



The People • The Potential • The Power

**ANNUAL REPORT**  
**October 2007 – September 2008**

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Welcome to the Annual Report of the Government Human Resource Services Company Limited (GHRIS).

GHRIS was incorporated in October 2006 to assist the Government of Trinidad and Tobago in realising its vision to propel the country to developed nation status by the year 2020. We support public sector organisations in realising their full potential through the execution of value adding HR initiatives.

At GHRIS, our main activities are: Talent Acquisition, Consultancy Sourcing and Management and Workspace Design and Outfitting. We also provide advice and services in complementary areas.

In the face of globalization and intensified competition, the human resource element continues to be the fundamental competitive advantage that a country holds as it seeks to achieve micro and macroeconomic goals. GHRIS is poised to play its role as a catalyst for significant improvement in the quality and productivity of the country's human resource base. GHRIS leverages its competent, flexible, compact team structure to effect high quality deliverables as a matter of course.

Our first full year of operation, 2007-2008, was a busy one for GHRIS. While recruitment continued to be our flagship service, steady progress was made in all key areas of activity during the year under review.

It is no small feat that, for the year in review, GHRIS facilitated the recruitment of more than 300 persons to fill contract positions in the Public Sector. Additionally, the company undertook the demanding project to support the Police Service in assessing almost 400 internal candidates for the post of Inspector.

In order to adequately equip the Public Sector for the enormous challenge of transforming Trinidad and Tobago, the Government must acquire suitable talent, be it from local or foreign sources. As such, concurrent with its programme of sourcing talent within the local market, GHRIS invested in recruitment technology to make international sourcing and assessment achievable.

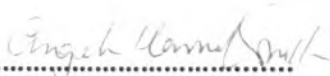
The formalization of the online application process via the GHRIS website and the internal procedures for international recruitment have sufficiently positioned GHRIS to support the repatriation of skilled and knowledgeable CARICOM nationals and the recruitment of international persons. The traffic to the GHRIS website increased by more than three hundred percent within the review period with significant visitors located outside of Trinidad and Tobago's borders.

GHRH has helped to enhance public sector competencies through the provision of specialised training, most notably in the areas of Assessment and Structured Interviewing Techniques. Training was also provided in Business Writing, Stakeholder Relationship Management and Time Management.

In the area of Consultancy Sourcing, Public Sector organizations as diverse as the South West Regional Health Authority and the Ministry of National Security benefitted from the capacity of GHRH to source and manage consultants in a variety of specialties. It is obvious that this will become a growth area for GHRH in the next few years.

The achievements of the year under review were realized only through the consistent efforts of our relatively small group of committed and capable staff, the dedicated leadership of the members of the executive team, the careful consideration with which the members of the Board conduct their important responsibility and the unwavering support of our Line Minister, the Honourable Kennedy Swaratsingh.

As we go public with this report, we already know that our 2008/2009 performance has surpassed our achievements for this first review period. That gives us the confidence to believe that we are on the right path and that we are making a positive difference to the delivery of public services in Trinidad and Tobago.



**Angela Hamel-Smith**  
**Deputy Chairman**

MISSION, VISION & STRATEGIC PLAN

2.0



## 2 Mission, Vision and Strategic Plan

### 2.1 Mission

We support the Public Sector in providing quality service to the people of Trinidad & Tobago by:

- Securing, positioning and developing world class talent for Trinidad and Tobago
- Embedding best fit global standards in human capital management through forging strategic synergies among people, systems and technologies
- Designing and fitting out work environments in accordance with sound ergonomic standards

### 2.2 Vision

We wish to become the preferred Portal for access to HR information and services for Public Sector organisations.

### 2.3 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

### 2.4 Tagline

The People • The Potential • The Power

## 2.5 GHRS Strategic Themes

The Strategic Plan 2006 – 2009 is attached as **Appendix I**. The following outlines the themes and objectives of the plan.

The operation of GHRS has been driven by a number of strategic themes, goals and objectives over the past two years. They are as follows:

### **Building HR Capacity**

*To resource the public sector with skills and competencies to deliver Vision 2020.*

- To intensify efforts in the area of international recruitment to address specific skills gaps within Education, Health, Local Government and other Ministries, as requested
- To support the Scholarship Management Division with the placement and development of government scholars
- To increase the level of HR technical assistance and support available to the Public Sector
- To fill vacancies across the Public Service and Public Sector companies, as requested

### **Public Sector as the Employer of Choice**

*To attract the best talent to the public sector, and retain, motivate and reward accordingly.*

- To work more closely with the Chief Personnel Officer in compensation management
- To facilitate increased application of HR best practice across the Public Sector
- To establish relationships with international bodies to make information on opportunities within the Public Sector more readily available
- To provide ergonomically designed and aesthetically pleasing workspaces for Public Service employees

### **High Performance Work Ethic**

*To promote a culture that rewards conscientious and results oriented behaviours.*

- To better monitor, improve and reward individual and organisational performance within GHRS
- To provide more development opportunities for GHRS staff within spheres of responsibility



## **Client Driven Mindset**

*To consistently achieve high levels of customer satisfaction, thereby building credibility and trust with our clients.*

