



The People • The Potential • The Power

**ANNUAL REPORT**  
**December 2006 – September 2007**

<b>1</b>	<b>Introduction.....</b>	<b>5</b>
<b>2</b>	<b>Mission, Core Values and Strategic Plan .....</b>	<b>8</b>
2.1	Mission .....	8
2.2	Core Values .....	8
2.3	Tag line .....	8
2.4	GHRM Strategic Themes .....	8
<b>3</b>	<b>Organisational Structure .....</b>	<b>11</b>
3.1	Structure and Personnel .....	11
3.2	Services .....	13
3.3	Reporting Functions .....	14
<b>4</b>	<b>Performance Accomplishments .....</b>	<b>16</b>
4.1	Recruitment.....	16
4.2	Other HR Services .....	19
4.3	Procurement and Management of Consultants.....	20
4.4	Workspace Design and Outfitting.....	22
4.5	Use of Technology .....	22
4.6	Cost Savings to the Government .....	23
4.6.1	Self Financed Jobs .....	25
<b>5</b>	<b>Financial Operations .....</b>	<b>28</b>
5.1	Budget Formulation .....	28
5.2	Actual Expenditure versus Budgeted Expenditure .....	28
5.	Audit.....	31
<b>6</b>	<b>Human Resource Development Plan .....</b>	<b>54</b>
6.1	Career Path Systems.....	54
6.2	Performance Measurement Tools.....	54
<b>7</b>	<b>Procurement Procedures .....</b>	<b>56</b>

**8 APPENDICES .....58**

8.1 Appendix I - Strategic Plan..... 58

8.2 Appendix II Committees of the GHRS Board .....1

8.3 Appendix III- Client Summary – Projects In progress, Completed & In the Pipeline ....1

8.4 Appendix IV – GHRS Tendering Rules and Procedures.....1

The Cabinet of Trinidad and Tobago, by Minute No. 1990 of August 4, 2005, appointed an HR Strategy Committee to determine what should be done to enhance the human resource capacity in the Public Service of Trinidad and Tobago. The main recommendation to come out of the Committee was the establishment of a Human Resource Management company. The implementation of that recommendation gave rise to the Government Human Resource Services Company Limited (hereinafter referred to as GHRM).

GHRM began operations in December 2006. Its Cabinet mandate: *"To enhance the Human Resource capacity in the Public Service of Trinidad and Tobago"* was further expanded to include the development of ergonomically sound work environments that help to foster productivity within the public sector workplace.

GHRM was created primarily to recruit professional staff (national and non-national) into the Public Service; and to provide technical assistance and advice to ministries and departments to facilitate the fast tracking of Government's HRM policies, strategies and agenda. The GHRM list of service offerings also includes the fitting out of workspaces for Public Service employees.

Cognizant of the importance of its mandate, GHRM's Executive Leadership Team (hereinafter referred to as the ELT) sought to rapidly operationalise the company.

Since its inception GHRM has been committed to being the local HR capacity building champion in the public sector through the provision of the following:

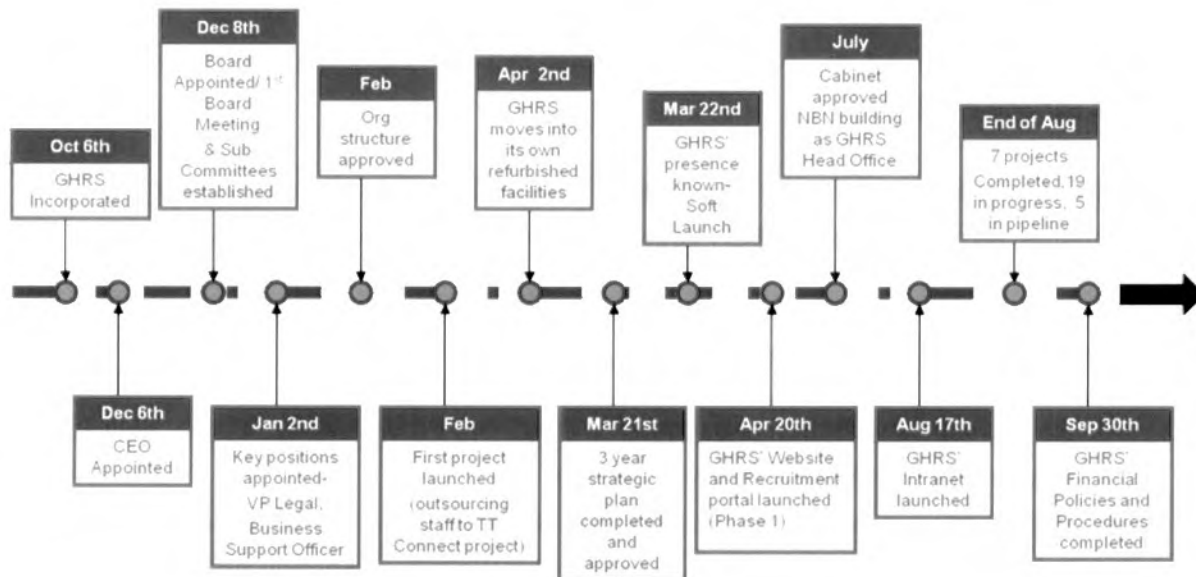
- Exemplary consultancy engagements (e.g. The Process Audit of the Mail-In/Mail-Out Unit of the Ministry of Legal Affairs);
- High quality, cost-efficient recruitment services (e.g. The Selection of thirty-two (32) International Relations Officers for the Ministry of Foreign Affairs);
- Contemporary outfitting of Government facilities (e.g. The Design of Kiosks for the tconnect project under the purview of MPAI)

During the period 2006/ 2007, GHRIS successfully brought eight (8) projects to fruition. Eighteen (18) more were in progress and five (5) additional projects were in the pipeline stage. Further details are available in **Appendix III**. GHRIS also generated approximately TT\$2 million in client revenue and saved the Government a minimum of TT\$1 million.

GHRIS attributes its past successes to the following factors:

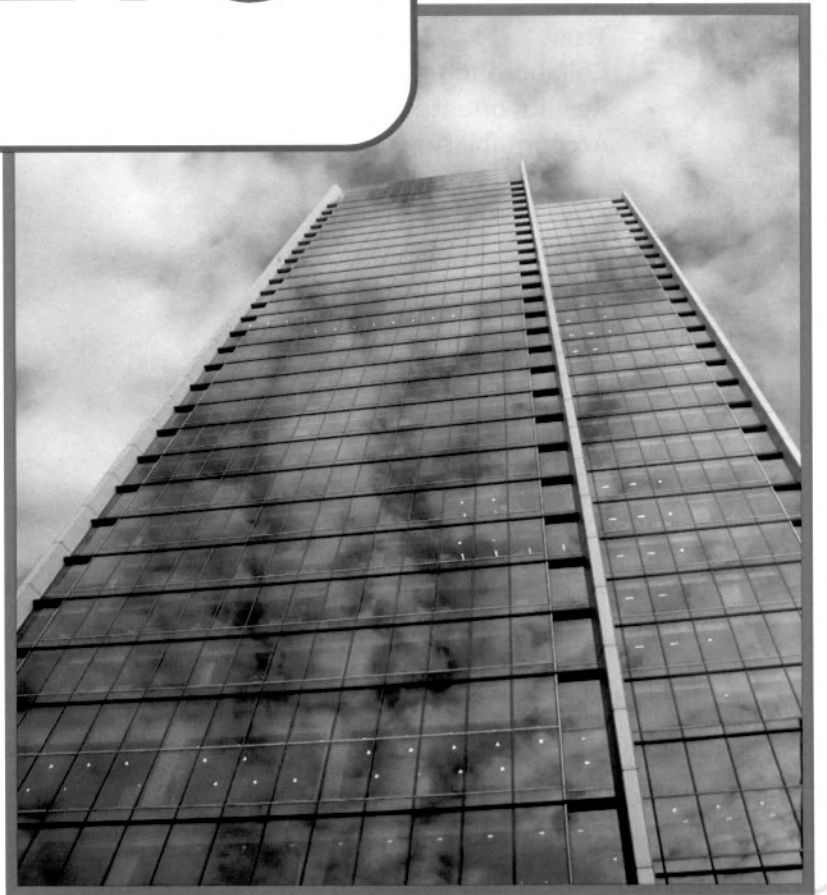
1. Clearly articulated strategy
2. Cadre of skilled staff
3. Prudent management of financials
4. Efficient use of technology
5. Effective partnership relationships

**Diagram 1 – Key Milestones In The Development of GHRIS**



For the 2007/ 2008 financial year, GHRIS plans to maintain its present momentum and makes a commitment to its stakeholders to provide sustainable high-value services through the implementation of its strategy.

2.0



## 2 Mission, Core Values and Strategic Plan

### 2.1 Mission

- To strategically secure, position and develop world class talent for Trinidad and Tobago;
- To support the Public Sector in its drive for the highest levels of professionalism and integrity
- To attain leading global standards in human capital management by forging strategic synergies among people, systems and technologies

### 2.2 Core Values

Articulated below are the timeless guiding principles that are intrinsically important to, and play a foundational role in the life of GHRIS:

- Transparency
- Integrity
- Confidentiality
- Respect
- Trust
- Collaboration
- Results oriented
- Accountability

### 2.3 Tag line

The People • The Potential • The Power

### 2.4 GHRIS Strategic Themes

The company's 3 year strategy was defined by its ELT at a Strategic Planning Offsite in February 2007. The ELT proposed a bifocal strategy in pursuance of the company's mandate.

At one end of the bifocal continuum, it was decided that GHRIS would build and staff internal centres of excellence, focused on providing 'core' HR services of Recruitment and Selection, Executive/ Leadership Training and Development, Scholar Management and Performance Management.

This aspect of the strategy seeks to ensure that GHRS rivals the dominant players in the market by providing its services at or below market rates without compromising quality. To realize this, the company chose to build a 'high-intellect' business of HR professionals.

On the other end of the bifocal continuum, the strategy maintains that GHRS would provide HR-related and Outfitting services which are not overtly associated with the 4 pillars. These services would be based on opportunities gleaned from or requests made by Government organizations. The majority of these engagements would be overseen by GHRS but the execution would be outsourced to its partners or affiliates.

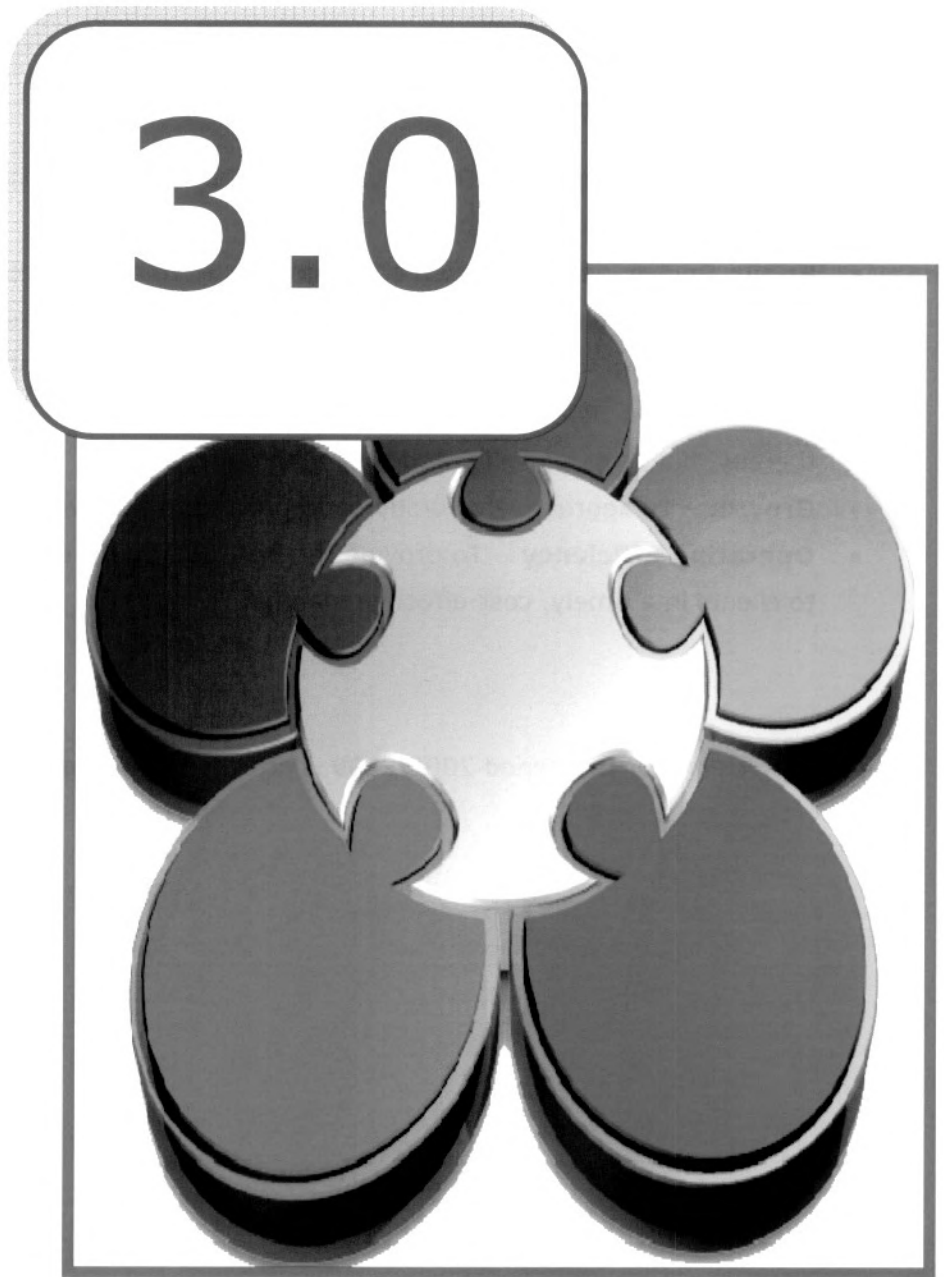
GHRS strategic themes are outlined and defined below:

- **Building HR Capacity** – To resource the Public Service with skills and competencies geared towards actioning Vision 2020;
- **Public Sector as the Preferred Employer** – To attract, retain, motivate and reward the best talent to the public sector as well as build strategic alliances;
- **High Performance Work Ethic** – To stimulate a culture that rewards performance
- **Client Driven Mindset** – To consistently achieve high levels of customer satisfaction thereby, building credibility and trust with our clients;
- **Growth** – To aggressively pursue opportunities to achieve business growth;
- **Operating Efficiency** – To provide the best quality HR services (at or below market rates) to clients in a timely, cost-effective manner.

The Strategic Plan for the period 2006/2009 is attached as **Appendix I**.



ORGANISATIONAL STRUCTURE



# 3 Organisational Structure

## 3.1 Structure and Personnel

### GHRIS – A Team of Skilled Professionals

Since its inception, GHRIS sought to hire a cadre of highly skilled, flexible professionals and to provide a rewarding, inclusive and technologically-enabled work environment. GHRIS was aware that in order to win in the market place it first needed to win in the workplace.

As with most start-up firms, there was some attrition (at the Board and Administrator level) during the embryonic phase of development, but GHRIS is now on stable footing. At present the company has thirteen (13) full-time members of staff – 4 Executives, 2 HR Managers, 3 Business Support Coordinators, 1 Executive Assistant, 1 IT Specialist, 1 Accountant and 1 Facilities Management Specialist. All members of staff possess a minimum of a Bachelor's degree or (in the case of Finance and IT) appropriate Professional designations.

All full-time positions have been approved by the CPO and filled with the exception of the following roles:

- Marketing Manager
- 1 HR Manager

### Executive Leadership Team

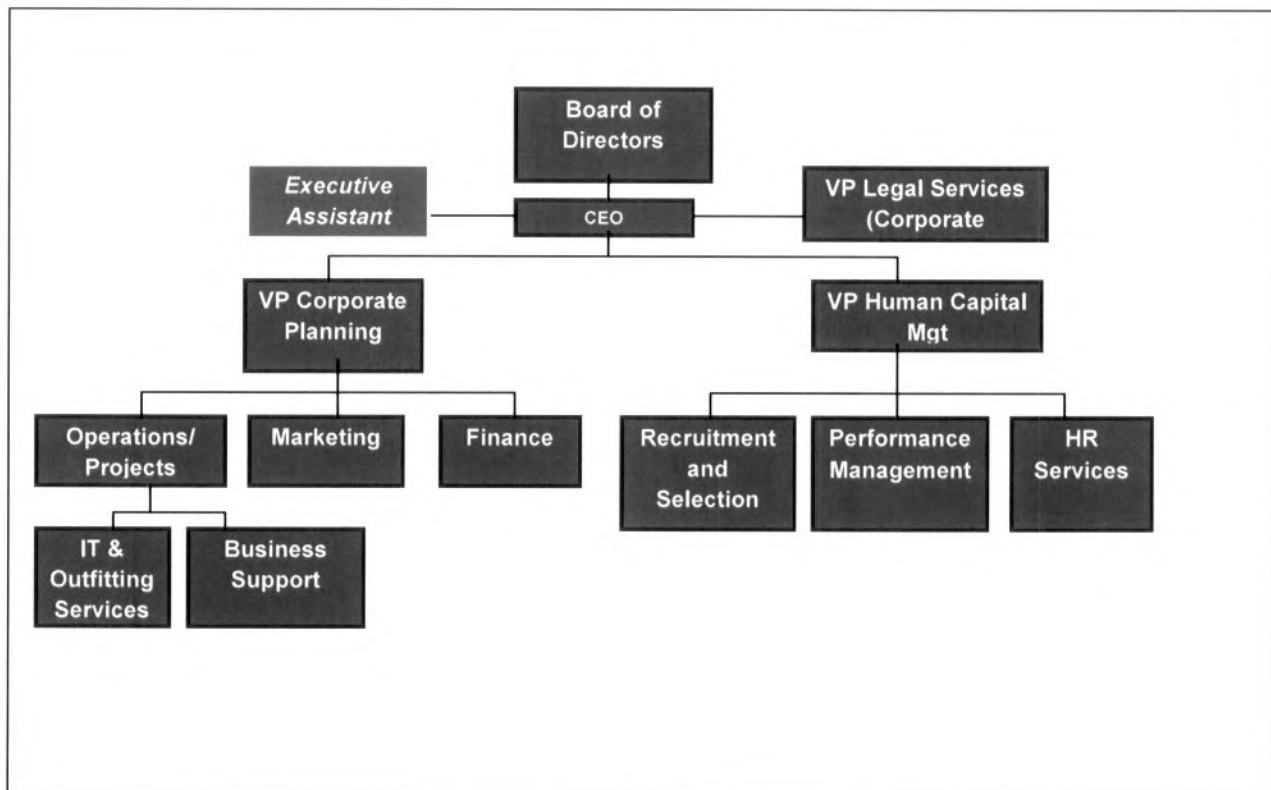
- CEO – Kennedy Swaratsingh
- VP Corporate Planning (Deputy CEO) – Marie Youssef
- VP Legal Services (Corporate Secretary) – Nadia James
- VP Human Capital – Aileen Kelley

