	250,000.00
	37 - Janitorial Services	112,000.00	83,243.25	28,756.75
	43 - Security Services	103,500.00	103,449.19	50.81
	57 - Postage	5,000.00	516.04	4,483.96
	60 - Travelling - Direct Charges	100,000.00	27,360.00	72,640.00
	62 - Promotions, Publicity and Printing	25,000.00	5,287.50	19,712.50
	66 - Hosting of Conferences, Seminars and Other Functions	23,000.00	22,050.00	950.00
	96 - Fuel and Lubricants	10,000.00	3,931.30	6,068.70
	99 - Employee Assistance Programme	12,000.00	11,980.00	20.00
<b>SUB HEAD</b>	<b>03 - MINOR EQUIPMENT PURCHASES</b>	<b>30,000.00</b>	<b>0.00</b>	<b>30,000.00</b>
	02 - Office Equipment	10,000.00	0.00	10,000.00
	03 - Furniture and Furnishings	10,000.00	0.00	10,000.00
	04 - Other Minor Equipment	10,000.00	0.00	10,000.00
<b>SUB HEAD</b>	<b>04 - CURRENT TRANSFERS AND SUBSIDIES</b>	<b>100,000.00</b>	<b>32,160.00</b>	<b>67,840.00</b>
	40 - Gratuities to Contract Officers	100,000.00	32,160.00	67,840.00
<b>GRAND TOTAL</b>		<b>7,625,590.00</b>	<b>5,561,525.88</b>	<b>2,064,064.12</b>

Table 10 - Appropriation Account for the Financial Year 2021



Expenditure for the 2020/2021 financial year was contained within the actual releases approved by the Ministry of Finance and was utilized for the purposes approved by the Parliament.

The Department is not a Receiver of Revenue.

ns

5.32  
5.04  
7.00  
0.00  
0.00  
0.00  
0.00  
0.00  
2.00  
1.28  
7.80  
1.13  
3.07  
1.40  
4.09  
7.89  
4.90  
0.00  
3.75  
3.31  
3.12  
1.24  
0.00  
3.66  
0.55  
3.65  
3.32  
0.00  
3.75  
0.81  
3.96  
0.00  
2.50  
0.00  
8.70  
0.00  
0.00  
0.00  
0.00  
0.00  
4.12



## ACKNOWLEDGEMENTS

The Commission's accomplishments for the fiscal year 2020 - 2021 could not have been achieved without the collaboration and support of key stakeholders, a number of individuals and Agencies. The Statutory Authorities Service Commission takes the opportunity to acknowledge and recognize the contribution of the undermentioned individuals, organizations and entities for working in unison with the Department to provide an efficient and effective service.

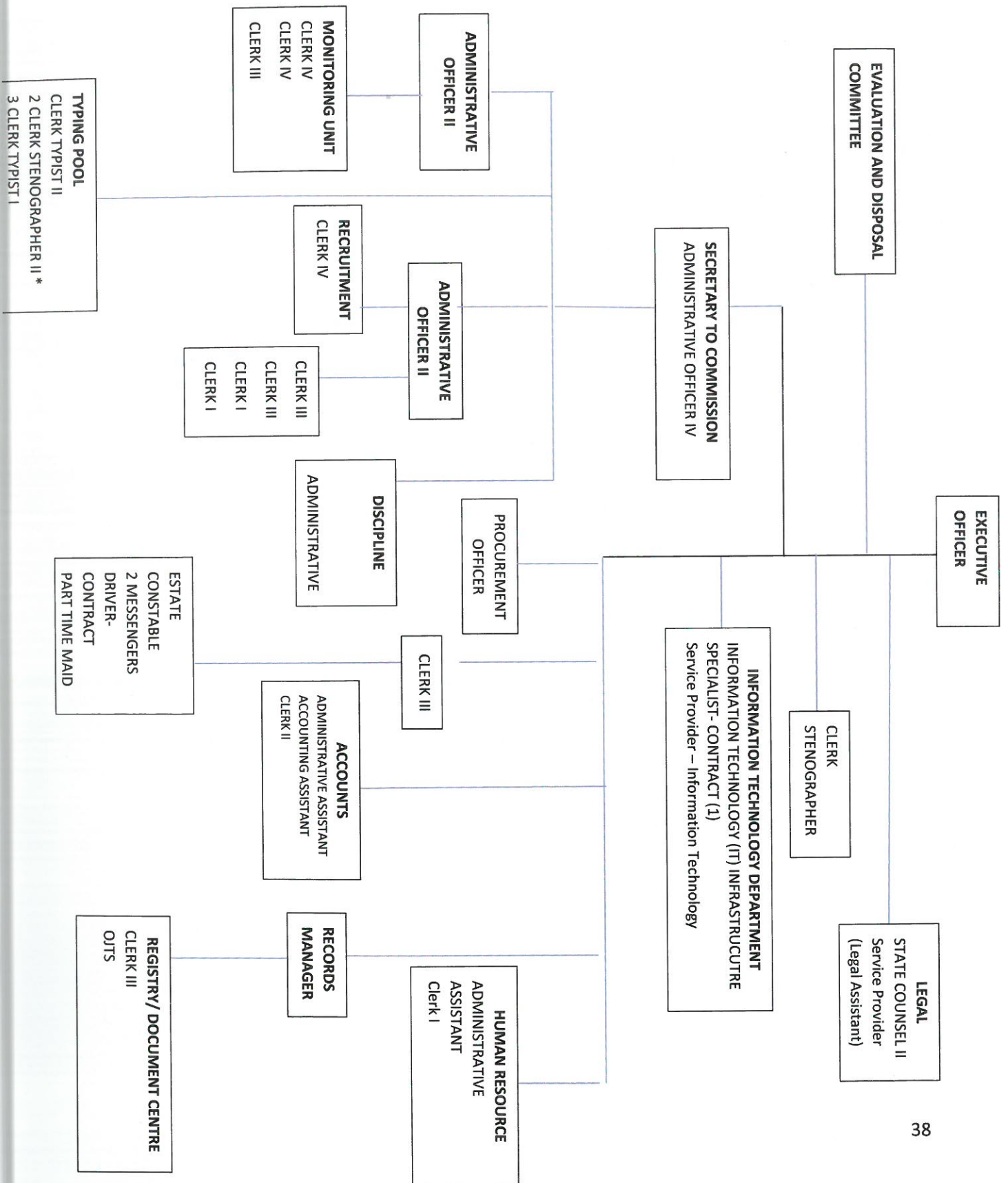
- The Heads of the Statutory Authorities and their Staff
- The Honourable Colm Imbert, Minister of Finance
- Permanent Secretary and the Staff of the Ministry of Finance
- Permanent Secretary and the Staff of the Office of the Prime Minister
- Senator the Honourable Kazim Hosein, Minister of Rural Development and Local Government
- Senator the Honourable Allison West, Minister of Public Administration and Communication
- Permanent Secretary and Staff of the Ministry of Rural Development and Local Government
- Chairman and Members of the Public Service Commission
- The Director of Personnel Administration and Staff of the Service Commissions Department
- The Chief Personnel Officer and Staff of the Personnel Department
- Permanent Secretary and Staff of the Ministry of Labour and Small Enterprise Development
- Staff of the Scholarships and Advanced Training Division, Ministry of Education
- The Assistant Commissioner, Municipal Police and Staff of the Municipal Police Service
- Staff of the Statutory Authorities Service Commission Department





STATUTORY AUTHORITIES SERVICE COMMISSION DEPARTMENT'S ORGANIZATIONAL CHART

APPENDIX 1



\*The positions of Clerk Stenographer II are being used as Clerk Typist I