- To increase the efficiency and effectiveness of the delivery of key services by GHRS

## **Growth**

*To aggressively pursue business opportunities to achieve exceptional results.*

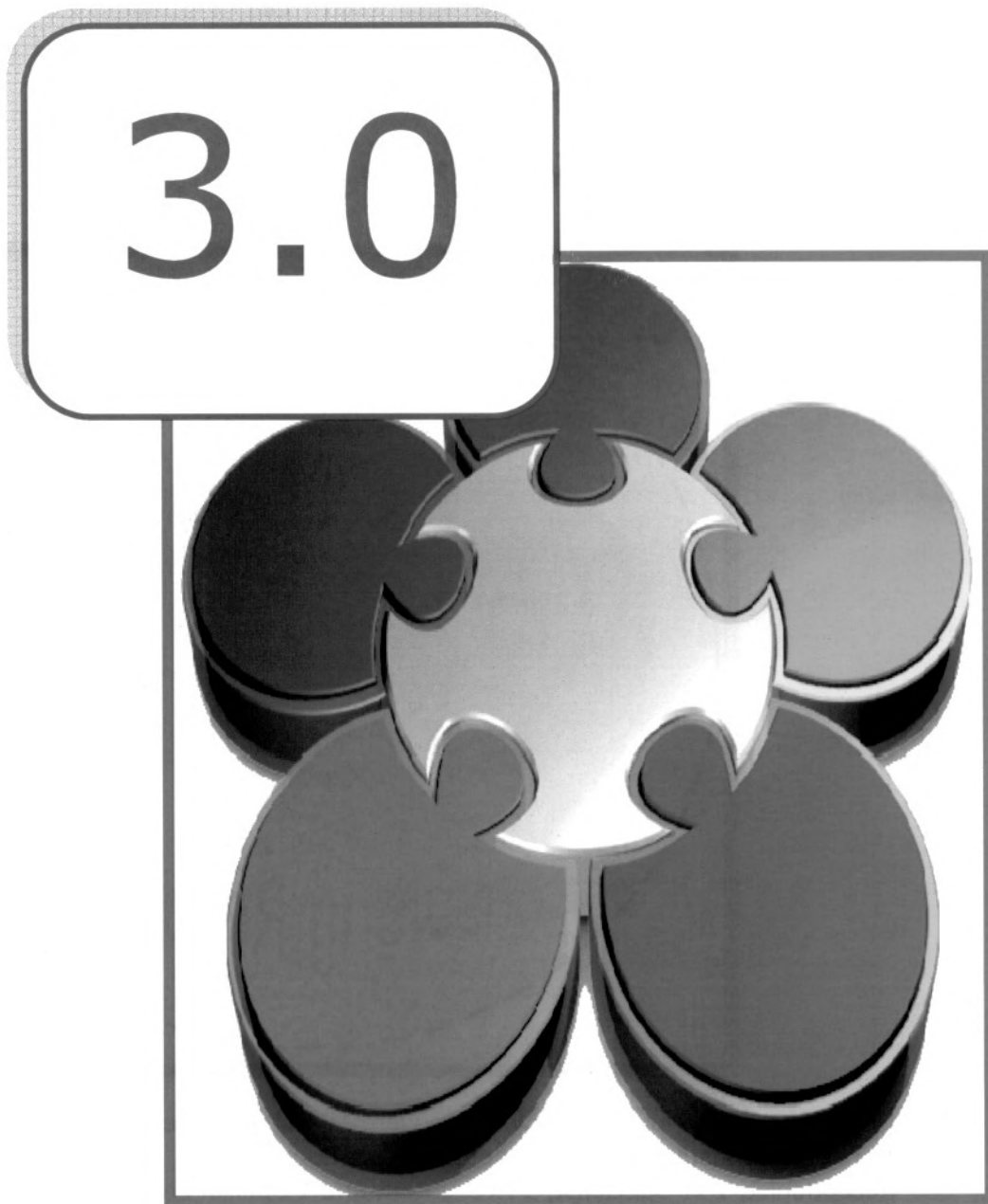
- To penetrate the state enterprise sector and expand core products

## **Operating Efficiency**

*To provide the best quality service to clients in a timely, cost effective manner.*

- To continue to build a deployable pool of high calibre consultancy resources
- To improve turnaround times and reduce cost in selected areas of delivery