## Board Members

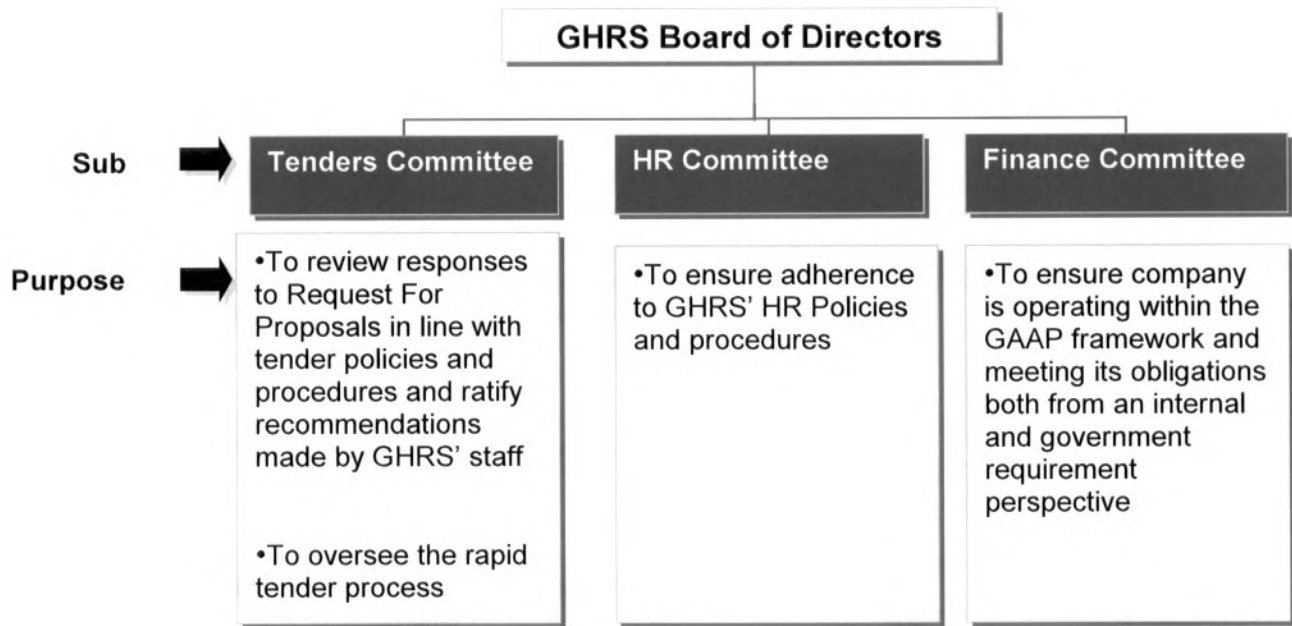
- Deputy Chairman – Angela Hamel-Smith (Group Manager Human Resources - Neal & Massy Holdings Ltd.)
- Director – Emlyn Jones (Entrepreneur)
- Director- Sandra Parmesar (Chief Executive Officer - Huggins Shipping and Customs Brokerage Ltd.)
- Director- Gerard Pinard (Deputy Managing Director, Ansa McAL Limited ,Media Division, Trinidad Guardian)
- Director-Suzette Carrabon (HR Practitioner, Neal and Massy Group Limited)

The GHRs operating model is premised on flexibility and synergy. It operates with a relatively flat and lean structure, with employees often supporting multiple areas, and is dependent on external resources for the delivery of selected specialist services.

**Diagram 2: Organisational Structure**



**Diagram 3: GHRIS Governance Structure**



### 3.2 Services

GHRIS provides 'core' HR services under 4 pillars:

- **Recruitment and Selection**
- **Executive/ Leadership Training and Development**
- **Scholar Management**
- **Performance Management**

GHRIS also provided HR-related and Outfitting services which are not overtly associated with the 4 pillars.

### 3.3 Reporting Functions

GHRM adheres strictly to the reporting schedule provided by the Minister of the Ministry of Finance. The required documentation and submission dates are indicated below.

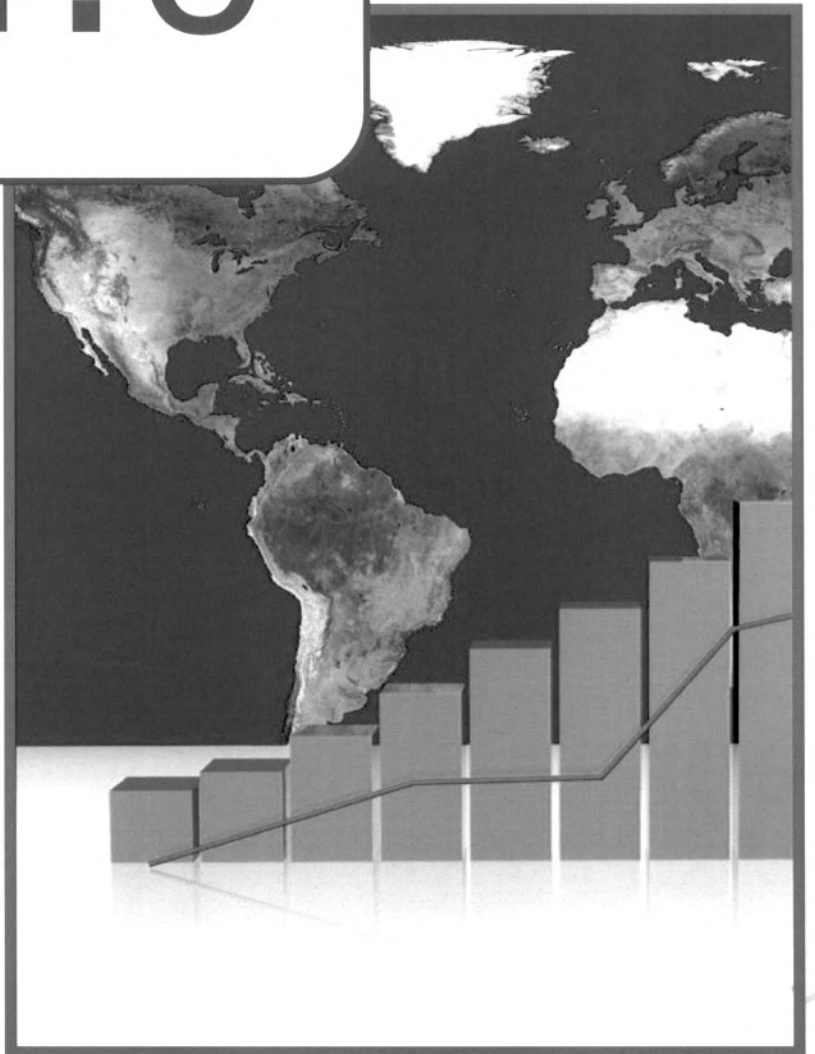
Table 1 – Reporting Functions

DOCUMENT	SUBMISSION DATE	RECEIVING AGENCY
STRATEGIC PLAN	Three months prior to start of financial year	Investments Division and Line Ministry
ANNUAL BUDGET	Two months prior to commencement of Financial year	Investments Division and Line Ministry
ANNUAL FINANCIAL STATEMENTS	Three months after end of Financial year	Investments Division and Line Ministry
BOARD MINUTES	One week following confirmation	Investments Division and Line Ministry
CASH STATEMENTS OF OPERATIONS	Within three weeks after month end	Investments Division
QUARTERLY REPORTS	End of first month After Quarter	Investments Division
STATUS OF LOAN AND OVERDRAFT PORTFOLIO	End of first month After Quarter	Investments Division

Note: Table compiled from information derived from the State Enterprises Performance Monitoring Manual January, 2008 from the Investments Division of the Ministry of Finance.

PERFORMANCE ACCOMPLISHMENTS

4.0



# 4 Performance Accomplishments

## 4.1 Recruitment

Although it was initially felt that a recruitment target of 200 in its first year of operations may have been too ambitious, GHRS successfully surpassed the target during this year.

The company has been involved in the recruitment of two hundred and twelve (212) positions since April 2007, which equates to roughly thirty-five (35) positions per month. More than 75% of the recruitment exercises which commenced in the 2006/2007 fiscal period were completed in the same period. **Table 2** illustrates the number of recruitment exercises that have been completed, are in progress or on hold.

Table 2 –Recruitment and Selection Schedule

<b>GHRIS Recruitment &amp; Selection Schedule</b>			
	<b>Completed</b>	<b>In progress</b>	<b>On hold</b>
<b>MPAI ttconnect</b>	<b>58</b>	<b>1</b>	
<b>Ministry of Foreign Affairs</b>	<b>35</b>	<b>5</b>	
<b>Ministry of National Security</b>	<b>8</b>	<b>8</b>	
<b>Ministry of Health</b>	<b>26</b>	<b>20</b>	
<b>Ministry of Science and Technology</b>	<b>1</b>		<b>1</b>
<b>Office of the Prime Minister</b>	<b>1</b>	<b>1</b>	
<b>Ministry of Education</b>	<b>1</b>		
<b>Palo Seco Agricultural Enterprises Limited</b>	<b>1</b>		
<b>North West Regional Health Authority</b>	<b>13</b>	<b>1</b>	
<b>Ministry of Finance</b>	<b>1</b>		
<b>Government Information Services Limited</b>	<b>6</b>		
<b>Eastern Regional Health Authority</b>	<b>17</b>	<b>6</b>	
<b>The Business Development Company</b>		<b>1</b>	
<b>TOTAL</b>	<b>168</b>	<b>43</b>	<b>1</b>



The fact that GHRM has had steady and increasing demand for its recruitment services, during its first year of operations, is noteworthy. The data also indicates that the company has been very responsive to its clientele with cycle times ranging from 1 week to 3 months depending on the following criteria:

- The urgency of the request;
- The range of recruitment and selection services requested;
- The number of positions being filled

## 4.2 Other HR Services

During the period under review GHRS completed several other HR related projects for a range of clients including:

- Review and Proposal Development of the Training Plan of the Ministry of Finance
- Training Needs Analysis for the Ministry of Public Utilities and the Environment
- Headhunting exercise for the Eastern Regional Health Authority

GHRS also initiated several projects that are carded for the 2007/2008 financial year. This is represented in table form below:

Table 3 – In Progress Jobs (Other HR) 2006-2007

<b>IN PROGRESS</b>						
Client	Service Category	Project Description	Total Contract Value	Start	Finish	Notes
Ministry of Public Utilities and the Environment	Organizational Audit	Review of the Structure of the Ministry	Proposed:\$324,000.00	TBD	TBD	Ministry presently writing to Cabinet for approval to award contract to GHRS
MPAI - Scholarships Division	Scholar Management	Scholar Management	TBD		TBD	
Government Information Services Limited	Headhunting	Advertising and headhunting for 3 managerial positions	TBD	25/09/2007	TBD	

### 4.3 Procurement and Management of Consultants

Since its inception GHRM has been committed to being the local HR capacity building champion in the public sector through the provision of the exemplary consultancy engagements (e.g. The Process Audit of the Mail-In/Mail-Out Unit of the Ministry of Legal Affairs);

The realization of the GHRM mandate is highly dependent upon building fruitful relationships with key suppliers in order to effect long term synergies in the provision of consulting services to Public Sector organizations. The following table provides an assessment of the key partners that have helped GHRM to realize its 2006/2007 objectives:

Table 4– GHRM Key Partner Assessment

External contractors	Type	Status	Assessment
Opus Viva	Strategy development & operationalization	Original 6 month contract extended an additional 3 months	Above Satisfactory <ul style="list-style-type: none"> <li>• Value added beyond contract deliverables.</li> <li>• Assistance with the implementation of client jobs</li> </ul>
Orbit Solutions Limited	Outsourced Financial Services	1 year (Will not be extended, plan to internalize Finance Administration in Mar 08)	Satisfactory <ul style="list-style-type: none"> <li>• Initial teething problems recently sorted out</li> <li>• Orbit is very responsive to requests for changes</li> <li>• Orbit has the internal competency to complete the contract</li> <li>• Concerns about Orbit’s ability to customize Financial Policies and Procedures to suit GHRM’s needs</li> </ul>

**Table 4 Continued– GHR5 Key Partner Assessment**

External contractors	Type	Status	Assessment
Teleios	Website development	Original website completed within 2 month timeframe  On-going support is expected	Satisfactory <ul style="list-style-type: none"> <li>• Above average web development skills</li> <li>• Not sufficiently responsive to requests for changes</li> </ul>
Yuri Salina	Facilities and Infrastructure management  ( Facilities project Manager on the following projects- GHR5 Marvel Office, Ttconnect)	On going	Above Satisfactory <ul style="list-style-type: none"> <li>• A key player in the execution of GHR5' outfitting contracts</li> </ul>
U&I Designs	Design  (Worked on various contracts ranging from the Design of GHR5' office and Ttconnect Kiosks)	On going	Above satisfactory <ul style="list-style-type: none"> <li>• Less than standard industry price whilst maintaining the same quality</li> <li>• A key player in GHR5' outfitting contracts</li> </ul>

## **4.4 Workspace Design and Outfitting**

During its first year of operation GHRS commenced outfitting projects for several ministries including:

- Ministry of Public Administration and Information
- Intellectual Properties Office
- Ministry of Energy

Between December 2006 and September 2007 outfitting revenue represented more than 25% of the overall revenue of GHRS.

## **4.5 Use of Technology**

Technology and innovation are at the heart of efficiency at GHRS. In a relatively short space of time, members of staff have been afforded access to best in class technology and communication. The key milestones achieved in 2006/2007 are as follows:

- Implementation of a robust LAN (Local Area Network) infrastructure
- Remote access to information on the server via VPN (VPN allows staff members to securely dial into GHRS' network from a remote location)
- Implementation of an INTRANET
- Electronically enabled knowledge management through Windows Share Point software
- EVDO modems available for use by staff so as to assist those requiring remote (out of office) use of the Internet.
- Internal access to the GHRS Wireless LAN with varying degrees of security settings
- Establishment of the GHRS website.

## 4.6 Cost Savings to the Government

For the first year of operations GHRS defined a target of 25% savings to the GoRTT in the areas of Recruitment and Outfitting. GHRS surveyed the market and established the following assumptions:

- Standard market fee for recruitment services range from 50% – 100% of 1 month’s salary of the incumbent + \$450 per psychometric test
- Standard market fee for design services range from 10% – 12% of total contract cost

Based on these assumptions GHRS has saved the GORTT more than TT\$1 million in 2006/2007. Noteworthy savings were achieved in the following projects:

**Table 5 - Savings to GoRTT**

Job	Description	Fee	Market value	Estimated savings
<b>Recruitment</b>				
Ministry of Foreign Affairs	Recruit 2 Legal Officers	6,700	32,250	25,550
Ministry of Foreign Affairs	Recruit 33 International Relations Officers	23,900	212,850	188,950
ttconnect	Recruitment of 56 officers	385,000	535,500	150,500
<b>Outfitting</b>				
Outfitting ttconnect	Design fees	20,000	90,000	70,000
IPO proposal ( approved in 2006/2007, commencing in 2007/2008)	Design fees	161,000	756,000	595,000

These savings did not include the 67% of GHRIS' client contracts which were provided gratis (free of charge). Some of these contracts are highlighted below.

**Table 6– Sample of Gratis Client Projects**

<b>Client</b>	<b>Service Category</b>	<b>Project Description</b>	<b>Fee</b>
Ministry of Finance Investments Division	Recruitment & Selection	Short-listing for position of Communications specialist	TT\$0.00
Ministry of Finance	Auditing	Review Training Plan & make proposals	TT\$0.00
Ministry of Science and technology	Recruitment & Selection	Recruitment of Procurement Specialist	TT\$0.00
Ministry of Public Utilities and the Environment	Training Needs Analysis	Propose Training Plan	TT\$0.00

When one combines the savings from gratis and fee bearing client contracts, GHRIS estimates that it has saved the Government more than 70% of the fees it would have paid if it outsourced these contracts to the private sector in the period 2006 to 2007.

#### 4.6.1 Self Financed Jobs

During the period under review GHRG aspired to generate at least 60% of its client revenue from self financed jobs. GHRG has surpassed this target and a total of 100% of its client revenue came from self financed contracts. Contacts were polarized into 2 categories – self financed or gratis. The diagram below illustrates the list of self financed jobs:

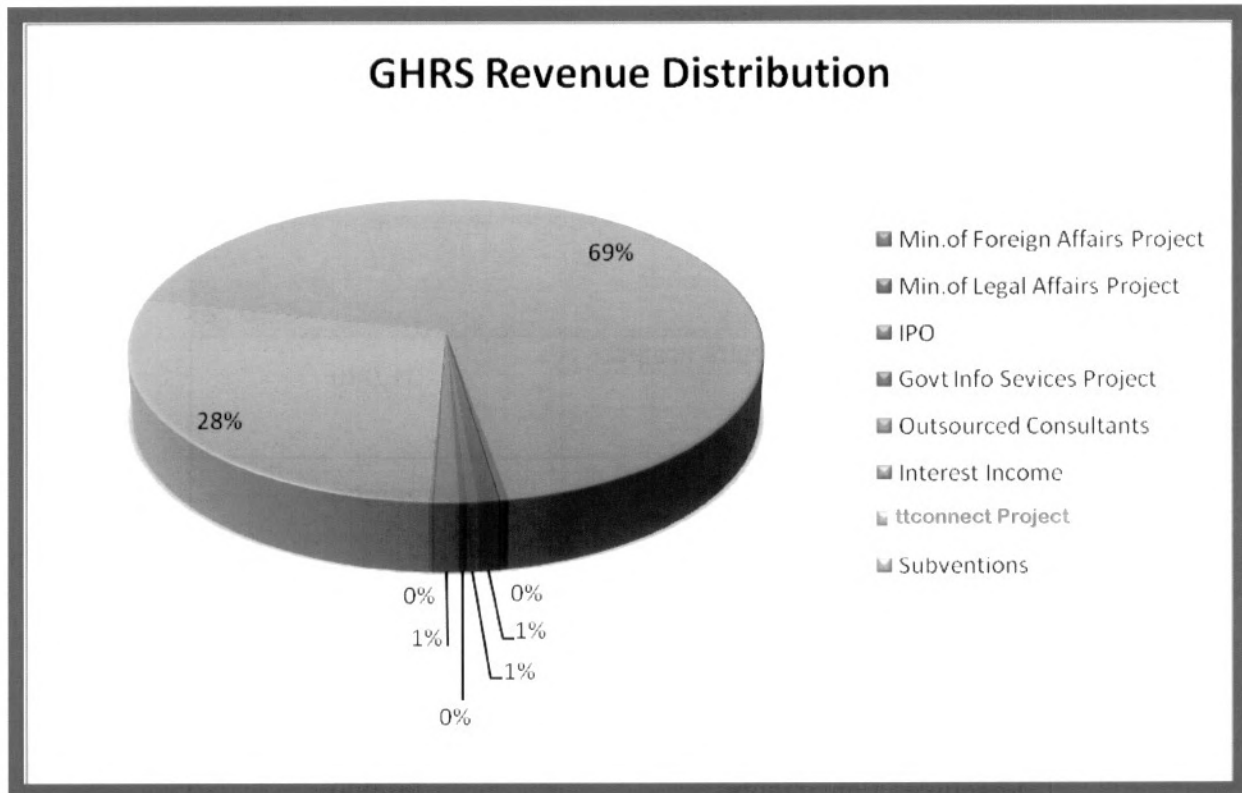
**Table 7 –Self Financed Client Contracts**

<b>Client project</b>	<b>Total contract value (TT\$)</b>
Ministry of Foreign Affairs Project- Recruitment	31,930
Ministry of Legal Affairs- MIMO & recruitment	78,000
IPO	40,000
Government Information Services Project	27,031
Outsourced Consultants	90,000
ttconnect Project	2,795,380



In addition, these self financed projects represented about 30% of the GHRIS total revenue (70% being generated from Government subventions and interest charges). This breakdown may be seen in **Diagram 4** below:

Diagram 4– 2006-2007 Revenue Distribution



GHRIS will continue to aim for a prudent mix of self financed and gratis jobs in the period 2006-2007.