ORGANISATIONAL STRUCTURE

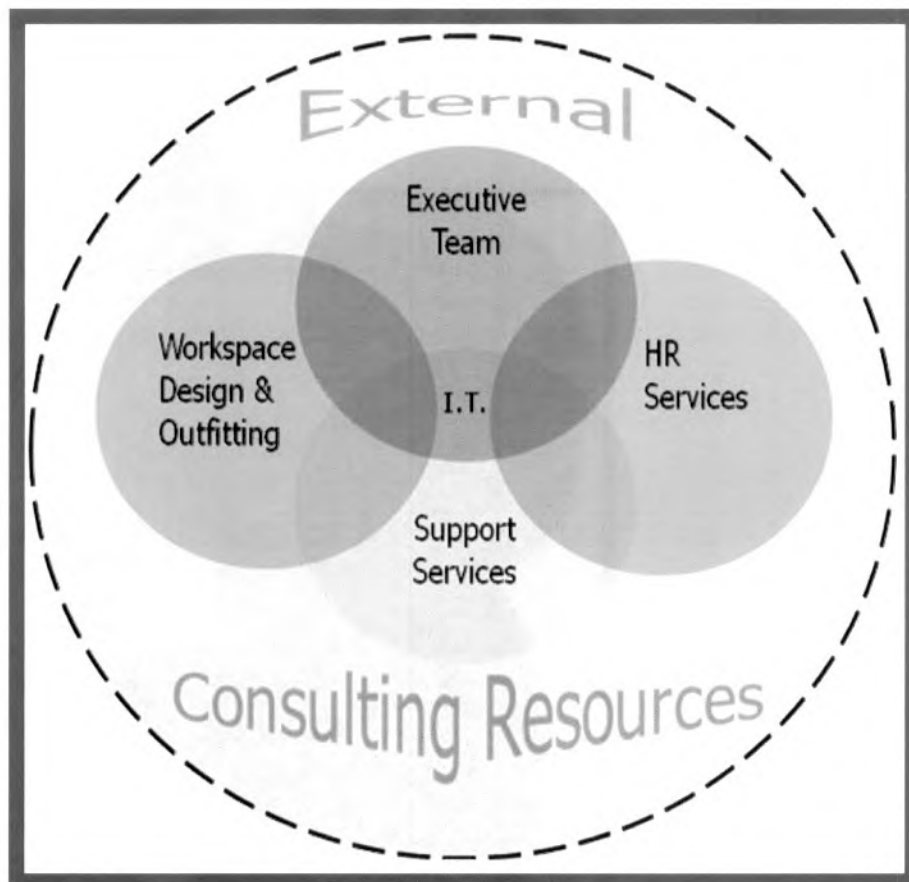


# 3 Organisational Structure

## 3.1 Structure and Personnel

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. A conceptual model of the operating structure is presented below in **Diagram 1**.

Diagram 1 - Conceptual Model of Organisation Structure



During the period under review, there were 15 full-time members of staff – 4 Executives, 3 HR Managers (Consultants), 3 Business Support Coordinators, 1 Executive Assistant, 1 Receptionist, 1 IT Specialist, 1 Accountant and 1 Special Projects Coordinator (for fit outs); all suitably qualified and experienced for their various roles. An organigram and a staff list are attached at **Appendix II**.