FINANCIAL OPERATIONS

5.0



## 5 Financial Operations

GHRM made a strategic decision to outsource core areas of its Financial Management so that it could concentrate on fulfilling its Cabinet-appointed mandate. Simultaneously, the company also developed its internal financial policies and procedures. These policies and procedures were guided by Public Sector standards but customized to meet the needs of GHRM without sacrificing its fiduciary responsibilities.

### 5.1 Budget Formulation

GHRM is funded by subventions, disbursed through its line Ministry, the Ministry of Public Administration. The Ministry of Finance releases funds to the Ministry of Public Administration from the Consolidated Fund.

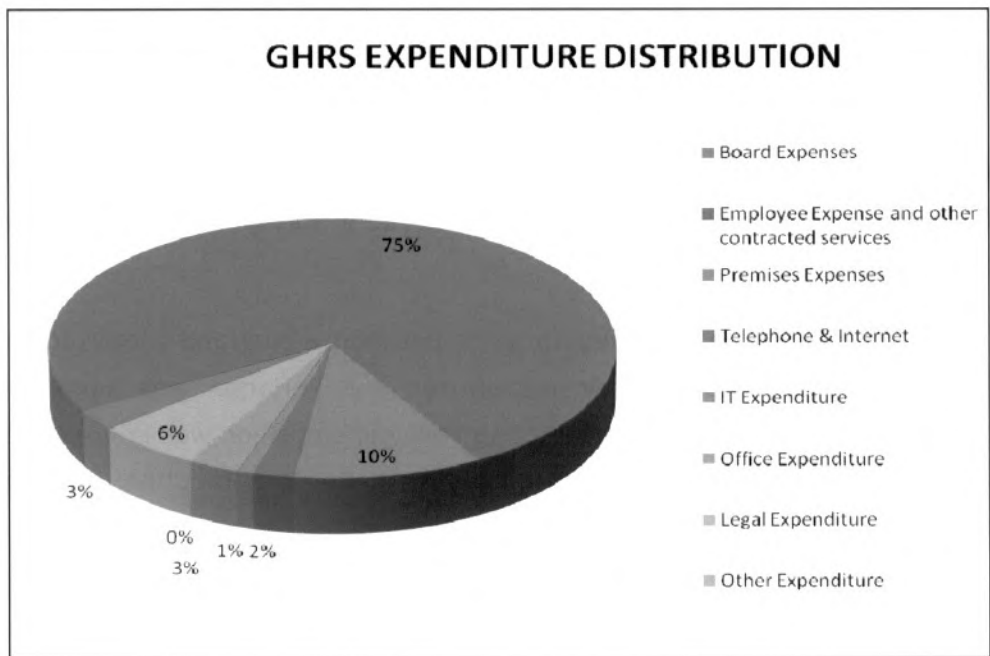
By March 31st of each year, the company's budget estimates for the following Financial Year are submitted to the Ministry of Public Administration. The Ministry of Public Administration reviews and consolidates this into its submission to the Ministry of Finance.

### 5.2 Actual Expenditure versus Budgeted Expenditure

For the financial year October 01, 2006 to September 30, 2007, GHRM was allocated \$7,065,235.00 for operational and capital expenditure to execute its mandate. Actual expenditure was \$5,837,370 as shown in **Table 8**.

An analysis of GHRM expenditure patterns (See **Diagram 5**), indicates that 75% of its expenditure is related to HR costs (i.e. the cost of Staff, Consulting and Contracted services). This is atypical of companies which provide labour intensive services.

**Diagram 5 - 2006 - 2007 Expenditure Distribution**



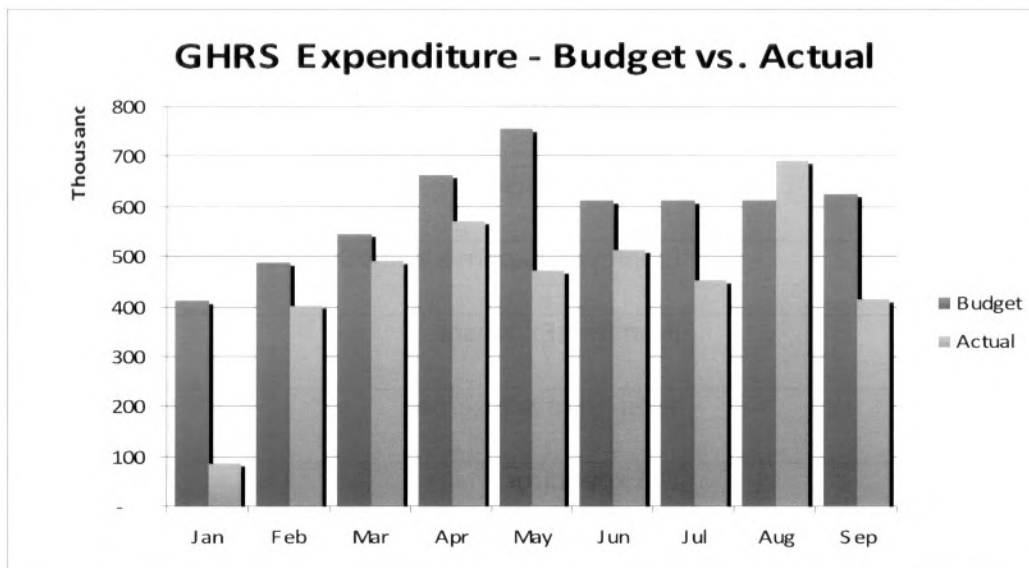
**Table 8 - GHR'S Operational and Capital Expenditure**

EXPENDITURE CATEGORY	DESCRIPTION	AMOUNT TT(\$)
OPERATIONAL EXPENDITURE	Board Expenses	110,582
	Employee Expense and other contracted services	3,108,528
	Premises Expenses	428,971
	Telephone & Internet	93,569
	IT Expenditure	34,638
	Office Expenditure	115,872
	Legal Expenditure	5,182
	Other Expenditure	271,028
CAPITAL EXPENDITURE		1,669,000
<b>ACTUAL EXPENDITURE</b>		<b>5,837,370</b>

Although HR represented the largest expense category, actual expenditure fell below projection because CPO's approval of five (5) full time posts occurred in July 07 as opposed to January 07 as was originally budgeted.

This played a critical role in the observed variance between actual and projected expenditure in GHRS 2006/2007 budget. Another key reason for the variance was untapped Marketing Expenditure which occurred because the Marketing Manager's position was approved in July 07 but had not yet been filled. Thus, much of the projected marketing spend did not materialize and was converted into profit.

**Diagram 6 – GHRS 2006-2007 Monthly Variance**



### 5.3 Audit

For the financial year ended September 30, 2007, the Auditors, KPMG, observed items which were significant, but to a lesser extent, within the areas of: tax payments, preparation of receipts and authorisation of sales invoices.

Table 9 - Findings of the Auditors

Comments	KPMG Recommendation	GHRIS response
<p><b>Tax Payments:</b> Payments for Green Fund Levy were made during the period in the name of Orbit Solutions Ltd instead of the company.</p>	<p>Payments should be made in the name of the Company, to avoid any ambiguity concerning rights or ownership in the future.</p>	<p>A letter was submitted to the BIR requesting that the payment be transferred into GHRIS' name. All subsequent payments have since been made in the name of GHRIS.</p>
<p><b>Preparation of Receipts:</b> Receipts were not prepared and issued for monies received.</p>	<p>Receipts should be prepared and issued for monies received from clients.</p>	<p>Receipts are being issued from March 1st, 2008.</p>
<p><b>Authorisation of Sales Invoices:</b> Sales invoices were prepared and emailed to clients but, were not printed and signed as being authorised.</p>	<p>A hard copy of all sales invoices be kept on file. Sales invoices should be authorised by someone with the appropriate level of authority before being sent to the client.</p>	<p>Hard copies of sales invoices have been maintained on file from the beginning of the current financial year (07/08). Initially, Sales Invoices were reviewed before being sent to clients but not physically signed, this was changed during the 06/07 financial year, and all Sales Invoices are now signed prior to being sent to clients. Sales Invoices are still sent to clients both by email and in hard copy. When e-mailed, they are printed, signed, scanned and then e-mailed.</p>

The Audited Financial Statements for the period 2006/2007 are included on the following pages.

Financial Statements of

**GOVERNMENT HUMAN RESOURCE  
SERVICES COMPANY LIMITED**

September 30, 2007

**Auditors' Report to the members of  
Government Human Resource Services Limited**

We have audited the financial statements of Government Human Resources Services Company Limited (the Company), set out on pages 2 to 17, which comprise the balance sheet as at September 30, 2007, and the statements of income, changes in shareholder's equity and cash flows for the nine months then ended, and a summary of significant accounting policies and other explanatory notes.

*Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and consistently applying appropriate accounting policies; and making **accounting** estimates that are reasonable in the circumstances.

*Auditors' Responsibility*

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.



We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, the financial statements, which have been prepared in accordance with International Financial Reporting Standards, present fairly, in all material respects, the financial position of the Company as at September 30, 2007, and of its financial performance and cash flows for the nine months then ended.

Chartered Accountants

Port of Spain

Trinidad and Tobago, W.I.

February 22, 2008

# GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

## Balance Sheet

September 30, 2007

	Notes	2007
<b>Assets</b>		
<b>Non-current assets</b>		
Net fixed assets	1	\$ 1,773,185
<b>Current assets</b>		
Accounts receivable and prepayments		5,324,717
Cash on hand and at bank	2	<u>893,573</u>
		6,218,290
<b>Total assets</b>		\$ <u>7,991,475</u>
<b>Shareholder's Equity and Liabilities</b>		
<b>Shareholder's equity</b>		
Stated capital	3	\$ 10
Retained earnings		<u>527,498</u>
		<u>527,508</u>
<b>Non-current liabilities</b>		
Capital grants	4	1,509,677
Deferred tax	13	<u>56,651</u>
		<u>1,566,328</u>
<b>Current liabilities</b>		
Deferred Government subvention	5	1,227,865
Trade payables		244,264
Other payables and accruals		1,033,553
Taxation payable		69,967
Deferred income	6	<u>3,321,990</u>
		<u>5,897,639</u>
<b>Total shareholders' equity and liabilities</b>		\$ <u>7,991,475</u>

See accompanying notes to financial statements.

On behalf of the Board

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

### Statement of Revenue and Expenditure

For the nine months ended September 30, 2007

	Notes	2007
<b>Revenue</b>	7	\$ 1,975,281
<b>Cost of sales</b>	8	<u>(1,491,586)</u>
<b>Profit from operations</b>		<b><u>483,695</u></b>
<b>Other (expenses)/income</b>		
Government subventions utilised	5	4,168,370
Amortisation of capital grant	4	159,323
Administrative expenses – (Schedule 1)		(4,046,762)
Distribution costs	9	(119,612)
Finance costs		(1,996)
Other income	10	<u>16,443</u>
<b>Total other (expenses)/income</b>		<b><u>175,766</u></b>
Profit for the period before provision for taxation		659,461
<b>Provision for taxation</b>	13	<u>(131,963)</u>
Net profit for the period		<b><u>\$ 527,498</u></b>

See accompanying notes to financial statements.

GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Statement of Changes in Accumulated Fund

For the nine months ended September 30, 2007

		Stated Capital	Retained Earnings	Shareholders' Equity
<b>Period ended September 30, 2007</b>				
Proceeds of issue of stated capital	\$	10	-	10
Net profit for the period		-	<u>527,498</u>	<u>527,498</u>
Balance at September 30, 2007	\$	<u>10</u>	<u>527,498</u>	<u>527,508</u>

*See accompanying notes to financial statements.*

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

### Statement of Cash Flows

For the nine months ended September 30, 2007

	2007
<b>Cash Flows from Operating Activities</b>	
Net profit for the period before provision for taxation	\$ 659,461
Adjustments to reconcile net profit for the period before provision for taxation to net cash from operating activities:	
Depreciation	171,383
Amortisation of capital grant	(159,323)
Loss on disposal of fixed assets	1,287
Accounts receivable and prepayments	(5,324,717)
Deferred subventions	1,227,865
Accounts payable and accruals	1,277,817
Deferred income	3,321,990
Taxation paid	(5,345)
Net cash from operating activities	<u>1,170,418</u>
<b>Cash Flows from Investing Activities</b>	
Purchase of fixed assets relating to the capital grant	(1,668,688)
Purchase of fixed assets	(286,133)
Proceeds from disposal of fixed asset relating to the capital grant	<u>8,966</u>
<b>Net cash used in investing activities</b>	<u>(1,945,855)</u>
<b>Cash Flows from Financing Activities</b>	
Proceeds from issue of stated capital	10
Proceeds from capital grants	<u>1,669,000</u>
<b>Net cash from financing activities</b>	<u>1,669,010</u>
<b>Net increase in and cash and cash equivalents at the end of the period</b>	\$ <u>893,573</u>
<b>Analysis of cash and cash equivalents</b>	
Cash on hand and at bank	\$ <u>893,573</u>

See accompanying notes to financial statements.

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2007

---

### **Limitation of liability and principal activity**

Government Human Resource Services Company Limited (the Company) was incorporated in the Republic of Trinidad and Tobago on October 20, 2006. The registered office of the Company is Level 2, 6-6A Saddle Road, Maraval. Commercial operations commenced in January 2007.

The principal activity of the Company is the provision of human resource and outfitting services.

These financial statements were approved for issue by the directors on February 22, 2008.

### **Significant accounting policies**

#### **(a) Statement of compliance**

These financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) and its interpretations issued and adopted by the International Accounting Standards Board.

#### **(b) Basis of preparation**

These financial statements have been prepared on the historical cost basis.

#### **(c) Functional and reporting currency**

The financial statements are presented in Trinidad and Tobago dollars which is the Company's functional currency.

#### **(d) Use of estimates and judgements**

The preparation of these financial statements in conformity with IFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results could differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2007

---

**Significant accounting policies** (continued)

**(e) Fixed assets**

Fixed assets are stated at cost less accumulated depreciation and impairment losses. The Company recognizes in the carrying amount of an item of fixed assets, the cost of replacing part of such an item when that cost is incurred if it is probable that the future economic benefits embodied with the item will flow to the Company and the cost of the item can be measured reliably.

All other costs are recognised in the income statement as an expense as incurred.

When parts of an item of fixed assets have different useful lives, those components are accounted for as separate items of fixed assets.

Depreciation is charged using the straight line basis at the following rates which are designed to write off the cost of the assets over their estimated useful lives:

Leasehold improvement	10%
Computer equipment	33.3%
Motor vehicle	20%
Office furniture and equipment	25%

**(f) Accounts receivable**

Accounts receivable is stated net of any specific provision established to recognise anticipated losses for bad and doubtful debts. Bad debts are written off during the period in which they are identified.

**(g) Cash and cash equivalents**

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash at hand and in bank.

**(h) Government grants**

Government grants related to fixed assets are deferred in the balance sheet (capital grants) and amortized over the estimated useful lives of the assets to which it relates.

**(i) Trade and other payables**

Trade and other payables are stated at cost.

**(j) Operating leases**

Payments made under operating leases are recognised in the income statement on a straight-line basis over the term of the lease. Lease incentives received are recognised in the income statement as an integral part of the total lease expense.



## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2007

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### **Significant accounting policies** (continued)

#### **(k) Revenue recognition**

Unconditional grants related to the ongoing operations of the Company are recognised in the statement of revenue and expenditure as revenue when the grant becomes receivable.

Subventions that compensate the Company for expenses incurred are recognised as revenue in the statement of revenue and expenditure on a systematic basis in the same periods in which the expenses are incurred.

Grants that compensate the Company for the cost of an asset are recognised in the statement of revenue and expenditure as revenue on a systematic basis over the life of the asset.

All other revenue is recorded on an accruals basis.

#### **(l) Provisions**

A provision is recognised in the balance sheet when the Company has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments at the time value of money and, where appropriate, the risks specific to the liability.

#### **(m) Foreign currency transactions**

Transactions in foreign currencies are translated to the respective functional currency of the Company at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the period, adjusted for effective interest and payments during the period, and the amortised cost in foreign currency translated at the exchange rate at the end of the period. Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined.

Foreign currency differences arising on retranslation are recognised in profit or loss, except for differences arising on the retranslation of available-for-sale equity instruments or a financial liability designated as a hedge of the net investment in a foreign operation.

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2007

---

### Significant accounting policies (continued)

#### **(n) Impairment**

The carrying amounts of the Company's assets, other than fixed assets, are reviewed at each balance sheet date to determine whether there is any indication of impairment. If such an indication exists, the asset's recoverable amount is estimated.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the income statement.

The recoverable amount of other assets is the greater of their net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

#### **(o) Taxation**

Income tax expense comprises current and deferred tax. Income tax expense is recognised in the income statement except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or subsequently enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or subsequently enacted at the balance sheet date.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at each balance sheet date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

**GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED**

Notes to Financial Statements

September 30, 2007

---

**Significant accounting policies** (continued)

**(p) Financial instruments**

Financial instruments include cash, accounts receivable and prepayments, trade payables, and other payables and accruals.