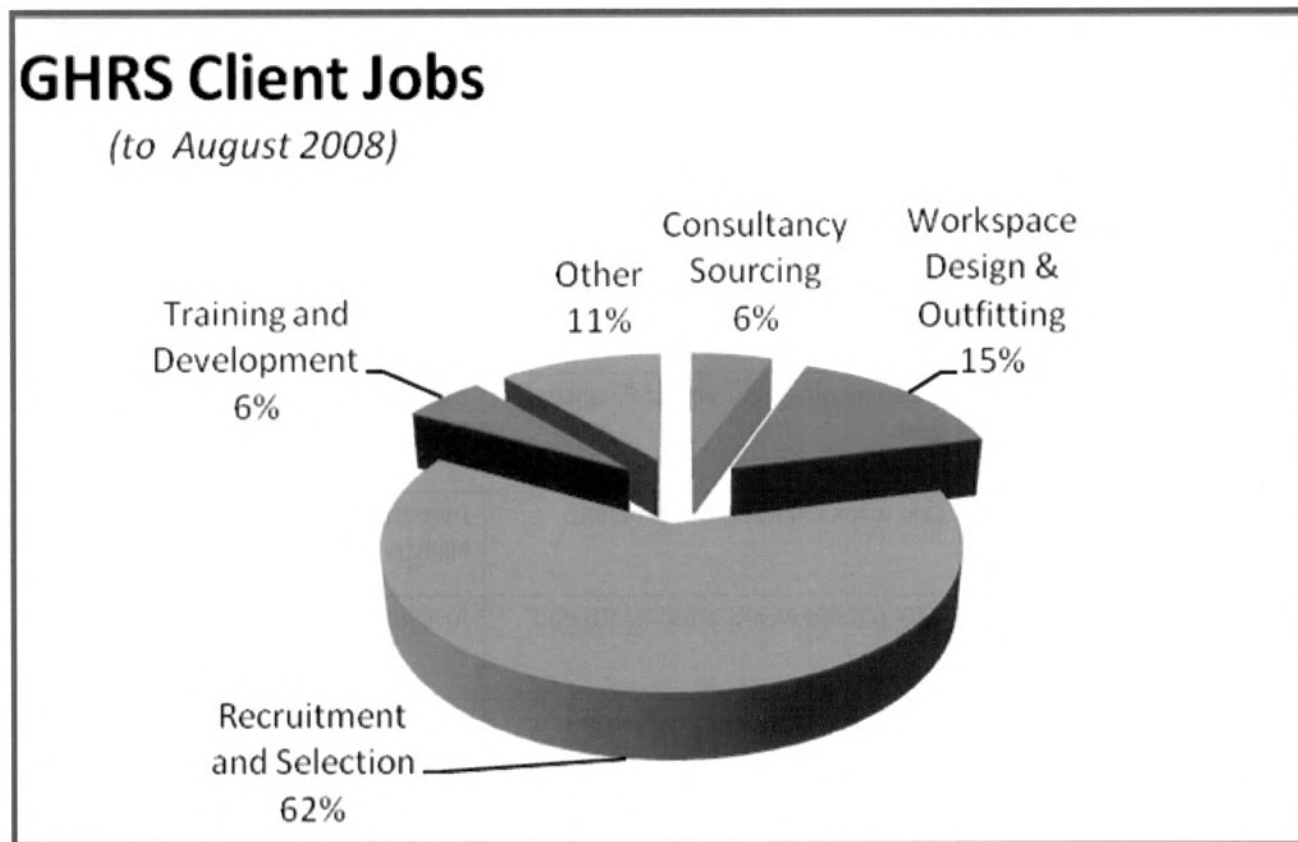
## 3.2 Services

Our core services are:

- National and International Recruitment
- Leadership Training and Development
- HR Research and Advice in Policy Formulation, Organisation Design, Compensation, and Related Areas
- Consultancy Sourcing and Management
- Workspace Design and Outfitting

**Diagram 2** below shows the share of client jobs by service area.

Diagram 2 - GHR Client Jobs



GHRM also provides HR-related services outside of its core areas in order to supplement and add value to the work of the HR professional in the Public Sector. Those areas include:

- Change Management
- Industrial and Employee Relations
- Organization Development

### 3.3 Reporting Functions

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

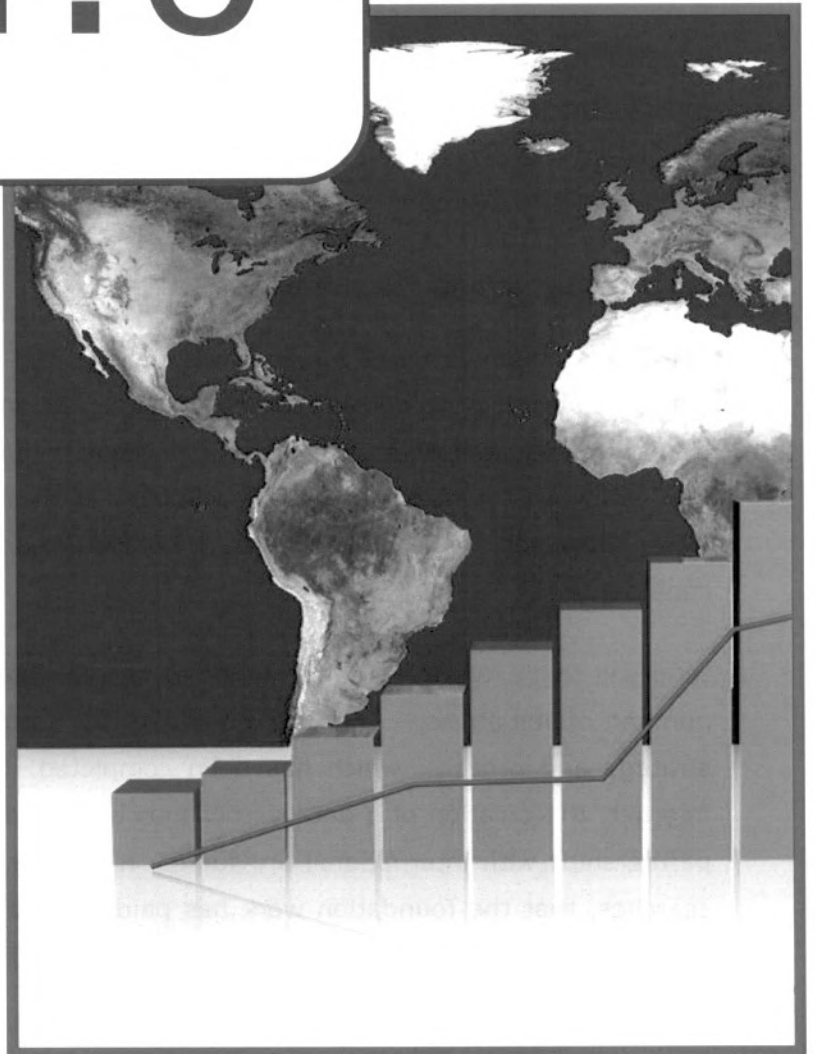
**Table 1 – Reporting Functions**

<b>DOCUMENT</b>	<b>SUBMISSION DATE</b>	<b>RECEIVING AGENCY</b>
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 of the Investments Division of the Ministry of Finance.

PERFORMANCE ACCOMPLISHMENTS

4.0



## 4 Performance Accomplishments

### 4.1 Recruitment

In 2007, GHRS was involved in various aspects of the recruitment of 314 contract staff for various Ministries and state enterprises. In 2008, the number rose to 335.

Sixteen Ministries, 8 other Public Service organisations and 17 Public Sector companies benefitted from the recruitment services of GHRS in 2007/2008. A list of these organisations can be found at **Appendix III**.

In 2007/2008, in addition to its recruitment activities, GHRS supported the Ministry of National Security in the promotion of 390 Police Sergeants. This initiative involved the temporary placement of a senior professional from GHRS on the interview team on a full time basis for the duration of the exercise.