Accounts receivable are recognised initially at fair value plus any attributable transaction costs.

Accounts payable are measured at cost, less any impairment losses.

**GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED**

Notes to Financial Statements

September 30, 2007

**1. Net Fixed Assets**

		Leasehold Improvement	Computer Equipment	Motor Vehicle	Office Furniture & Equipment	Total
<b>Cost</b>						
Additions for the period	\$	581,276	501,687	507,112	364,746	1,958,821
Disposals		-	(12,304)	-	-	(12,304)
Balance at September 30, 2007	\$	<u>581,276</u>	<u>489,383</u>	<u>507,112</u>	<u>364,746</u>	<u>1,942,517</u>
<b>Accumulated depreciation</b>						
Charge for the period	\$	26,586	59,469	50,711	34,617	171,383
Disposals		-	(2,051)	-	-	(2,051)
Balance at September 30, 2007	\$	<u>26,586</u>	<u>57,418</u>	<u>50,711</u>	<u>34,617</u>	<u>169,332</u>
<b>Net book value</b>						
Balance at September 30, 2007	\$	<u>554,690</u>	<u>431,965</u>	<u>456,401</u>	<u>330,129</u>	<u>1,773,185</u>

**2. Cash on Hand and at Bank**

		2007
Cash on hand	\$	770
Cash at bank		<u>892,803</u>
Balance at September 30, 2007	\$	<u>893,573</u>

**3. Stated Capital**

Authorised capital  
Unlimited number of common shares on no par value

Issued and fully paid capital  
10 common shares of no par value

	\$	<u>10</u>
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## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2007

### 4. Capital Grant

	<u>2007</u>
Grant received	\$ 1,669,000
Amortisation of capital grant	<u>(159,323)</u>
Balance at September 30, 2007	\$ <u>1,509,677</u>

The capital grant relates to a grant to purchase fixed assets under the Public Sector Investment Programme from the Ministry of Finance.

### 5. Deferred Government Subventions

	<u>2007</u>
Subventions received	\$ 5,396,235
Subventions utilised	<u>(4,168,370)</u>
Balance at September 30, 2007	\$ <u>1,227,865</u>

The deferred government subventions relates to the portion of subventions received from the Ministry of Finance during the year, for which the related expenditure has not yet been incurred.

### 6. Deferred Income

The deferred income relates to cash received in advance, for which the services have not yet been performed.

### 7. Revenue

	<u>2007</u>
Training	\$ 770,480
Recruitment	424,809
Consultancy services	50,000
Outfitting	519,992
Outsourcing consultants	<u>210,000</u>
	\$ <u>1,975,281</u>

**GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED**

Notes to Financial Statements

September 30, 2007

---

	<u>2007</u>
<b>8. Cost of Sales</b>	
Training	\$ 327,620
Recruitment	646,478
Outfitting	282,438
Outsourcing consultants	<u>235,050</u>
	\$ <u>1,491,586</u>
<b>9. Distribution Costs</b>	
Official entertainment	\$ 12,292
Hosting conferences/workshops	20,639
Promotional publicity/printing	<u>86,681</u>
	\$ <u>119,612</u>
<b>10. Other Income</b>	
Interest income	\$ 7,943
Miscellaneous income	<u>8,500</u>
	\$ <u>16,443</u>
<b>11. Operating Leases</b>	
Leases as lessee	
Non cancellable operating lease rentals are payable as follows:	
Less than one year	\$ 360,000
Between one and five years	<u>1,920,000</u>
	\$ <u>2,280,000</u>

During the period, \$360,000 was recognised as an expense in the income statement in respect of operating leases.

**GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED**

Notes to Financial Statements

September 30, 2007

**12. Provision for Taxation**

	<u>2007</u>
<u>Deferred tax</u>	
Opening amount	\$ -
Charge to the income statement	<u>(56,651)</u>
Closing amount	\$ <u>(56,651)</u>

The amount of deferred tax provided is based on the expected manner of realization or settlement of the carrying amount of assets and liabilities, using the rate enacted or subsequently enacted at the balance sheet date, which was 25%.

Deferred tax expense arises from the origination and reversal of temporary differences, the effects of changes in tax rates and the benefit of tax losses recognised. The primary component of deferred tax expense for the period results from the differences between depreciation rates and wear and tear allowances.

Provision for taxation

Deferred tax charge	\$ 56,651
Corporation tax	69,152
Green fund levy	<u>6,160</u>
Total tax charge	\$ <u>131,963</u>

The effective tax rate differs from the theoretical amount that would arise using the basic tax rate of the Company as follows:

Accounting profit	\$ <u>659,461</u>
Tax at the applicable tax rate - 25%	164,865
Tax effect of income/expenses that are not recognisable/deductible in determining taxable profit	(39,063)
Green fund levy	<u>6,160</u>
	\$ <u>131,963</u>

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2007

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### **13. Related Parties**

#### *Key management personnel*

Key management personnel receive compensation in the form of short-term employee benefits.

Key management personnel received compensation of \$1,116,905 for the period. Total remuneration which is included in Contract employment and Remuneration to Board Members expenses relates to salaries and allowances to Directors and Executive Management of the Company.

### **14. Financial Instruments**

The following summarises the major methods and assumptions used in estimating the fair values of financial instruments.

#### *Market risk*

Market risk arises in the normal course of business and encompasses the risk to earnings that arises from changes in equity prices.

#### *Credit risk*

Management has a credit policy in place and exposure to credit risk is monitored on an on-going basis. At the balance sheet date, there is a significant concentration of credit risk in the trade receivables portfolio. The maximum exposure to credit risk is represented by the carrying amount of the financial asset in the balance sheet.

#### *Foreign currency risk*

The Company does not incur significant foreign currency risk on purchases that are denominated in a currency other than the Trinidad and Tobago dollar.

#### *Accounts and other payables*

For payables with a remaining life of less than one year, the notional amount is deemed to reflect the fair value. All other payables are discounted to determine the fair value.



Notes to Financial Statements

September 30, 2007

**15. IFRS Not Yet Effective**

At the date of authorisation of the financial statements, there were certain standards and interpretations which were in issue but were not yet effective. The effective dates of those standards and interpretations are as follows:

IFRS 7	Financial Instruments: Disclosure	January 1, 2007
IFRS 8	Operating Segments	January 1, 2009
IFRIC 6	Liabilities arising from Participating in a Specific Market – Waste, Electrical and Electronic Equipment	December 1, 2006
IFRIC 10	Interim Financial Reporting and Impairment	November 1, 2006
IFRIC 11	Group and Treasury Share Transactions	March 1, 2007
IFRIC 12	Service Concession Arrangement	January 1, 2008

The adoption of IFRS 7 is expected to result in additional disclosures for financial instruments. Except for these additional disclosures, the adoption of these standards and interpretations are not expected to have a material impact on the financial statements.

**GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED**

Schedule 1

## Schedule of Administrative Expenses

For the nine months ended September 30, 2007

---

	2007
Depreciation	\$ 171,383
Remuneration to Board Members	88,197
Cabinet approved bodies	1,385
Contract employment	1,243,819
Gratuity and severance	240,840
Employer N.I.S. Contribution	17,894
Cellular allowance	19,685
Other contracted services	1,433,441
Maintenance of vehicles	23,438
Vehicle insurance	10,523
Gas expenses	5,953
Design and infrastructure	41,368
Janitorial services	20,910
Rent	350,000
Security services	12,919
Insurances	7,580
Internet expenses	21,409
Telephone expenses	45,755
Information technology expenses	93,685
Office stationery and supplies	45,740
Postage	4,990
Books and periodicals	2,053
Rental of equipment	12,565
Repairs and maintenance	11,404
Miscellaneous	17,570
Subsistence	15,802
Legal expenses	5,222
Official overseas travel	72,470
Training	7,475
Loss on disposal	1,287
	<u>\$ 4,046,762</u>

6.0



# 6 Human Resource Development Plan

## 6.1 Career Path Systems

Over the past year GHRS has concentrated on increasing the effectiveness and professionalism of its staff so as to consistently deliver the highest standard of work to its clients. during 2006/2007, it established informal on-the-job training through three initiatives:

- Shadowing – High-potential Administrators shadow HR Managers to develop HR skills
- Job enrichment – Utilizing staff to oversee projects that are not necessarily linked to their areas of expertise. The aim of this initiative is to build cross functional teams and create an environment for learning and development
- Consultant Coaching – Pairing staff members with key skilled Consultants to allow members of staff to increase their knowledge.

## 6.2 Performance Measurement Tools

During the period December 2006 – September 2007 GHRS operated with a skeletal staff structure as the company was in the embryonic stage of its existence. Policies and procedures that impacted on staff targets and deliverables were still being fine tuned.

Although there was no official performance appraisal, there was consistent informal review of staff performance with recommendations in relation to individual staff improvement and development.

PROCUREMENT PROCEDURES

7.0

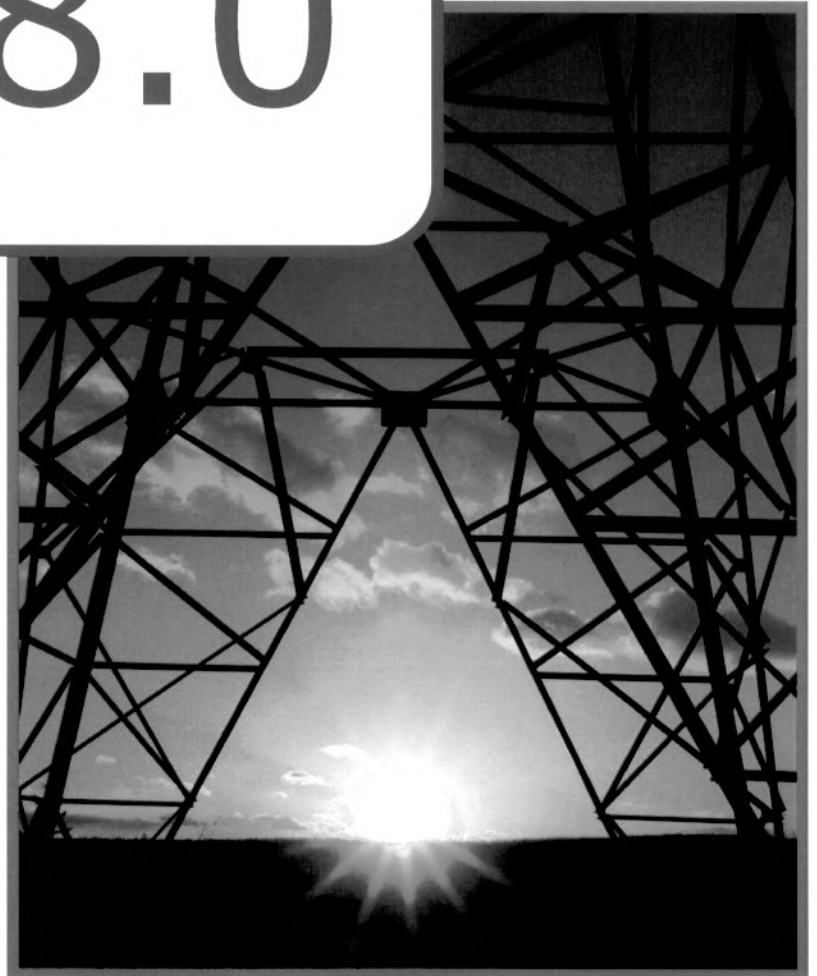


# 7 Procurement Procedures

Please see the attached GHRM Tendering Rules and Procedures in **Appendix IV**

APPENDICES

8.0



# 8 APPENDICES

## 8.1 Appendix I - Strategic Plan

The following document is the 3 year Strategic Plan for the Government Human Resource Services Company Limited for the period 2006/2007 to 2008/2009.





The People • The Potential • The Power

**The  
Government  
Human  
Resources  
Services  
Company  
Limited**

**3 Year Strategic Plan  
2006/7-2008/9**

March 2007

# CONTENTS

→ Mission, Core Values and Corporate Theme Line.....	3
→ GHRs' Mandate.....	4
→ Executive Summary.....	6
→ End-to-End Linkage – Transitioning from Mandate to Projects.....	7
→ Environmental Scan.....	8
→ SWOT Analysis.....	14
→ Strategy .....	19
→ Strategic Themes and Commitments .....	24
→ Operating Model.....	27
→ Information Technology .....	29
→ Marketing.....	34
→ Human Resources.....	39
→ Corporate Legal.....	48
→ Gantt Chart.....	50
→ Budget.....	53
→ Glossary.....	55

# Mission, Core Values & Corporate Theme Line

## Mission

- To strategically secure, position and develop world class talent for Trinidad and Tobago
- To support the Public Sector in its drive for the highest levels of professionalism and integrity
- To attain leading global standards in human capital management by forging strategic synergies among people, systems and technologies

## Core Values

- Transparency
- Integrity
- Confidentiality
- Results oriented
- Respect
- Trust
- Collaboration
- Accountability

## Corporate Theme line

- The people, the potential, the power

## Mandate

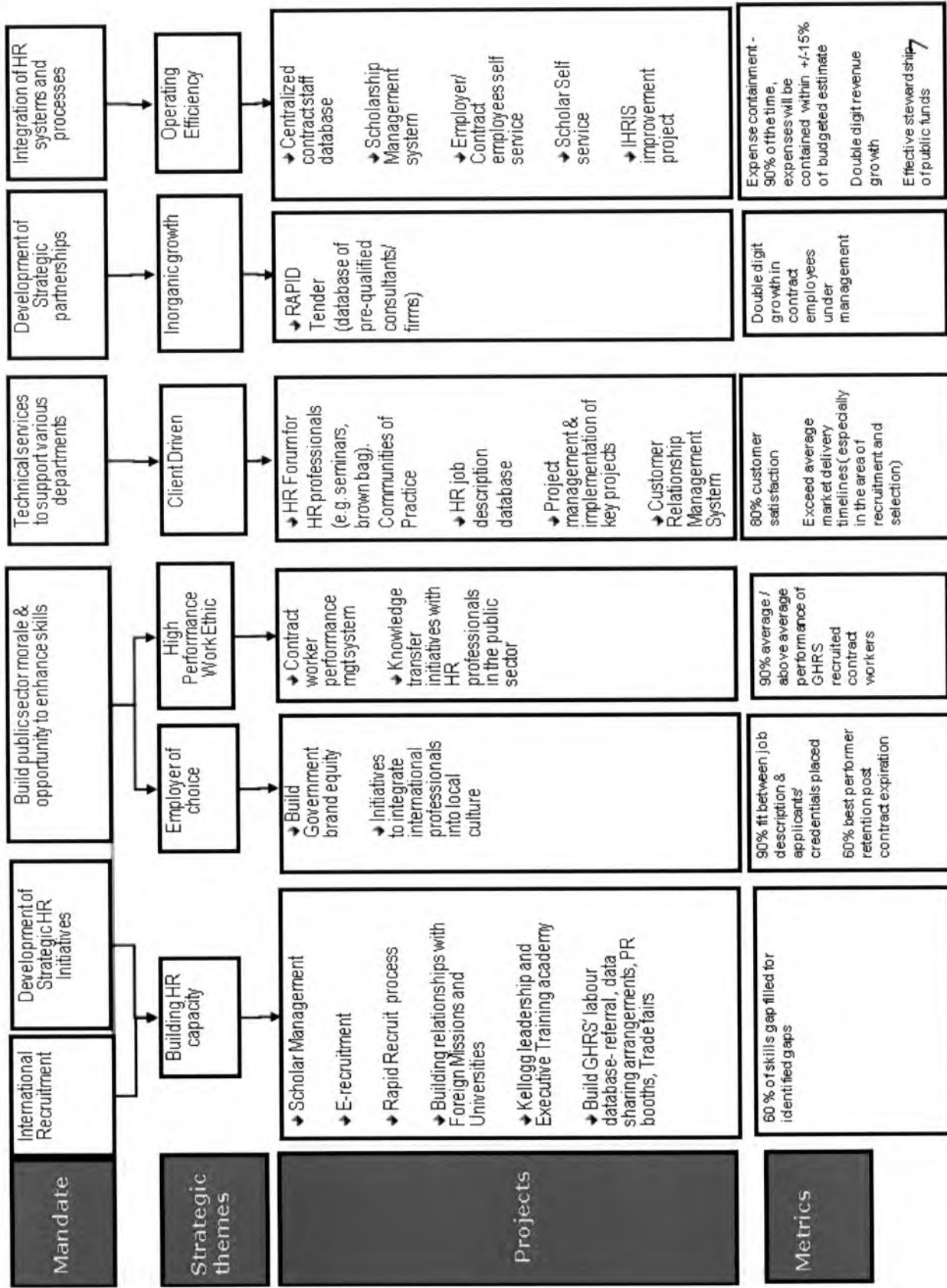
### To enhance the Human Resource capacity in the Public Service of Trinidad and Tobago through:

- The provision of services to recruit nationals and non-nationals at home and abroad to fill the critical skills gap that currently exists
- The development of strategic human resource initiatives
- The provision of technical assistance and support services to the Personnel Department, Service Commission, PSTD and Ministries
- The integration of HR systems and processes across the Public Service
- The engagement of strategic partnerships where appropriate
- Ensuring the preservation of public officer morale by giving them the opportunity to enhance their own competitiveness

## Executive Summary

## Executive Summary

- HR Policy is one of the more complex areas of government policy since it impinges on and is impacted by every dimension of delivery within the public sector. The current philosophy toward human capital management in the public sector has been articulated in the Vision 2020 manifesto and can be summarized as follows: - to attract and retain a large number of skilled & capable professionals who can provide the intellectual capital to move the nation to 'developed nation status' by 2020.
- GHRIS was established as a result of this mandate to offer sophisticated and diverse HR services to Public Sector organizations. Its strategy revolves around two focal points:
  - The provision of core HR services (Recruitment and Selection, Scholar management, Executive Leadership Training and Performance Management)
  - The oversight and project management of ancillary HR consultancy services.
- GHRIS staffs its core business function with HR specialists and services its ancillary consultancy function through strategic alliances with external consultants. This ensures that the organizational structure remains lean and efficient.
- Its distinctive competence can be summarized as follows-
  - GHRIS will utilize innovative approaches and capitalize on economies of scale to ensure that services are provided at or below market rates whilst maintaining superior output quality'.
- GHRIS' strategic approach ensures ease of transition from strategy to execution through the end-to-end linkage between its mandate, strategic themes, projects and metrics. (See Diagram that follows)
- GHRIS will conduct its operations with a clear focus on containing working capital and improving the GOTT's return on equity.
- GHRIS' success will be gauged against the following commitments ( metrics):
  - Double Digit revenue growth
  - Expense containment
  - Percentage of skills gap filled
  - Percentage best performer retention
  - Percentage growth in contract workers under management
  - Effective stewardship of public funds
  - Percentage customer satisfaction
  - Percentage best performer retention post contract expiration
- The document that follows outlines GHRIS' strategy for 3 fiscal periods (2006/7 - 2008/9) and its budgetary allocation for the period 2006/7.



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## Environmental Scan

- 
- **Industry Analysis**
  - **Public Sector (Market) Analysis**
  - **Economic Analysis**
  - **Stakeholder Analysis**

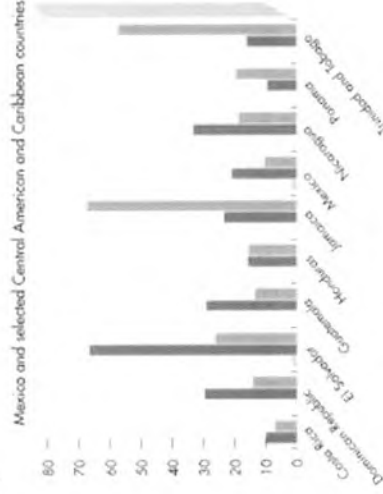


# Industry Analysis

- The demands for HR services by the public sector has exhibited steady growth. There have been multiple initiatives afoot over the recent years, inter alia:
  - The Job Evaluation Initiative;
  - The Devolution of HR Initiative
  - Performance Management – The Governance Network Initiative;
  - Transition from Personnel to HRM
  - Various Public Sector Reform Initiatives (including Fast Forward and the Change Management Policy).
- The projects mentioned above, as well as the many others, have had varying degrees of success. The most recent initiative, the National Public Service Transformation Programme (NPSTP), is intended to prepare the Public Service to deliver the Vision 2020 objectives.
- In general, the HR Services provision industry is a fragmented one with many players. The market is atomized and expanding, filled with specialists and generalists, all of whom act independently. Due to the fact that thus far there have been no attempts at collusion, the market is predicted to continue to be fragmented.
- There are two groups of key players involved in providing HR services to the GOTT. On one hand there are the internal players which include:
  - The Personnel Department;
  - The Service Commissions Department;
  - Public Management Consulting Division;
  - Public Service Academy;
  - Pensions Branch, Treasury Division.
- On the other hand there are exogenous players who provide consultancy services to the GOTT which include:
  - Small bespoke consultancies such as Opus Viva
  - Recruitment & Selection firms such as HRC , PPMSL
  - Larger scale HR consultancy services such as Aegistt, PWC and Evolve
  - Leadership Training firms such as IBB Global
  - Change management firms such as Odyssey
  - Foreign based players such as TGN
  - Other HR generalist organizations such as TSL and IOB
- Although this statement cannot be statistically verified, no single company appears to dominate the provision of holistic HR Services to the GOTT. This signals a great opportunity for GHRIS to play a key role in being the conduit through which HR services are provided via third party contracts.

## Public Sector (Market) Analysis

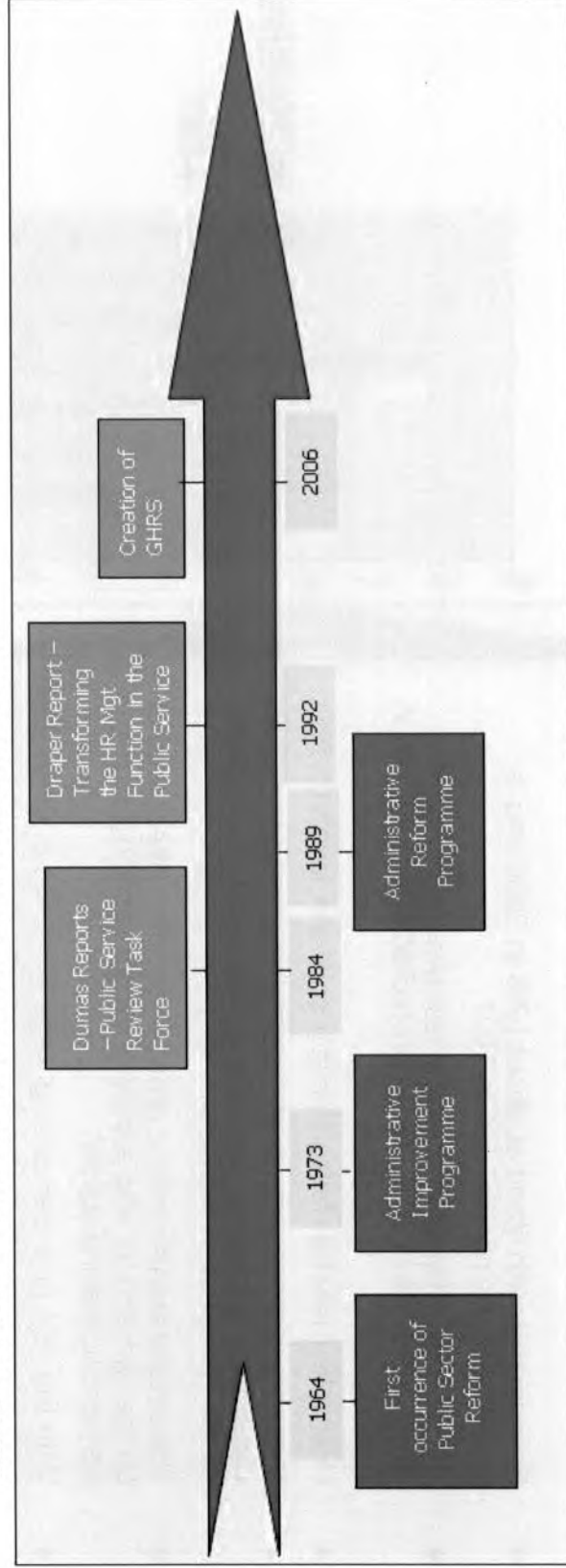
- At present, there is a broad range of skills gaps across all the Public Sector. More specifically, the report of the HR Strategy Committee (2005) indicates:
  - A critical shortage of project and change management expertise (e.g. change mgt., process mapping, HR management)
  - A shortage of Policy/Analysis skills (e.g. communication skills, forensic skills, legal skills)
  - A difficulty in attracting sufficient numbers of specialist professional occupations (e.g. architects, doctors, researchers)
- The current skills gap needs to be viewed in light of the massive Brain Drain (see an example in the diagram to the right) which has made it more difficult to attract the appropriate caliber of workers to the Public Sector.
- Other reasons which inhibit the public sector's ability to attract the best talent include
  - Poor perception of the Government as an employer
  - The perception that the public sector is rife with Turf Issues and Silos.
  - The perception that new ideas are stifled by bureaucratic processes
- In addition, the Public Sector is governed by outdated Legislation:
  - Civil Service Act 1965 (amended 1989)
  - Exchequer and Audit Act 1965 (which only permits outdated media for money transfer, preventing, for instance, electronic money transfer)



OECD Brain Drain Report- Migration to the US- 46 percent of migrants to the US from Trinidad and Tobago in the 1990s was tertiary- level educated).

# Public Sector (Market) Analysis

- ➔ The Government has attempted to address many of these issues by a series of public sector transformation initiatives as outlined in the diagram below.

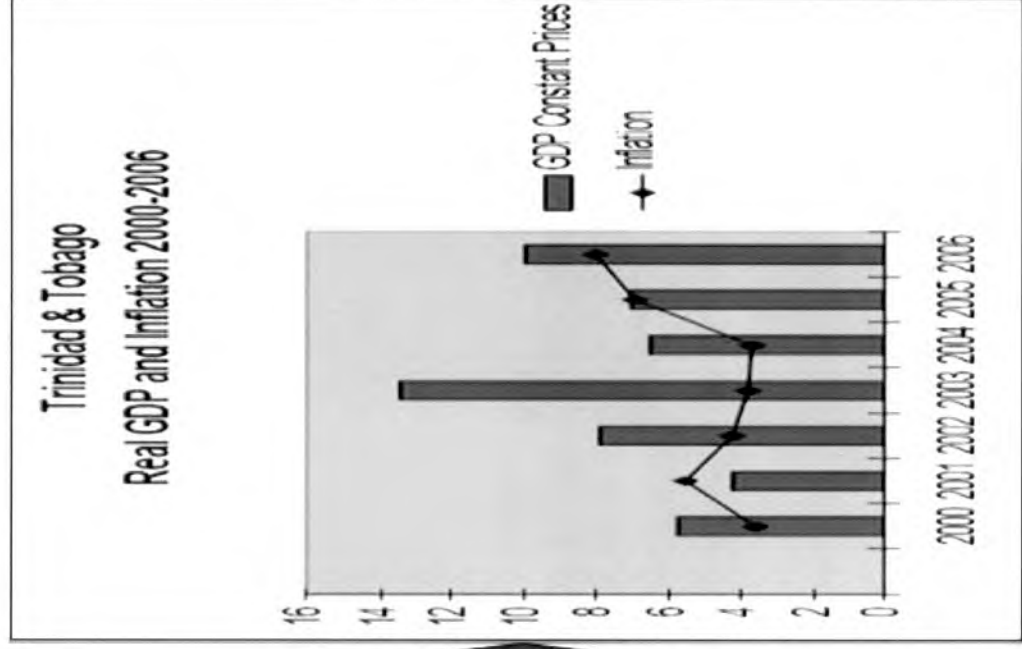


Timeline of Key Events in Public Sector History

- ➔ Within the recent past, the GOTT has been utilizing contract positions to address some of the skills gap. To date there are 5000 plus contract workers across multiple Ministries and State enterprises but there exists no performance management system to ensure that sufficient value is being derived from their engagement.
- ➔ These factors signal opportunities for GHR to have a major transformative role by building the Public Sector HR capacity, spearheading the performance management of contract workers and fostering cross functional linkages amongst HR professionals in the public sector.

## Economic Analysis

- Trinidad and Tobago has experienced fast and accelerating growth over past 6 years driven by
  - Higher petroleum output & exports
  - Higher production and exports of LNG and petrochemicals
  - Construction boom- residential and commercial
  
- Economic growth stood at about 12% in 2006 and is projected to be about 7.5% in 2007
- Inflation has also accelerated in last two years and averaged 8.5% in 2006 and is projected to be over 8% in 2007.
- Unemployment has fallen to historically low levels (6.5%)
- There has also been massive public sector spend in recent years on projects that are heavily labour-intensive (such as the construction industry)
- The accelerated economic growth has had a direct impact on the demand for and supply of labour resulting in demand outpacing supply.
- With the PSA now demanding wage increases of up to 25% and unions that are active in the private sector expected to follow suit with demands of up to 20%, labour is an extremely precious commodity.
- For the GOTT to compete for best talent in this employees' market, GHRIS will have to employ innovative recruitment and selection mechanisms & competitive compensation packages



# Stakeholder Analysis

This stakeholder analysis highlights the complexity of GHRs' operating environment. Each of these parties have their own motivations and requirements. GHRs needs an understanding of all the stakeholders and must employ targeted risk mitigation strategies.

## Relevant Long-term

### Planning Agencies:

- Ministry of Public Administration and Information

### Legal & Regulatory:

- Attorney General  
Ministry of Finance

### Enablers / Financers:

- Ministry of Public Administration and Information
- Ministry of Finance  
Public at large (tax payers)

### Competitors/ Possible partners

- (for funds & resources)
- Small bespoke consultancies (e.g. Opus Viva)
  - Recruitment & Selection (e.g. HRC, PPMSL)
  - Large scale HR consultancy services (e.g. AegisTT, PWC, Evolve)
  - Leadership Training (e.g. IBB Global)
  - Change management (e.g. Odyssey)
  - TSL
  - Arthur Lock Jack School of Business

### GHRs:

- Strategic HR initiatives
- Filling Critical Skills Gap
- Technical Assistance and Support Services
- Integration of HR systems and processes

### Customers:

- Personnel Department
- Service Commissions Department
- Public Management Consulting Division (Ministry of Public Admin. & Info.)
- Public Service Academy
- Pensions Branch, Treasury Division
- Ministries and Agencies (HR Units, Perm. Sec. And Deputy Perm. Sec.)
- Contract Staff
- HR professionals
- Caribbean Diaspora

### Strategic Partners

- UNDP – United Nations Volunteer Programme and other International orgs. (e.g. the Inter-American Development Bank, Commonwealth Secretariat and the EU)
- Overseas Missions
- International Universities
- Local & Regional Universities

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## SWOT Analysis

- 
- Strengths
  - Weaknesses
  - Opportunities
  - Threats

## Strengths

---

### Staff

The organization boasts an intellectual staff complement that balances youth and maturity as well as private and public sector experience.

### Relationship with MP&I

It is supported in its efforts by the Ministry of Public Administration and Information & the Ministry of Finance

### Values

GHR has a combination of paternalistic (viewing itself as having social responsibility to its staff) and performance driven values

## Weaknesses

### **Start up limitations**

Policies are not fully defined, the technology platform is in the process of being implemented and there are current limitations in terms of personnel, the requisite office space and service offerings.

### **Public sector perception**

Although it is a new organization, GHRIS has to deal with the existing mindsets/ ideas about the company. Based on interviews with members of the Public Service, the perceptions of GHRIS range from that of a saviour to a supplanter, superfluous to suspicious.

### **Public sector limitations**

The due diligence associated with proper stewardship of public funds often slow the speed with which services are provided in the public sector. This places pressure on GHRIS' objective to provide services at a faster speed than its competitors while still producing services at or below market rates.

### **No brand equity**

Although the mandate has already been defined, GHRIS is still unknown in the market.



## Opportunities

### Quick wins

GHR has opportunities for quick wins. The company can piggy back on past initiatives (refining and re-branding them before successful implementation). One quick win could be the development of a Performance Evaluation system for the Permanent Secretaries.

### Economies of Scale

By amalgamating and centralizing functions that are currently disjointed (for example the recruitment procedures across the Public Service) GHR would achieve economies of scale.

### Captive Market

The company has a captive market of dedicated clientele in the form of the Public Sector organizations

### Regional/ Int'l labour market access

The CSME agreement provides the opportunity for Trinidad and Tobago to harness skills that are found across the region

### Technology

Technological advances have made the recruitment process far easier by ensuring online, real-time access to suitable candidates. This is particularly useful in the case of attracting members of the Caribbean Diaspora.

## **Market Dynamics**

The market is a very competitive one with many players and low barriers to entry. The removal of trade barriers under the Free Trade Area of the Americas (FTAA) and the World Trade Organization (WTO) essentially means that GHRs would be competing globally in a very dynamic market

## **Captive but not dedicated clientele**

No agreement exists with Public Sector organizations to utilize GHRs' services. The perceived size and volume of business predicted from this market may not materialize.

## **Exposure**

All the expertise required does not reside in-house and the company may initially find itself in the same position as its clients in terms of attracting skilled personnel in key areas

## **Difficulty attracting foreign nationals**

Several factors inhibit GHRs' ability to attract foreign skilled nationals:

- the perception in the public domain and especially amongst some professionals that the Public Service is not an employer of choice.
- high crime levels
- flexible emigration policies (such as the Highly Skilled Migrant Worker visa in the UK) that facilitate brain drain.

# Strategy

- **Bifocal strategy**
  - **4 Pillars**
  - **Omnia Omnibus**

# BIFOCAL STRATEGY

→ Building HR capacity in the public sector is a central pillar of Government policy and a critical element of its Vision 2020 aspirations of developed country status for Trinidad and Tobago.

→ The GOTT has entrusted this mandate to the Government Human Resource Services Company Limited (hereafter referred to as GHR) which will employ a bifocal strategy in the pursuance of its objectives.

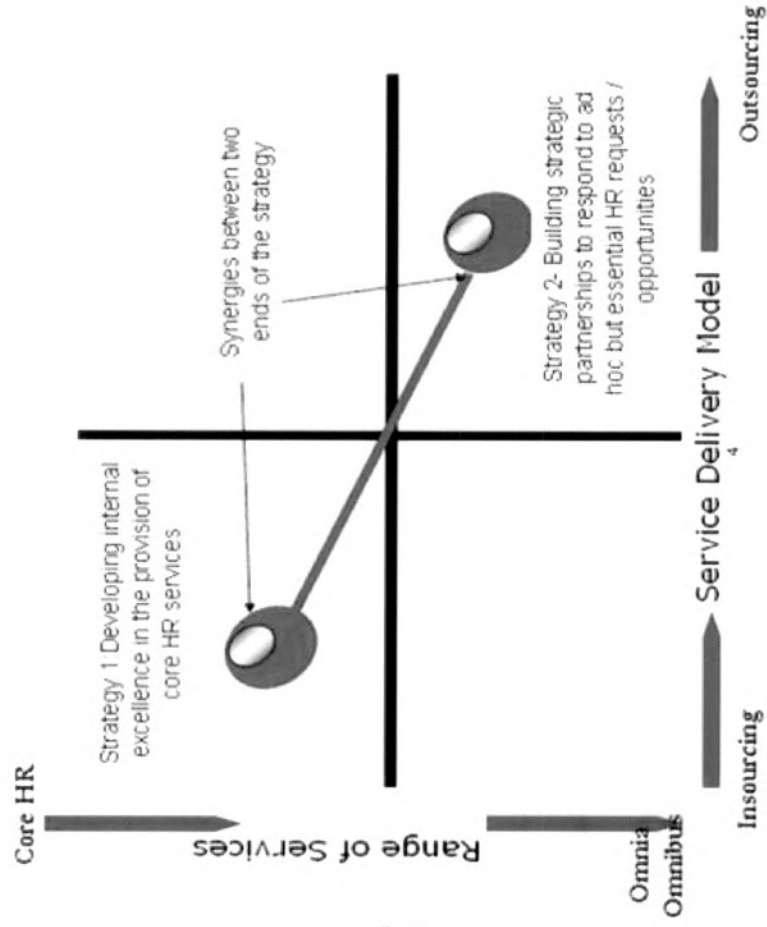


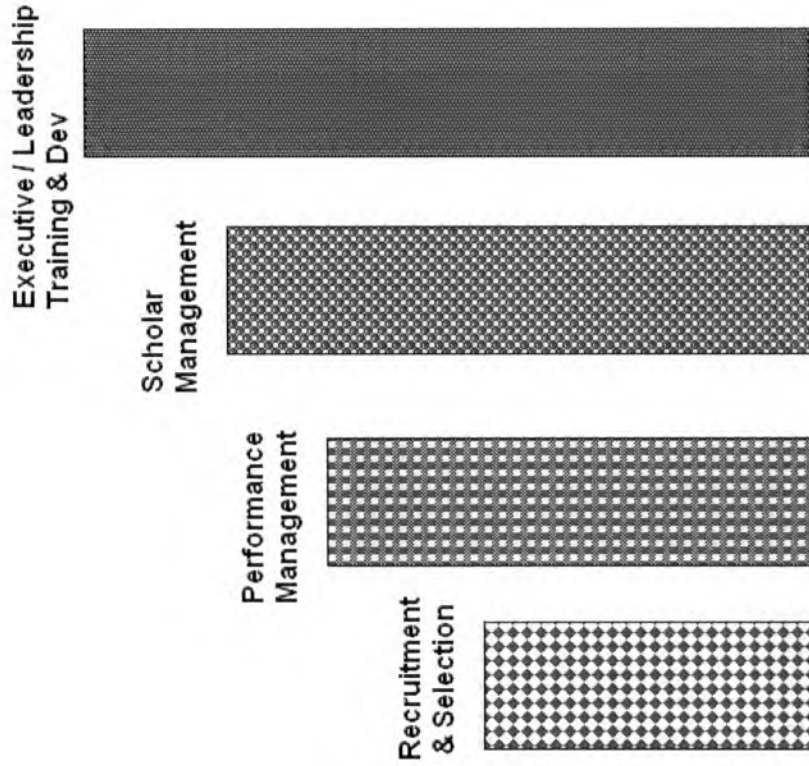
Diagram 1: GHR's Bifocal Strategy

## 4 PILLARS - Overview

- At one end of the bifocal continuum, GHRS will build internal centres of excellence focused on providing 'core' HR services under 4 pillars, inter alia:
  - Recruitment and selection
  - Executive/ Leadership Training and Development
  - Scholar Management
  - Performance Management

- Its strategy is to rival the dominant players in the market by providing its services at or below market rates without compromising quality. To realize this, it will build a 'high-intellect business' of HR professionals. Their sole mandate is to erect a robust efficient HR compliment of core services with prospects for sustained double digit growth which will propel GHRS to the position of preferred public sector HR services provider within the next three years.