#### 4.1.1 International Recruitment

GHRS has begun to make inroads into international recruitment. Earlier attempts to recruit nationals abroad were aborted for one of three reasons: a loss of motivation on the part of the client; the reluctance or inability of the client to fund the exercise, particularly the cost of international advertising; and the inadequacy of the terms and conditions offered to potential hires. However, these challenges have not deterred the company from pursuing international candidates.

In order to be effective at attracting overseas candidates, GHRS has had to undertake a number of initiatives. The key ones are the formulation of an international recruitment strategy and process, which has been completed; the establishment of a presence on the internet; the creation of a database of jobs and candidates; and the development of strategic partnerships with international providers. It is clear, from the results of recent international searches, that the foundation work has paid off and that GHRS is now well poised to play a pivotal role in the reversal of the brain drain from Trinidad and Tobago and the Region as a whole.

## 4.2 Other HR Services

### 4.2.1 Compensation Services

Compensation is relatively new territory for GHRIS; however the Company successfully undertook five compensation survey projects for the following public sector organisations between 2007 and 2008: the Ministry of Education, the Personnel Department, the National Entrepreneurial Development Company (NEDCO), the Ministry of Energy and Energy Industries and RATP Développement (Trinidad Rapid Rail Transit System).

In the case of the Ministry of Energy and Energy Industries, GHRIS procured the services of the international firm, the Hay Group, to conduct the survey.

### 4.2.2 Training

To date, GHRIS has conducted training for some 260 public servants in structured interviewing and customer relations.

In an effort to enhance the assessment and selection capability within the Public Service, GHRIS has delivered a number of courses in assessment and structured interviewing techniques to HR and senior technical staff of the following organisations in 2007/2008:

- Ministry of Information
- Ministry of Trade and Industry
- Ministry of Health
- Ministry of Energy and Energy Industries
- Ministry of National Security
- Ministry of Social Development
- Ministry of Legal Affairs

GHRIS was also retained to provide training for the staff of the tconnect centres across Trinidad and Tobago. This intervention included training in the following areas: Business Writing, Communication Skills, Exceeding Customer Expectations, Stakeholder Relationship Management, Team Building, Customer Service Image Management and Time Management. The training was initially offered to 59 members of staff, and then an additional 20 staff with the recent opening of five more centres in both Trinidad and Tobago.



The Company recently provided outplacement support to 40 former members of the defunct Government Information Service and will provide similar support to the staff of the Board of Inland Revenue and the Customs Department as they embark on the merger of these entities into the Trinidad and Tobago Revenue Authority in 2009/2010.

GHRIS is currently playing a key role in the design and delivery of the Professional Development Programme (PDP) for returning scholar graduates. In 2008/2009, the Development Centre concept will be employed in the assessment and training of the candidates and will involve psychometric cognitive tests, personality questionnaires, and job simulations and exercises. Benchmark assessments will be conducted on all participants at the first development centre at the start of the *learning* component. These will be followed by continuous assessments, which will be used to customise the development experience for the participants, as well as mid-programme and graduation development centres.

The learning strategies and development interventions will include classroom lectures and discussions, gap postings, secondments, social events and networking, troubleshooting short term projects, mentoring, coaching, counselling and action learning sets. The programme concept is presented in **Diagram 3**. GHRIS will deliver the programme over a 6-month period.

**Diagram 3 - Professional Development Programme for Scholar Graduates**

<b>PROPOSED FORMAT OF PROFESSIONAL DEVELOPMENT PROGRAMME*</b>	
<b>LINE MANAGERS TRAINING</b> 	<b>IN CONTENT OF PROGRAMME, FEEDBACK &amp; FACILITATION – (3 DAYS)</b>
<b>TWO DAY DEVELOPMENT CENTRE</b> 	<b>INTERIM FORTNIGHTLY MEETING- SCHOLAR &amp; LINE MANAGER</b>
<b>ONE DAY WORKSHOP</b> 	<b>THREE MONTHS AFTER DEVELOPMENT CENTRE INTERIM FORTNIGHTLY MEETING- SCHOLAR &amp; LINE MANAGER</b>
<b>ONE DAY FINAL WORKSHOP</b> 	<b>SIX MONTHS AFTER DEVELOPMENT CENTRE</b>

\* DEVELOPMENT CENTRE- Training programme composed of job relevant exercises which are assessed against competencies. The product of the centre is a detailed, individual development plan.

In addition to the activities mentioned above, GHRS also responded to a request from the Sea Food Development Company (SIDC) for a review of their Human Resource Manual as well as a request from the Personnel Department for an evaluation of a proposal for the introduction of an Employee Assistance Programme.

### 4.3 Procurement and Management of Consultants

An area of growth for GHRS has been the procurement and management of specialist consultants in disciplines outside of HR and fit out services. The table below provides information on the special procurement activities undertaken to date.