- The following table summarises GHRS' strategy for each pillar.



# 4 PILLARS- Detailed strategy

	Contract Worker Recruitment and Selection	Performance Management	Scholar Management	Executive Leadership – Training & Development
<b>Target Market</b>	<ul style="list-style-type: none"> <li>HR professionals</li> <li>Executives of State Enterprises/ Permanent Secretaries / Heads of Divisions</li> </ul>	<ul style="list-style-type: none"> <li>Contract workers</li> <li>HR professionals</li> <li>Executives of State Enterprises/ Permanent Secretaries / Heads of Divisions</li> </ul>	<ul style="list-style-type: none"> <li>Scholars</li> <li>JMPAI</li> </ul>	<ul style="list-style-type: none"> <li>Executives of State Enterprises/ Permanent Secretaries / Heads of Divisions/ High Ranking Government Officials</li> </ul>
<b>Services offered</b>	<ul style="list-style-type: none"> <li>Services will be bundled to include</li> <li>GHR database sharing (excluding Executive recruitment data)</li> <li>HR database of standard job descriptions</li> <li>E recruitment</li> <li>Full recruitment services</li> </ul>	<ul style="list-style-type: none"> <li>Contract worker performance management system design</li> <li>Work with HR professionals to ensure effective implementation</li> <li>Quality control/ Audit /Monitor results of contract worker performance review sessions</li> </ul>	<ul style="list-style-type: none"> <li>Oversee and manage all scholar administration services beyond award of scholarship</li> </ul>	<ul style="list-style-type: none"> <li>Provision of Training for Public Sector Leadership through joint initiative with Kellogg and UTT</li> </ul>
<b>Pricing</b>	<ul style="list-style-type: none"> <li>Loss leader for Ministries</li> <li>Profit centre for state enterprises</li> </ul>	<ul style="list-style-type: none"> <li>Funded project- self financing</li> </ul>	<ul style="list-style-type: none"> <li>Funded project- self financing</li> </ul>	<ul style="list-style-type: none"> <li>Slim margin</li> </ul>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>Ministry benefit- dollars saved</li> <li>State enterprise benefit- acquiring services below market rates due to GHR's economies of scale</li> </ul>	<ul style="list-style-type: none"> <li>Identify and reemploy most effect contractors</li> </ul>	<ul style="list-style-type: none"> <li>Automate scholar management process</li> <li>Better transition of scholar to position in the public sector</li> <li>Larger number of scholars return to Trinidad</li> </ul>	<ul style="list-style-type: none"> <li>Development of best in class leadership</li> <li>To encourage retention of best leaders</li> </ul>

# OMNIA OMNIBUS

→ On the other end of the bifocal continuum, GHRIS will provide HR related services which are not associated with the 4 pillars. These services will be based on opportunities gleaned or requests made by Government officials. The funding for these interventions will be negotiated with clients to ensure that initiatives are, for the most part, structured as self financing projects.

→ GHRIS will attempt to operationalize this 'omnia omnibus' position by utilizing tried and tested global supply chain principles i.e.

- Defining a diverse list of pre-qualified consultants/ firms of the highest skill levels
- Defining an innovative & curtailed tendering process without compromising the due diligence which is a prerequisite for the effective stewardship of public funds
- Defining a process of quality control of consultants' work products through robust service level agreements and audits

→ By limiting its consultant supply chain to a select but diverse group, GHRIS will be more responsive to its customers' needs in the very volatile and demanding public sector environment.

→ GHRIS will undertake these engagements as partners with the consultants/ consultancy firms and will dedicate a GHRIS engagement partner with oversight responsibilities. It may also assign select managers whose expertise may be required for limited aspects of the engagement. In this way there will be both a cross fertilization of ideas and knowledge transfer to GHRIS' staff.

→ GHRIS recognizes the risks involved with these strategic alliances and although it plans to delegate a large % of service provision, it will not delegate responsibility for customer satisfaction with the work product.

POSSIBLE PROJECTS
Call centre
IHRIS
Consultancy Facilities Management
Strategic Planning
Hotline

## Strategic Themes and Commitments

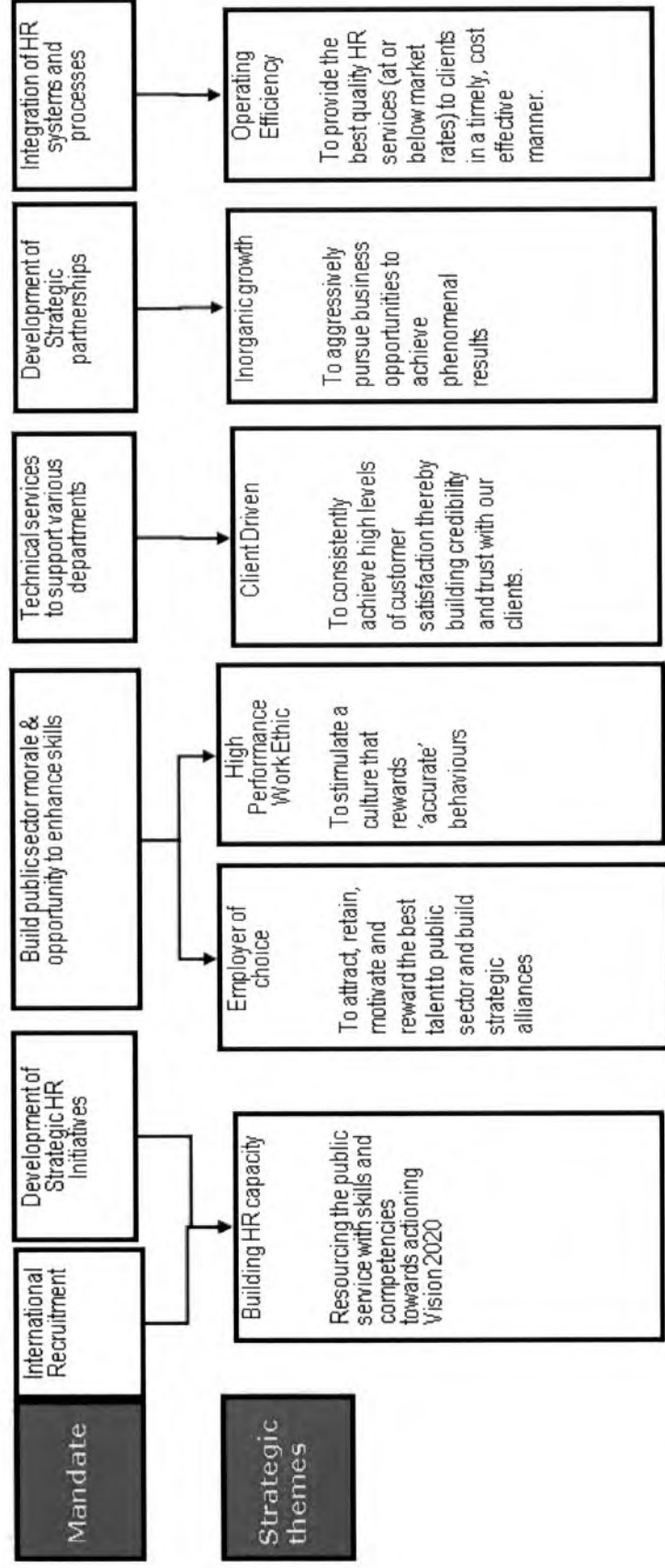
- Strategic Themes linked to Mandate
- Strategic Themes linked to Commitments



# Alignment between strategy and implementation

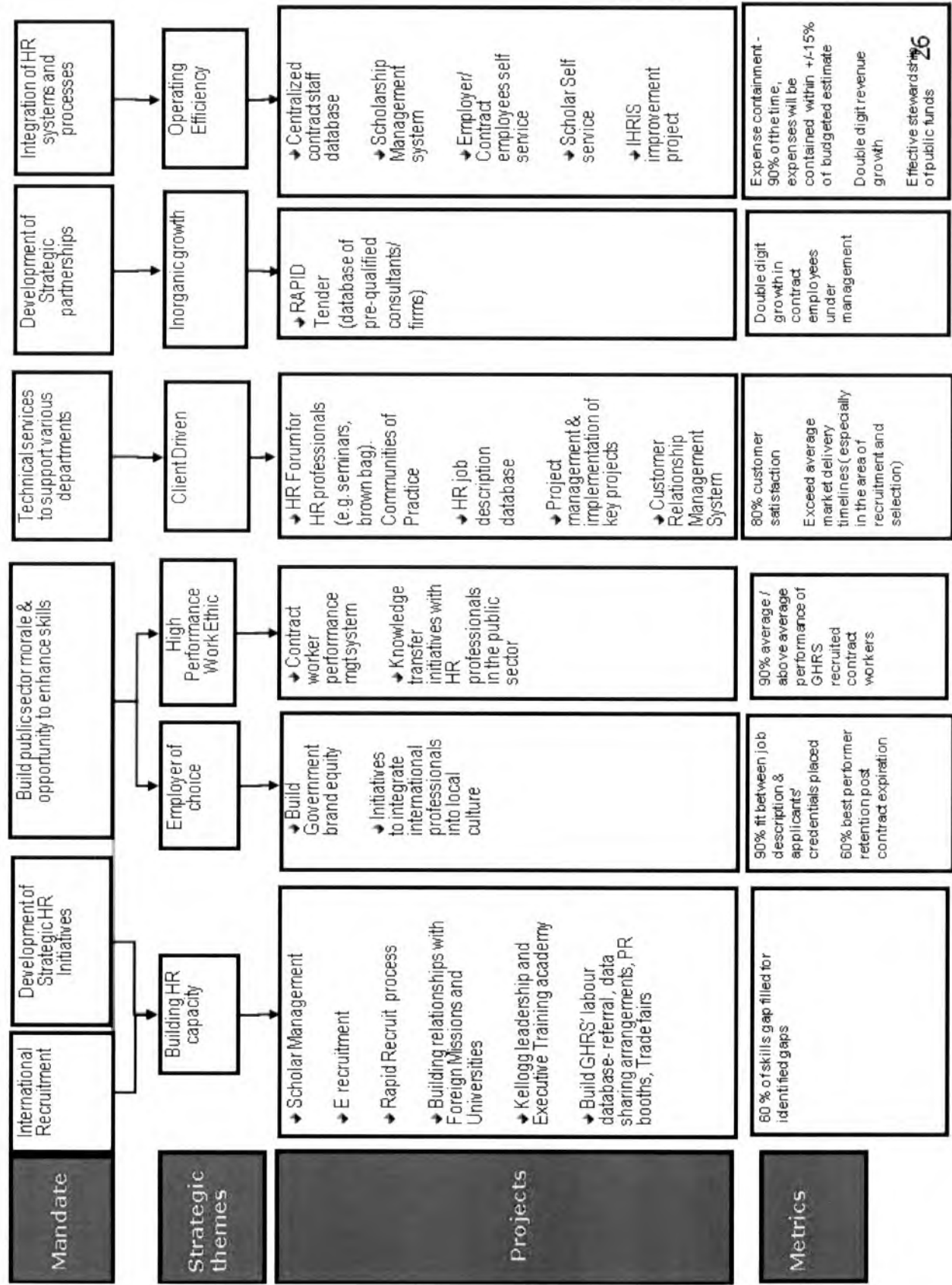


GHRS has defined strategic themes which support the achievement of its mandate. Strategic themes are key drivers which sustain excellent performance over time.



To transition successfully from strategy to execution, GHRS' Strategic Themes are linked to projects and metrics which are key indicators of successful achievement of mandate.

GHRS' end to end linkage between strategy, execution and performance is illustrated in the following diagram:



**Operating  
Model**

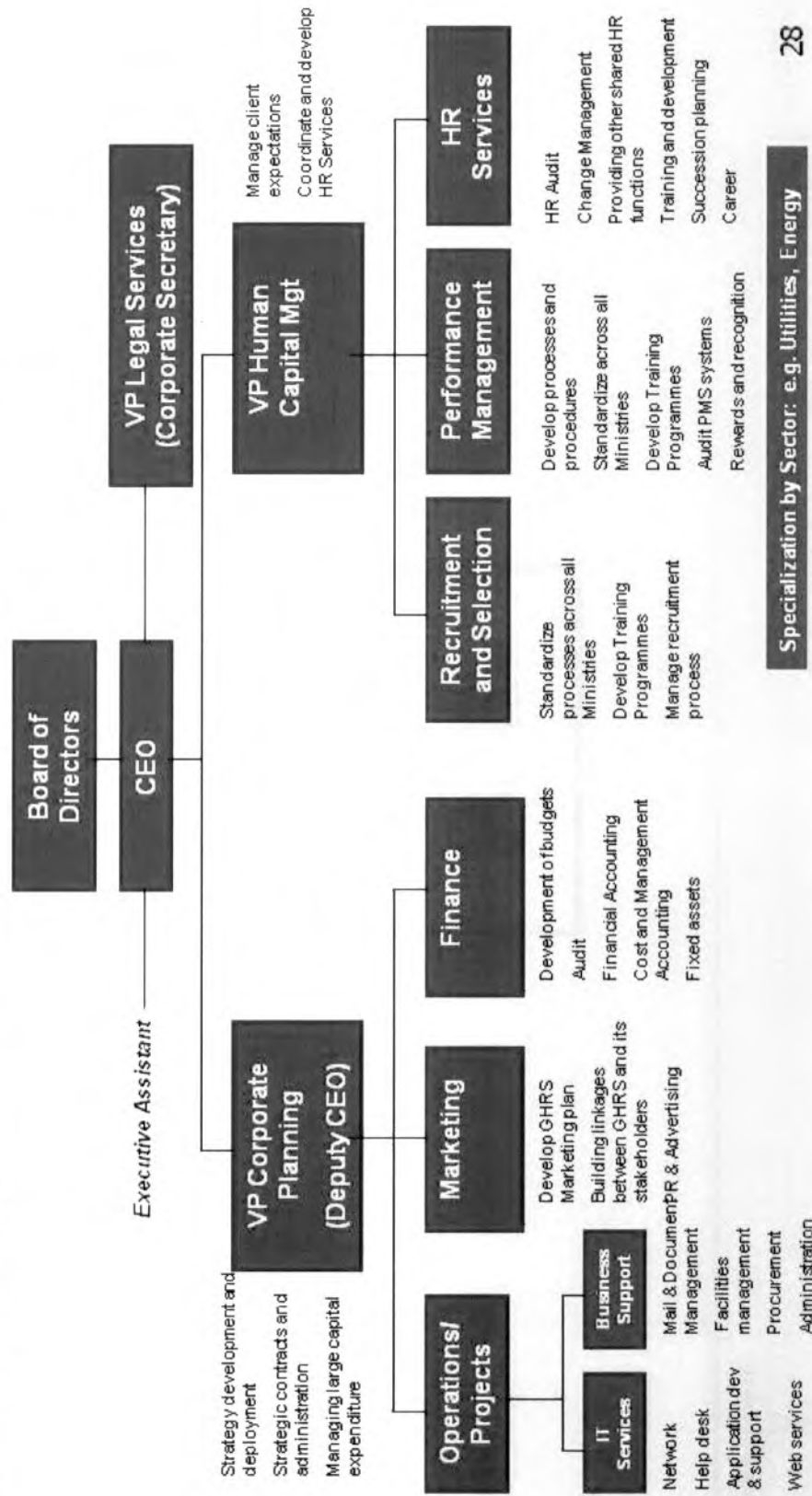
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→ **Organizational structure**



# Organizational structure

To realize its bifocal strategy, GHRs' operating model is premised on flexibility and synergy. It will not establish two separate divisions (at the outset) but maintain a flat and lean structure with employees multitasking in both areas of the firm. This model is detailed in the Organizational structure presented below:



**Specialization by Sector: e.g. Utilities, Energy**

**Information  
Technology**

- **Context**
- **Detailed IT Plans**

Information technology supports the core HR business function of the organization by providing the systems the business needs to meet its requirements and attain its targets. GHRIS' IT is well poised to develop and maintain an appropriate IT infrastructure is founded on solid yet innovative and cost effective business solutions realized through the application of sound technology management.