**Table 2 – Consultancy Sourcing Assignments**

CLIENT	SERVICES DELIVERED	TIME OF REQUEST	TIME OF ENGAGEMENT	COST
South West Regional Health Authority	Corporate Plan and Business Unit Plans and establishment of Balanced Score Card completed	2007	Consultant engaged 2007	TT\$220,800
Ministry of Community Development, Culture and Gender Affairs	Strategic Plan completed	January 2008	Consultant engaged February 2008	TT\$150,000 Plus VAT
Ministry of Public Administration	Public Service Transformation architecture developed; Central Statistical Office (CSO) project on stream; Immigration project completed	February 29, 2008	Board approved March 27, 2008; consultant engaged	US\$6,476,040 Plus VAT
	Communication support services; implementation taking place	July 21, 2008	Consultant engaged September 6, 2008	£727,040 (excluding VAT)
Ministry of Legal Affairs	Strategic Plan completed	July 28, 2008	Consultant engaged August 28, 2008	TT\$95,000 Plus VAT

## 4.4 Workspace Design and Outfitting

Below is the status of workspace design and fit out jobs undertaken by GHRM during the review period.

- Completed
  - Design and outfitting of all tconnect service centres; 5 in Trinidad (Tunapuna, Chaguanas, Arima, Princes Town, St. James) and 1 in Tobago (Bon Accord) and 4 kiosks in Trinidad and Tobago; average construction time for full service centres - 4 weeks
  - Design and outfitting of 2 floors of Nicholas Towers for the Ministry of Information - \$11M – approximately 2 months
  - Design and outfitting of Frederick Street location for the Intellectual Properties Office (Ministry of Legal Affairs) - \$7M
  - Design and outfitting of 2 Frederick Street locations for the Immigration Division (Ministry of National Security) – \$6M - both locations completed in approximately 1 month
  - Design and refurbishment of an office for the Minister in the Office of the Prime Minister
  - Design and outfitting of Ministry of Social Development Decentralisation Unit, Sangre Grande – 2 months

**Diagram 4 - Ministry of Information  
Level 5, Corporate Services**



**BEFORE**



**AFTER**

## 4.5 Use of Technology

### 4.5.1 Internet presence

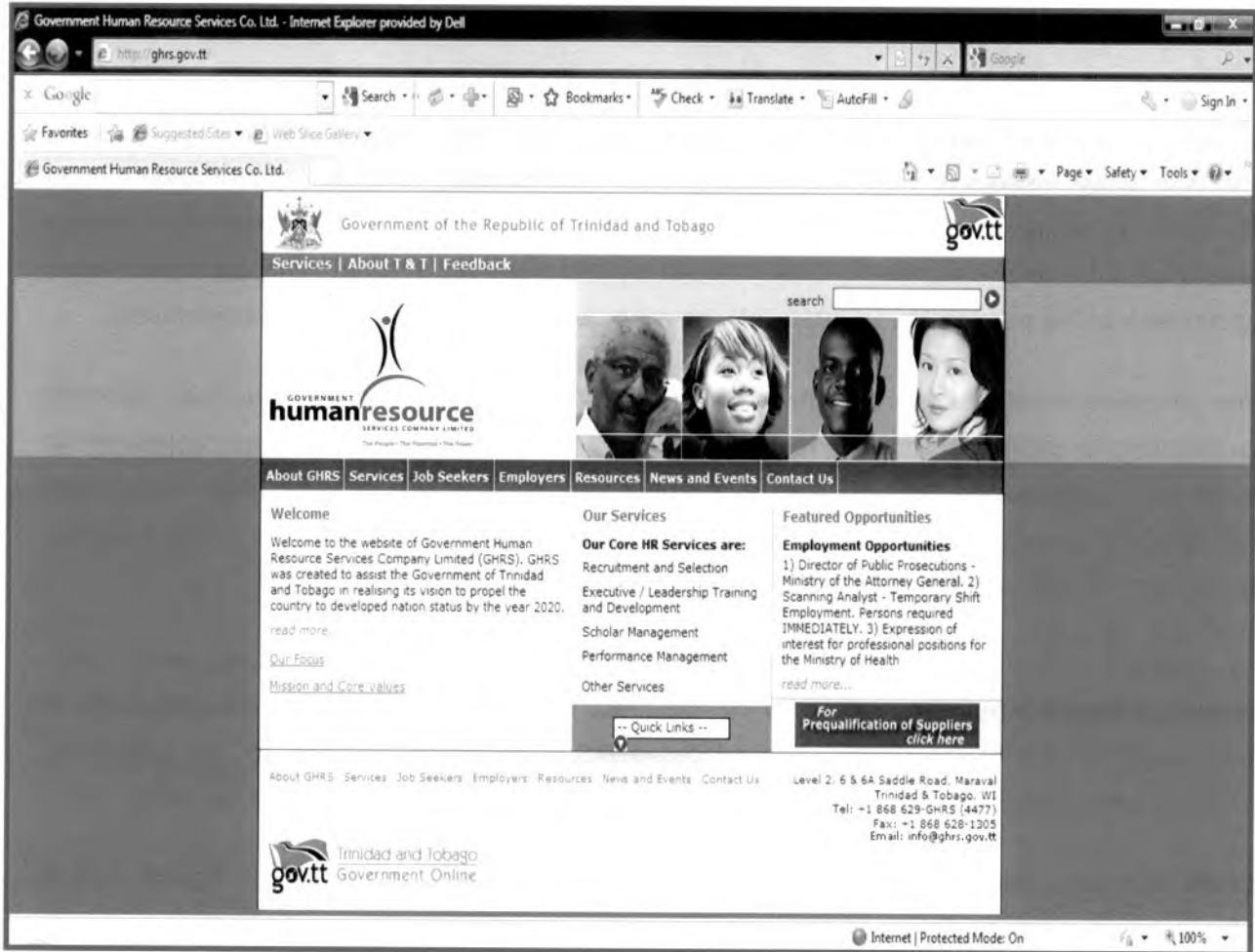
GHRIS can be found quite easily on the internet via its website: **www.ghrs.gov.tt**. Accessing that site allows visitors to view information on job opportunities, to apply to fill any vacancy of choice or to simply register their interest in employment. Year on year, there has been a steady increase in the number of hits received by this website. In 2007, the average number of hits was 2,644 per month. In 2008 this increased to an average of 8,169 hits per month.

The company is set to launch a new state-of-the-art e-recruitment system in 2009, specially customised to meet the Company's unique needs. The new system will enable applicants to track their applications through the recruitment process and will provide more back office functionality for GHRIS, including significant increases in automation and a much more powerful reporting mechanism, thereby increasing its operating efficiency.

In addition to its own web presence, GHRIS is visible to anyone who visits **www.caribbeanjobs.com**, touted to be the most popular website for the advertisement of jobs within the Caribbean region. The related GHRIS arrangement provides for the automatic, simultaneous placement of job advertisements on the GHRIS and caribbeanjobs websites.

GHRIS has also had discussions with the Ministry of Foreign Affairs with respect to the placement of a link to GHRIS on the websites of the Trinidad and Tobago Embassies and High Commissions that possess such a facility. It is expected that this exercise will be completed shortly.

Diagram 5 - GHR Website



#### 4.5.2 Database

The Company holds a database of overseas nationals and non-nationals, who have indicated an interest in working in the Trinidad and Tobago Public Sector. Their skills run the gamut of local requirements in management and professional fields. This database will soon be boosted through access to partner databases, both local and international.

In an effort to have accurate data on the opportunities available to overseas residents, GHR has written to all Permanent Secretaries requesting details on the positions that have been deemed difficult to fill. As at the close of 2007/2008, most Ministries had not yet responded. This request will be followed up in 2008/2009.

### 4.5.3 Strategic partnerships

GHRIS has developed a network of associates and strategic partners who can support its efforts in international recruitment. Two of these provide access to databases of job seekers, as mentioned above, while another provides access to discounted advertising, the regular cost of which has proven to be one of the most challenging impediments to clients wishing to recruit international staff.

## 4.6 Cost Savings to Government

A simple analysis of the cost of the various initiatives undertaken by GHRIS in support of recruitment alone shows that GHRIS contributes significant savings to Government operations annually. It is true of recruitment as it is of the other services that GHRIS offers. An estimate of savings over the first two years is in excess of \$4 million. Assuming that operational expenses remain relatively flat for the next three years, it is expected that savings to Government will increase as the demand for the Company's services increases.

### 4.6.1 Online and international advertising

To date, GHRIS has advertised, via electronic media, some four hundred and thirty-eight vacancies on behalf of thirty-two Public Sector organisations. All of these have benefitted from coverage on caribbeanjobs.com and on the GHRIS website. GHRIS maintains an unlimited account with caribbeanjobs.com and, hence, is at all times ready to accommodate vacancy advertising for any Public Sector entity via this medium and our own website.

Caribbeanjobs.com is one of most well known and well liked job advertisement sites among job seekers and employers alike. The cost of maintaining the caribbeanjobs account is fully absorbed by GHRIS at this time. **However, should each of the thirty-two (32) organisations have to retain individual accounts with caribbeanjobs.com, it would cost the Government approximately \$TTD 2,125,440 per year. The cost to GHRIS for our unlimited package is \$TTD 72,000 per year; the difference of \$TTD 2,053,440 representing substantial savings to Government.**

GHRIS recently negotiated with overseas sources for discounts on the placement of job advertisements in popular newspapers and magazines in both the US and the UK. As a result,

we were able to save three state organisations considerable expense in their bid to place their advertisements in these locations.

#### **4.6.2 Database search**

GHRIS has conducted database searches for over fifty (50) vacancies across a range of levels for various Government bodies. The standard charge for this service by private employment firms is one month's remuneration for the target position. GHRIS provides this service at no cost to the client.

This offering will soon be enhanced as GHRIS is in the process of negotiating partnering arrangements with one Canadian and two UK-based entities.

#### **4.6.3 Psychometric testing**

Within recent time, there has been an increase in the demand by Government bodies for psychometric assessments to be part of the recruitment and selection process. This assessment tool provides an additional source of critical information, which aids in selecting the right person for the right job. GHRIS has, to date, administered and utilised three hundred and eight (308) psychometric tests for various ministries. GHRIS invoices its client for the cost of the instrument (inclusive of shipping and handling fees). This cost is approximately \$TTD 400.00 per test. Private employment firms cost this service at approximately TT\$ 1,000.00, 150% above the price charged by GHRIS.