## Objectives

- Maintenance of a stable, secure IT infrastructure
- Achieving operating efficiency through automating the management of contract workers & scholars
- Enhance GHRIS' business review process by automating elements of the balanced score card
- Implement a system that supports comprehensive customer interaction history and services
- Understand IHRIS' functionality and explore integration opportunities
- Meet or exceed business service requirements to the rest of GHRIS

## Critical success factors

- Successful implementation of databases that support all of the organisation's critical business processes
- High availability of all core business applications
- Sound security practices for data protection
- Resolution of any IT failures within reasonable time based on business requirements
- Proactive approach to researching and implementing new technologies

# IT Detailed Plans

## Mandate

Integration of HR systems and processes

## Strategic Theme

Operating Efficiency

## Deliverables

- Automation of contract worker and scholar management
- Implementation of self service portals
- Understanding of IHRIS' functionality

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Implementation of Contract Worker Management Database (including Applicant tracking system)	Q1 2008	TBD	MY
	Development of contract worker self service portal	Q3 2008	TBD	MY
	Implementation of Scholar Management Database- Phase 1	Q4 2007	TBD	MY
	Comprehensive Scholar Management Bespoke system- Phase 2	2008	TBD	MY
	Development of Scholar Self Service portal	2008	TBD	MY
	IHRIS audit to determine possible linkages	Q4 2007	TBD	MY
				31

# IT Detailed Plans

**Mandate**

International recruitment

**Strategic Theme**

Building HR capacity

**Deliverable**

GHRIS' foreign national recruitment capability is enhanced

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Corporate Internet portal/ Web presence	Q2 2007	TBD	MY
	Development of Basic E-recruitment portal	Q2 2007	TBD	MY
	Implementation of advanced E-recruitment portal and database	Q4 2007	TBD	MY
	Contract worker performance management system	2008	TBD	MY





# IT Detailed Plans

**Mandate**

Provide technical services to support external divisions

**Strategic Theme**

Client driven

**Deliverable**

All dispersed sources of customer data in one central repository including comprehensive customer interaction history

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Implementation of CRM system	Q3 2008	TBD	MY

**Marketing**

- **Context**
- **Detailed Marketing Plans**

In an effort to streamline its marketing effort, GHR has been focused on developing a segmentation model. At present, it is based on clients' needs. GHR's success hinges on understanding the needs & risks associated with each niche through research and the provision of customized customer services.

GHR's niches are outlined below:

- Public Sector HR professionals
- GOTT Executives (Executives of State Enterprises/ Permanent Secretaries / Heads of Divisions/ High Ranking Government Officials)
- Scholars
- Caribbean Diaspora
- Contract workers
- Private sector

## Objectives

- To define niche specific initiatives by utilizing data mining and market intelligence capabilities
- To develop advertising campaigns/ promotions / marketing material to
  - Improve GHR's brand equity
  - Attract local, regional & global job applicants
  - Create awareness of the company's existence & services.
  - Establish positive feelings towards GHR brand.
  - Facilitate the growth of GHR's client portfolio by encouraging trial of service.

## Critical success factors

- Expand the opportunities to reach desired candidates without expending significant additional resources
- Building a distribution network

# Marketing Detailed Plans

<b>Mandate</b>	Build public sector morale and opportunity to enhance skills
<b>Strategic Theme</b>	Employer of choice
<b>Deliverables</b>	Increased visibility of public sector leadership nationally Improved learning about core trends in the industry Stronger Cross Ministerial relationships/ communities

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Development of innovative HR professionals Forums ( Brownbag sessions)	Q3 2007	TBD	MY
	Development of innovative Contract Worker Forums ( Brownbag sessions)	Q3 2007	TBD	MY
	Launch Contract Worker e-newsletter	Q4 2007	TBD	MY
	Development of a Keynote speakers Forum ( Public Sector Management & Executives speaking at private sector / national events to increase visibility)	Q1 2008	TBD	MY

# Marketing Detailed Plans

## Mandate

Develop strategic HR initiatives

## Strategic Theme

Building HR capacity- Caribbean Diaspora

## Deliverable

A database of foreign based skilled nationals with an actual or potential interest in working within/for GOTT.  
Greater membership of skilled members of the Caribbean Diaspora in the public sector

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Launch University Alliance programme- strengthen relationships with Universities that tend to have a preponderance of Caribbean students	Q4 2007	TBD	MY
	Launch Kellogg Alliance programme- access Kellogg network to recruit individuals for contractual / consulting arrangements in Trinidad	Q4 2007	TBD	MY
	Launch joint Missions initiative	Q4 2007	TBD	MY
	Seasonal Trade booths to attract persons returning home for events	Ongoing from Q4 2007	TBD	MY
	Advertise on websites frequented by Caribbean Diaspora	Ongoing from Q2 2007	TBD	MY



# Marketing Detailed Plans

- Mandate**
- Strategic Theme**
- Objective**

Develop strategic HR initiatives

Building HR capacity-Contact worker

Build database of skilled nationals

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Partnering with trade organizations or associations to gain access to their clients via data sharing agreement.	Q3 2007	TBD	MY
	Launch project 'Innovation' - to encourage registration on GHR's' website	Ongoing from Q3 2007	TBD	MY

**Human  
Resources**

- 
- **Context**
  - **Detailed HR Plans**

For GHRs to be successful it must ensure that it recruits and retains the very best talent across all fields, drawing on local, regional, national and international labour markets. HR's role is to attract & develop people, improve structures, ensure that there are defined policies & procedures to support GHRs' Strategy.

## Objectives

- Attracting high calibre staff to the public sector
- Identifying and retaining high performance staff
- Ensure that HR professionals are equipped with the necessary skills and expertise
- Ensure that there is sufficient leadership capability to implement change and secure continuous improvement
- Provide best in class services to its clients

## Critical success factors

- Stakeholder buy-in
- Rapidly build a network of alliances to assist in the provision of HR services to the public sector
- Strong focus on customer satisfaction



# HR Detailed Plans

**Mandate**

Develop strategic HR initiatives

**Strategic Theme**

Building HR capacity- Leadership

**Deliverable**

Increased leadership effectiveness  
 Strengthened networks amongst public sector Executives  
 A cadre of mentors for high potential leadership candidates

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Development of Kellogg Leadership and Executive Training Alliance	Q4 2007	TBD	TBD
	High potential leadership pipeline-mentorship programmes	Q2 2008	TBD	TBD

# HR Detailed Plans

**Mandate**

Develop strategic HR initiatives

**Strategic Theme**

Building HR capacity- HR professionals

**Deliverable**

Increased HR professional's effectiveness, business acumen and industry perspective  
 Best practices sharing / ideas and innovations across Ministerial lines

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Establish 'public private HR initiative' – to link public sector HR professionals with members in the private sector to enhance public sector exposure / share practices	Q3 2008	TBD	TBD

# HR Detailed Plans

<b>Mandate</b>	Develop strategic HR initiatives
<b>Strategic Theme</b>	Building HR capacity- Contract workers
<b>Deliverable</b>	<p>Continuous learning about core trends in the industry</p> <p>Strengthened cross Ministerial relationships</p> <p>Enhanced ability to attract contract workers through better benefits</p> <p>Performance Management system for contract workers</p>

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Develop contract worker benefits – Health benefit programme	2008	TBD	TBD
	Development of contract workers performance mgt system	2008	TBD	TBD



# HR Detailed Plans

- Mandate** Develop strategic HR initiatives
- Strategic Theme** Building HR capacity- Scholars
- Deliverable** Increased scholar participation in the public sector

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Kickoff- GHRS management of Scholars	Q4 2007	TBD	TBD



# HR Detailed Plans

- Mandate** Build public sector morale and ability to enhance skills
- Strategic Theme** High Performance Work Ethic
- Deliverable** Contract worker performance management

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Design and implement contract worker performance management system	2008	TBD	MY



# HR Detailed Plans

**Mandate**

Provision of Technical services to support various departments

**Strategic Theme**

Client driven

**Deliverable**

Enhanced data available for clients' use that is research driven

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Public sector skills gap research initiative	Q1 2008	TBD	TBD
	Public Sector compensation research	Q4 2007	TBD	TBD
	HR job description database	2008	TBD	TBD



# HR Detailed Plans

**Mandate**

Develop strategic HR initiatives

**Strategic Theme**

Client driven

**Deliverable**

Returning nationals support services

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Launch 'Returning Nationals' programme which includes initiatives to ensure easier transition: <ul style="list-style-type: none"> <li>- benefits abroad may be maintained</li> <li>- relocation assistance</li> <li>- effective compensation packages</li> <li>- Work permit assistance</li> </ul>	Q1 2008	TBD	TBD

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**Corporate  
Legal**

- 
- **Context**
  - **Detailed Corporate Legal Plans**



# Context and Detailed Plans

GHRM must ensure proper stewardship of government funds. The onus is on the GHRM's Corporate Legal unit to provide advice to ensure that all policies, procedures and actions of the company are legally sound.

## Objectives

- Effective stewardship of government funds
- Adherence to Public Sector policies, procedures and regulations
- Effective contract review and representation of GHRM's interests in disputes

## Critical success factors

- Rapid development of Policies, Procedures and Governance documentation

#	DESCRIPTION	MILESTONE	METRICS	PERSON RESPONSIBLE
	Definition / Implementation of an Internal Audit Model	Q4 2007	TBD	NJ
	Development of standard contracts & Service Level Agreements	Q3 2007	TBD	NJ
	Definition of Code of Ethics	Q2 2007	TBD	NJ
	Definition of the Rapid Tender process	Q3 2007		
				49

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**GANTT Chart**

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# GANTT chart linking projects to Strategic Themes



Strategic theme	Project	Resp	2007				2008						
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Building HR capacity	Corporate internet portal/web presence	MY		✓									
	Development of Basic E-recruitment portal	MY		✓									
	Implementation of advanced E-recruitment portal and database	MY							✓				
	Launch University Alliance programme- strengthen relationships with Universities that tend to have a preponderance of Caribbean students	TBD							✓				
	Public Sector Leadership Training	TBD								✓			
	Launch joint Missions initiative	MJ							✓				
	Seasonal Trade booths to attract persons returning home for events	MJ							✓				
	Advertise on websites frequented by Caribbean Diaspora	MJ		✓									
	Launch project 'Innovation'- to encourage registration on GHR's website	MY							✓				
	Kickoff- GHR's management of Scholars	TBD								✓			

# humanresource **GANTT** chart linking projects to Strategic Themes

Strategic themes	Project	Resp	2007				2008				2009									
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
High Performance Work ethic	Contract worker performance management system	TBD									✓									
	Public sector skills gap research initiative	TBD								✓										
	Public Sector compensation research	TBD							✓											
	HR Job description database	TBD									✓									
Operating efficiency	Implementation of Scholar Management Database- Phase 1	MY							✓											
	Comprehensive Scholar Management Bespoke system- Phase 2	MY												✓						
	IHRIS audit to determine possible linkages	MY								✓										
Employer of choice	Development of innovative HR professionals Forums (Brownbag sessions)	TBD							✓											
	Development of innovative Contract Worker Forums ( Brownbag sessions)	TBD							✓											
	Launch Contract Worker e-newsletter	MJ									✓									
Inorganic growth	Development of a Keynote speakers Forum (Public Sector Management & Executives speaking at private sector / national events to increase visibility)	MJ												✓						
	Rapid tender	NJ							✓											

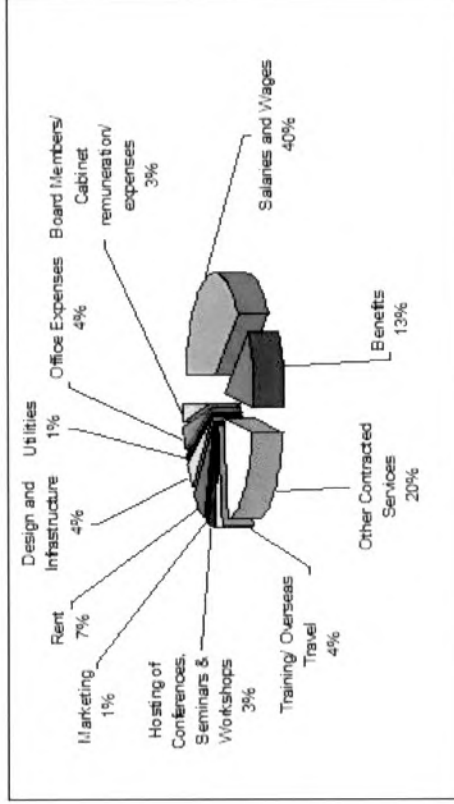
**2006/2007  
Budget**

# 2006/2007 Capital & Recurrent Budget

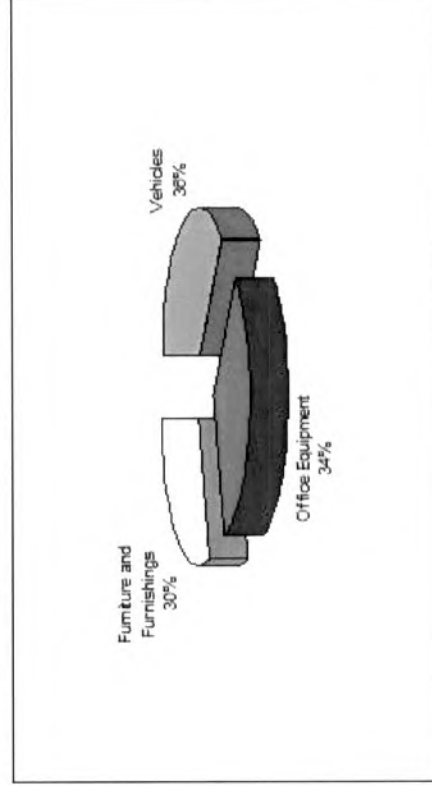
2006/7 Detailed Budget Projections

<b>Recurrent Expenditure</b>	
Salaries and Wages	2,141,000
Benefits	681,014
Other Contracted Services	1,107,285
Training/Overseas Travel	193,000
Hosting of Conferences, Seminars & Workshops	180,000
Marketing	74,000
Rent	372,600
Design and Infrastructure	225,000
Utilities	68,000
Office Expenses	196,000
Board Members/Cabinet remuneration/expenses	168,000
<b>TOTAL</b>	<b>5,405,899</b>
<b>Capital Expenditure</b>	
Vehicles	594,000.00
Office Equipment	575,000.00
Furniture and Furnishings	500,000.00
<b>TOTAL</b>	<b>1,669,000.00</b>
<b>TOTAL 2006/7 BUDGET</b>	<b>7,074,899.00</b>

2006/7 Recurrent Expenditure Distribution



2006/7 Capital Expenditure Distribution



**Personnel Department (Central Agency):**

This unit has responsibility for determining and /or advising on pay and other terms and conditions for a wide spectrum of public sector employees. The Department is also responsible for policy formulation in the sphere of Human Resource Management and is the advisory, consultative and monitoring agency for Human Resource Management Units throughout the Public Service.

**Service Commissions Department (Central Agency):**

This unit has responsibility for appointment, promotion, confirmation, transfers, discipline and removal of staff from office.

**Public Management Consulting Division (A division of the Ministry of Public Administration and Information):**

This unit advises on the creation of new positions, organizational design, development of systems and procedures for the efficient utilization of human and other resources.

**Pensions Branch, Treasury Division (A Branch within the Ministry of Finance):**

This unit is responsible for the general administration of pension matters.

**Public Service Academy:**

This unit is responsible for training and development of Public Service Staff by offering courses for public officers

**HR Departments in line agencies:**

These units are responsible for the administration of HR within their respective agency (e.g. leave and recruitment & selection for contract staff) but still need to go to CPO to finalize the terms and conditions

**MPAI – Ministry of Public Administration and Information:**

This Ministry bears the over-arching responsibilities for HR at ministerial level. They also handle the process by which national scholarships are awarded.

## **8.2 Appendix II Committees of the GHRB Board**

### **Tenders Committee Members**

- Mr. Kennedy Swaratsingh – Interim Chairman
- Ms. Nadia James - Secretary
- Mr. Barry Eligon - Member

### **HR Committee Members**

- Carol Clarke (Chairman)
- Marie Youssef (Interim Secretary)
- Kennedy Swaratsingh (Member)
- Emlyn Jones (Member)
- Barry Eligon (Member)

### **Finance Committee Members**

- Sandra Parmasar (Chairman)
- Marie Youssef (Secretary)



### 8.3 Appendix III- Client Summary – Projects In progress, Completed & In the Pipeline

<b>IN PROGRESS PROJECTS 2006-2007</b>						
<b>Client</b>	<b>Service Category</b>	<b>Project Description</b>	<b>Total Contract Value</b>	<b>Start</b>	<b>Finish</b>	
Ministry of Public Administration and Information	Recruitment, Training and Outfitting	TTCONNECT - Recruitment (56 positions), selection and training of Staff, and Design, Construction and Outfitting of locations	TT\$2,795,380.90	April '07	Sep-07	
Ministry of Public Administration and Information	Outfitting	Design, Construction and Outfitting of locations		July'07	Sep-07	
Ministry of Public Administration and Information	IT Services	TTCONNECT - IT equipment procurement	TBD	May '07		
Intellectual Properties Office	Outfitting	Designing and Outfitting their new location	TT\$ 7.7M	May '07	TBD	
Ministry of Public Utilities and the Environment	Organizational Audit	Review of the Structure of the Ministry	Proposed: \$324,000.00	TBD	TBD	
Ministry of Energy	Outfitting	Designing and Outfitting of 2 new locations	TBD	June '07	TBD	

MPAI - Scholarships Division	Scholar Management	Scholar Management	TBD	TBD	TBD
<b>IN PROGRESS PROJECTS 2006-2007 (continued)</b>					
Ministry of Health	Recruitment & Selection	Recruitment of 4 positions	TT\$0.00	19/07/07 and 09/08/07	TBD
Ministry of National Security	Recruitment & Selection	Recruitment of 8 positions	TBD	TBD	
Prime Minister's Residence & Diplomatic Centre	Recruitment & Selection	Recruitment of a General Manager	TBD	TBD	
Ministry of Education	Headhunting	Recruitment of the CXC Registrar	TBD	TBD	
North West Regional Health Authority	Recruitment & Selection	Recruitment of 4 positions	TBD	TBD	
Ministry of National Security	Recruitment & Selection	To fill vacancies of 8 senior posts in the police service			
Ministry of National Security	Recruitment & Selection	To fill vacancies of 3 positions in the Communications Unit	TBD	05/09/2007	TBD
Government Information Services Limited	Headhunting	Advertising and headhunting for 3 managerial positions	TBD	25/09/2007	TBD
Ministry of Foreign Affairs	Recruitment and Selection	To fill vacancies of 5 positions.	TBD	13/09/2007	TBD
North West Regional	Recruitment and	To advertise the vacancy of	TBD	26/09/2007	TBD

Health Authority	Selection	one Optometrist		07	
Ministry of Health	Recruitment and Selection	To fill vacancies in the Blood Transfusion Unit		14/07/2007	TBD
<b>COMPLETED PROJECTS 2006 -2007</b>					
<b>Client</b>	<b>Service Category</b>	<b>Project Description</b>	<b>Total Contract Value</b>	<b>Start</b>	<b>Finish</b>
Ministry of Finance - Investments Division	Recruitment & Selection	Short-listing for position of Communications specialist	TT\$0.00	April '07	April '07
Ministry of Legal affairs	Auditing	Review Mail In Mail Out Unit	TT\$50,000.00	May '07	May '07
Ministry of Finance	Auditing	Review Training Plan & make proposals	TT\$0.00	May '07	May '07
Ministry of Science and technology	Recruitment & Selection	Recruitment of 1 Procurement Specialist	TT\$0.00	June '07	June '07
Ministry of Foreign Affairs	Recruitment & Selection	Recruit 2 Legal Officers	TT\$6,700.00	May '07	July '07
Ministry of Foreign Affairs	Recruitment & Selection	Recruit 33 International Relations Officers	TT\$23,900.00	May '07	July '07
Ministry of Public Utilities and the Environment	Training Needs Analysis	Propose Training Plan	TT\$0.00	June '07	July '07
Eastern Regional Health Authority	Headhunting	To headhunt from GHRS database to fill vacancies within ERHA.		27/08/2007	5th Sept '07

**PIPELINE PROJECTS 2006-2007**

Client	Service Category	Project Description	Total Contract Value	Start	Finish
Ministry of Health	Recruitment & Selection	Recruitment of 200 healthcare professionals (14 positions)			
Ministry of Science and Technology	Recruitment & Selection	Recruitment for 5 IT positions			
Ministry of Education	Service Category	ECC			
Office of the Prime Minister	Strategy consulting	Reformat of the Strategy Plan		TBD	TBD
University of Trinidad and Tobago	Executive Development	Executive Development		Sept '07	TBD

## 8.4 Appendix IV – GHRS Tendering Rules and Procedures

### 8.4.1 Definitions:

In these Rules:

“Articles”	means all goods, materials, stores, vehicles, machinery, equipment and things of all kinds
“Board”	means the Board of Directors of the Government Human Resource Services Company
“Chairman”	means the Chairman of the Committee
“Committee”	means the Sub-Committee of the Government Human Resource Services Company Limited Board charged by the Board with all matters relating to tenders also called the Tenders Committee
“Company”	means The Government Human Resource Services Company Limited.
“Person”	means any individual, company, partnership or business firm
“Relative”	means spouse, father, mother, brother, sister, son, daughter, son-in-law, daughter-in-law of a person
“Work”	means buildings and engineering works of all kinds

#### **8.4.2 Objectives:**

- a) To ensure that in the purchasing of all required plant, equipment, materials, goods and services, adequate standards are met and prices are the best that can be obtained, all things being considered.
- b) To ensure that Government standards are adhered to in the evaluation of all tenders.
- c) To ensure that locally made or processed items and locally offered services are given preference within the limits of reasonable economic operations.

#### **8.4.3 Tenders and Contracts Committee**

##### **8.4.3.1 Constitution and Powers**

- a) This Committee is a Sub-Committee of the Board.
- b) The composition and rules of this Committee shall be determined by the Board from time to time.
- c) The Committee shall consist of:
  - 1) The Chairman of the Board ex-officio; and
  - 2) Not less than one other member of the Board and not less than two employees of the company, one of whom shall be appointed Chairman of the Committee by resolution of the Board.
- d) The Committee may co-opt other members of the Board.
- e) At any meeting of the Committee or for the purpose of voting on papers circulated three members shall constitute a quorum.
- f) In the absence of the Chairman for any meeting or part thereof or for reasons under rule 2.3 (c), the Committee may elect from among the members present a person to perform the functions of the Chairman.
- g) The Chief Executive Officer and/or an Officer of the Company as determined by the Board shall attend meeting of the Committee and act as "Secretary" to the Committee.
- h) The Committee shall recommend to the Board the award of contract for articles, services, or works exceeding in value \$150,000.00.
- i) The Committee may invite, and consider offers and tenders where the value of the articles to be supplied or of the services or works to be undertaken does not exceed \$150,000.00; but the Committee shall not for the purpose of giving itself authority to act under this Rule subdivide the

quantity of articles to be supplied or of works or services to be undertaken into two or more portions so that the value of the portions will be \$150,000, or less.

- j) The Permanent Secretary of the Ministry of Public Administration and Information or a representative may be invited to attend the Board Meeting where items of more than \$500,000 are to be considered and may advise and vote on such matters.
- k) The Committee may in exceptional cases based on exigencies of the circumstances without inviting tenders or quotes purchase articles, or approve payment for the performance of services as and when required, the total cost of which does not exceed \$100,000.
- l) The Chief Executive Officer may act for the Committee by inviting and considering offers and tenders where the value of the articles to be supplied or of the services or works to be undertaken does not exceed \$100,000. but the Chief Executive Officer shall not for the purpose of giving himself authority to act under the Rule subdivide the quantity of articles to be supplied or the services or works to be undertaken into two or more portions so that the value of the portions will be \$100,000, or less.
- m) The Chief Executive Officer may, after consultation with the staff of the Company, without inviting quotes purchase articles or cause services or works to be undertaken the total value of which does not exceed \$75,000.00.
- n) The sums or values mentioned in these Rules may be amended by resolution of the Board.

#### **8.4.4 Frequency of Meetings**

- a) The Committee shall meet as often as is necessary or expedient for the transacting of its business.
- b) Except as determined by the Chairman of the Committee, notices and agendas of meetings shall be circulated to members at least forty-eight hours before the time fixed for such meetings.
- c) Minutes of each meeting shall be prepared in proper form and be confirmed by the Committee at the next succeeding meeting, and kept at the offices of the Company.

- d) Copies of such minutes certified by the Chairman shall be forwarded to the Board.

#### 8.4.5 Decisions of the Committee

- a) Decisions of the Committee shall be taken at meetings or in cases where the Chairman shall so direct, by the circulation of papers among the members.
- b) Where papers are circulated among the members, the Chairman may direct that the papers shall not be circulated to any member who through declared interest, is in the opinion of the Chairman precluded from voting.
- c) A member of the Committee or Board who:
  - (i) is a member of a company or other body; or
  - (ii) is a partner in a firm, or partnership; or
  - (iii) is employed by a company, other body, firm or partnership; or
  - (iv) has a financial interest in a company, other body, firm or partnership;or
  - (vii) has a relative

that has submitted an offer for the supply or purchase of articles or the undertaking of works or services which is the subject of consideration by the Committee or Board shall disclose the fact, and, at the discretion of the Committee, **may take part in the consideration or discussion of the offer, but may not vote on any question concerning the offer.**
- e) The Committee shall invite and consider Offers and Tenders for the supply of goods, services, including consultancy services, or for the undertaking of works of all kinds that are made to the Company and shall make recommendations or decisions on the acceptance or rejection of such offers in accordance with these Rules.
- f) The Committee shall also dispose of surplus or unserviceable articles belonging to the Company in accordance with these Rules
- g) The decisions of the Committee shall be by a majority of votes.



## **8.4.6 Advertising Of Tenders**

### **8.4.6.1 Documents Submitted to the Committee**

- a) Whenever articles or works or any services in connection therewith are required to be supplied to or undertaken on behalf of the Company , a sufficient description of the articles, works or services to be supplied or undertaken, shall be given to the Committee in writing.
- b) These documents may be submitted to the Committee, together with the Minutes from the last meeting at least forty-eight hours before the time fixed for the next meeting.
- c) On receipt of the Documents mentioned above, the Committee at their respective meeting shall decide whether invitations to tender should be advertised to the public OR whether they should be advertised to selected person.

## **8.4.7 Public Tendering Procedure**

- a) Members of the public in general, are invited to make offers for the supply of such articles or for the undertaking of such works or services, as the case may be, by notice published in the Gazette or in at least two local or overseas newspapers for not less than two days.
- b) The notice shall be signed by the Chairman and may contain:
  - a. A sufficient description of the articles required or scope of works or services to be undertaken and shall whenever necessary also contain the place where and the time when additional information relating thereto can be obtained;
  - b. The form or manner in which an offer is to be made;
  - c. The date and time within which an offer is to be made;
  - d. The place where and manner in which the offer is to be submitted;
  - e. Date of completion for works and services or period of delivery for articles;
  - f. The date and time when all offers are to be opened; and
  - g. Any other essential matter.

- c) Notices described in Rule 3.2 (b) shall be in such form as the Committee may determine, and shall be advertised as appropriate.
- d) The Chairman may cause such announcements in respect of offers for the supply of articles and for the undertaking of works or any services in connection therewith to be made by radio or television or other electronic media as he may from time to time deem appropriate.
- e) The Committee may invite any person by Public Notice to deposit with the Company a sum in an amount to be fixed by the Committee before any offer is made:
  - 1) The Person will forfeit any sum so deposited before closing date and time of tender if:
    - i) The person to whose offer is accepted, fails or refuses to enter into a formal contract;
    - ii) The person to whom a contract is awarded, fails to execute and fulfil the terms thereof;
    - iii) The person makes an offer after the date and time within which an offer is to be made in accordance with the Notice published in pursuance of Rule 3.2 (b);
    - iv) For any other reason as the Committee may decide, which decisions have been communicated to the Person.
  - 2) After a contract is awarded the Company shall arrange for the refund of any deposits to persons whose offers have not been accepted.
  - 3) The Company will refund any sum so deposited to any person who, having made an offer, withdraws the same before the date and time within which an offer is to be made.
- f) An offer may only be withdrawn by a letter delivered to the Chairman or Chief Executive Officer signed by the person making the offer or duly authorised employee of a company, partnership or business firm.

#### **8.4.8 Selective Tendering Procedure**

- a) Subject to the approval of the Board, the Committee shall invite such bodies or persons, in writing (via the post or by e-mails), as may be selected by the Committee to make offers for the supply of such services, as the case may be, whenever the Committee considers it expedient or desirable so to do.
- b) The invitation to selected bodies may contain all the requisite information as described in Rule 3.2 (b) and (c).

#### **8.4.9 Preparation and Submission Of Tenders**

##### **8.4.9.15.1 SUBMISSION OF TENDERS**

- a) Tender documents and all correspondence relating to them shall be in English and shall be submitted in a sealed envelope with the tender information boldly marked on the face of the envelope and addressed to:-  
The Secretary,  
  
Tenders and Contracts Committee,  
  
Government Human Resource Services Company Limited  
  
Level 7, National Library Building,  
  
Corner Hart and Abercromby Streets,  
  
Port of Spain  
  
Trinidad and Tobago, West Indies
- b) The tender must be placed in the Tenders Box at the address in Rule 4.0 (a) above no later than the stipulated closing date and time.
- c) Subject to the approval of the Committee, the closing date for the submission of tenders may be extended.
- d) The Company may prepare and cause to be printed such form, etc of offers as in its opinion are necessary and appropriate for the making of offers for the supply of articles or for the undertaking of works or any services in connection therewith.

- e) Offers for the supply of articles or for the undertaking of works or any services in connection therewith may be made on the appropriate form supplied in accordance with Rule 4.1 (d) or when so directed by the Committee, by letter, and shall be signed by the person making the offer or in the case of a company, partnership or business firm by a duly authorised officer or employee of such company, partnership, or business firm and shall be enclosed in a sealed envelope addressed to the Chairman of the Committee.
- f) Alterations or erasures in any offer made to the Committee shall be initialled by the person making the offer or in the case of a company, partnership or business firm by a duly authorised officer or employee of such company, partnership or business firm.
- g) The Company reserves the right to request additional information (Vat Registration Certificate, etc.) on the receipt of any offer.
- h) The Company may reject any offer which does not comply with any of the provisions of this Rule.

#### **8.4.10 Tender Boxes**

- a) The Company shall keep at its office specially constructed box/es in which all offers shall be placed. The box/es may also be kept in such other places as in the opinion of the Chairman may be necessary for security or accessibility.
- b) Each box shall be marked "Tenders Box" and shall conform to specification that ensure security of the documents placed in the box.
- c) Each box shall have two independent locks that control the opening of the box. The key of one lock shall be kept by the Chairman of the Board or Committee, and the key of the other lock shall be kept by such other member of the Board or Committee as the Board may decide.
- d) The Chairman of the Committee shall assign a box for the receipt of offers on any matters up to date and time fixed in the relevant notice and shall cause the box to be marked so that it may readily be identified by persons delivering offers.

#### **8.4.11 Procedure For Opening The Tender Box**

- a) The Tender Box shall be opened immediately after the closing of the Tender, its contents taken out and the Tender Box closed immediately thereafter.
- b) Any two (2) members of the Committee shall be present at the opening of the Tender Box.
- c) The number of envelopes received shall be recorded.

#### **8.4.12 Procedure For Opening Tender Documents**

- a) Immediately or as soon as practicable, after the Tenders Box has been opened, the Committee shall meet and open tender documents.
- b) At this opening, the Committee shall ensure that the tender information is on the envelopes submitted.
- c) The following information is recorded as each envelope is opened:
  - i. A reference number is assigned to each quotation; and
  - ii. The date of opening.
- d) The information recorded is signed by the members of the Committee present.
- e) After the opening of the tenders, information relating to the examination, clarification, evaluation and comparison of tenders shall not be disclosed to Tenderers or other persons not officially concerned with the process.

#### **8.4.13 Evaluation of Tenders**

- a) Tenders shall be evaluated by the Committee. The tender documents are checked for compliance with the tender instructions and a decision taken to accept the tender for further evaluation or reject it for inadequate information.
- b) The tenders are then evaluated for technical compliance. In general, proposals that meet the specification shall be ranked equally and those that do not meet the specification shall be rejected
- c) In certain cases, tenders may be given special consideration on the basis of the technical proposal but the reasons should be clearly detailed in the evaluation report.

- d) Tenders meeting the requirements of Rule 5.0 (b) above shall be assessed and ranked on the basis of the financial proposals. This assessment shall include a comprehensive evaluation and comparison of the commercial and contractual terms proposed by the tenderers.
- e) Where applicable, and in addition to determining the technical and financial merits of the tender, assessment will include evaluation of the experience and past performance of tenderers.
- f) In the circumstances where the company finds it necessary to clarify the terms and conditions of the tender all tenderers shall be informed in writing either by post or by e-mail.
- g) In its consideration of any offer the Committee may:
  - 1. Consult with any officer of the Company's staff, or any officer of Government or of a statutory body, or such other person or persons as the Committee in its discretion may consider proper and desirable;
  - 2. Require any person who has made an offer to the Company to attend a meeting of the Committee and to furnish the Committee within a specified time with such information with respect to that person's finances, equipment or professional or technical qualifications that in the opinion of the Committee is necessary for the proper assessment of the offer and the offerer's capacity to execute the same;
  - 3. Make inspections and arrange for the Chairman or another member of the Committee or an officer of the Company, to make inspection wherever the Committee considers it desirable so to do.
- h) Where interviews with tenderers are required for purposes of clarification, at least two (2) members of the Committee shall comprise the interview panel and the same panel shall interview all tenderers from whom such clarification is needed.
- i) The evaluation of tenders is confidential and the company is under no obligation to divulge the results of its evaluations to any tenderer or outside party.

- j) Any unsolicited attempt by a tenderer to influence the company in the process of examination, clarification, evaluation and comparison of tenders, and in the decisions concerning the award of contract, shall result in the rejection of the tender.
- k) The evaluation must include a clear recommendation as to the award of the tender and the reasons thereof.
- l) Tender prices shall be quoted in TT\$ or US\$.

#### **8.4.14 Award of Tenders**

##### **8.4.14.1 CANCELLATION OF TENDER**

The Company may or may not award a tender to the lowest or any other tenderer. The Company may award a tender as a whole, or in part, or not at all. When a decision is taken not to award a tender, the cancellation of the tender shall be submitted for approval in the same manner as the award of a tender.

#### **8.4.15 Acceptance of Offer**

- a) In considering purchases of office machines, domestic appliances, and furniture and other supplies, the Committee and the Director shall take note of annual tenders awarded for such articles by or on behalf of the Ministry of Public Administration and Information.
- b) Where an offer has been accepted the person who submitted the offer shall be notified by the Company of its acceptance, and the Company shall inform him that he is required to enter into a formal contract with the Company.
- c) The notification referred to in sub-section (1) is to be in writing and signed by the Chairman of the Board, or in his absence by the Chairman of the Committee or the Director of the Company.
- d) Where an offer has been accepted by the Company, the Company and the person whose offer has been accepted shall enter into a formal contract for

the supply of the articles or the undertaking of the works or services, as the case may be.

- e) A formal contract shall be in such form, and contain such terms, conditions and provisions, as the Company may determine, and shall specify, inter alia, whenever applicable:
  - 1) Description of the article to be supplied or the works or services to be undertaken;
  - 2) The price to be paid for the supply of such articles or the undertaking of such works or services;
  - 3) The period within which the matters, contemplated by the contract are to be performed ;
  - 4) The amount of damages payable by the contractor for delay or non-completion within the period stipulated; and
  - 5) Provision for termination on breach.

#### **8.4.16 Security to be Provided**

The Company may require every person to whom any contract is awarded to provide security in such form and to such extent as the Committee may determine.

#### **8.4.17 Disposal of Unused Articles**

- a) Whenever the Company determines that any article which is the property of the Company and which was originally valued at more than two thousand five hundred dollars (\$2,500.00) is unserviceable or is surplus to the requirements of the Company, the Company shall report to the Committee to this effect.
- b) The report shall contain a full description of the articles, the quantity thereof and the place where the articles are stored.
- c) The Company may sell and dispose of the unserviceable or surplus articles by public auction or may adopt such other method of disposal as the Committee may consider proper and desirable.
- d) A member of the Company's staff or of the Committee shall be nominated by the Chairman to attend every such sale and report to the Committee the result thereof.
- e) The Company shall credit the proceeds of such sale less all expenses to the appropriate revenue item of the Company budget.



#### **8.4.18 General**

- a) At the discretion of the Committee and with the approval of the Board the purchase of articles or services for use by the Company where there is a limitation of sources of supply or articles, or performance of a service, or where the articles form part of a system already in use by the Company, or where the articles are spare or replacement parts for an articles already in use by the Company, may be exempted from the operations of these Rules, except Rules 2.1 (h) and 2.1 (i).
- b) A member of the Board, a member of the staff of the Company or the spouse or children of any such person shall not enter into any contract for the supply of articles or the undertaking of any services or works for the Company, and where a person joins the staff of the Company after he, his spouse, or child has entered into a contract with the Company, the Company may terminate the contract upon such terms as the Committee may deem appropriate.
- c) These Rules may be adopted, rescinded or amended by resolution of the Board supported by a simple majority of the Board members present at a meeting of the Board, due notice having been given of the proposal to adopt, rescind or amend these Rules.
- d) These Rules were accepted and approved by the Board of Directors of the Government Human Resource Services Company Limited on the **9<sup>th</sup> day of January 2007**.