#### **4.6.4 Use of GHRIS premises**

GHRIS offers its facilities for use by Ministries and other Government organisations. It offers two (2) interview rooms and one (1) conference room.

Panel interviews and training workshops are facilitated at our offices at no cost to the client. Typically, for the use of comparable facilities, a fee of \$TTD 1,500.00 - \$TTD 5,000.00 is charged.

5.0





# 5 Financial Operations

## 5.1 Budget Formulation

The Government Human Resource Services Company Limited (GHRSC) 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 31<sup>st</sup> 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, 2007 to September 30, 2008, GHRS was allocated eight million, six hundred and eighty six thousand, seven hundred and ninety eight dollars (\$8,686,798.00) for operational expenses to execute its mandate. Actual expenditure was six million, three hundred and sixty four, seven hundred and fifty four dollars (\$6,364,754.00) as shown in the table below.

Table 3 – Actual vs. Budgeted Figures

SUB-HEAD	Budget	Actual Expenditure	Variance	Explanation for Variance
<b>Administrative expenditure</b>				
Board Expenses	192,000	123,258	68,742	
Employee Expense and other contracted services	5,634,000	4,831,537	802,463	Lower expenditure on Other Contracted Services than planned, due to client workload.
Marketing Expenses	360,000	58,100	301,900	No Marketing Manager yet employed, and so minimal focus placed in this area.
Premises Expenses	643,600	547,206	96,394	
Telephone & Internet	168,000	115,689	52,311	
IT Expenditure	229,400	81,669	147,731	
Office Expenditure	230,800	123,585	107,215	
Legal Expenditure	48,000	23,860	24,140	
HR Expenditure	345,000	180,898	164,102	Due to workload less training than planned was able to be undertaken
Other Expenditure	172,000	143,807	28,193	
	<b>8,022,800</b>	<b>6,229,609</b>	<b>1,793,191</b>	
<b>Capital expenditure</b>	<b>452,000</b>	<b>135,145</b>	<b>316,855</b>	Primarily due to: - A vehicle for a Driver/Messenger was budgeted for, however courier services were retained instead. - Lower purchasing of software than planned
<b>Total expenditure</b>	<b>8,474,800</b>	<b>6,364,754</b>	<b>2,110,046</b>	

### 5.3 Audit

For the financial year ended September 30, 2008, the Auditors, KPMG chartered Accountants, did not note any weaknesses relating to the system of internal controls and accounting procedures. Accordingly, there are no matters relating to the company to be reported.

The Audited Financial Statements for the period 2007/2008 are included on the following page.

Financial Statements of

**GOVERNMENT HUMAN RESOURCE  
SERVICES COMPANY LIMITED**

September 30, 2008

**Independent Auditor's Report to the Shareholders of  
Government Human Resources Services Company Limited**

**Report on the Financial Statements**

We have audited the accompanying financial statements of Government Human Resources Services Company Limited (the Company), which comprise the balance sheet as at September 30, 2008, and the statement of income, statement of changes in shareholder's equity and cash flows for the year 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 these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

*Auditor's Responsibility*

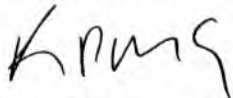
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether 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 control 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 control. 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 present fairly, in all material respects, the financial position of the Company as of September 30, 2008, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.



Chartered Accountants

Port of Spain  
Trinidad and Tobago, W.I.  
March 23, 2009

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KPMG Chartered Accountants, a Trinidad and Tobago partnership, is the Trinidad and Tobago member firm of KPMG International, a Swiss cooperative

H C Rodriguez  
P A Davis  
R R Allayne

**GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED**

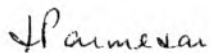
Balance Sheet

September 30, 2008

	Notes	2008	2007
<b>Assets</b>			
<b>Non-current assets</b>			
Net fixed assets	1	\$ 1,473,799	1,773,185
Deferred tax	11	4,498	-
		<u>1,478,297</u>	<u>1,773,185</u>
<b>Current assets</b>			
Inventory		8,078	-
Accounts receivable and prepayments		15,155,699	5,324,717
Taxes recoverable		61,137	-
Cash on hand and at bank	2	8,475,780	893,573
		<u>23,700,694</u>	<u>6,218,290</u>
<b>Total assets</b>		<b>\$ <u>25,178,991</u></b>	<b><u>7,991,475</u></b>
<b>Shareholder's Equity and Liabilities</b>			
<b>Shareholder's equity</b>			
Stated capital	3	\$ 10	10
Retained earnings		630,365	527,498
		<u>630,375</u>	<u>527,508</u>
<b>Non-current liabilities</b>			
Capital grants	4	1,157,214	1,509,677
Deferred tax	11	-	56,651
		<u>1,157,214</u>	<u>1,566,328</u>
<b>Current liabilities</b>			
Deferred Government subvention	5	3,656,567	1,227,865
Trade payables		6,874,592	244,264
Other payables and accruals		2,767,890	1,033,553
Taxation payable		-	69,967
Deferred income	6	10,092,353	3,321,990
		<u>23,391,402</u>	<u>5,897,639</u>
<b>Total shareholders' equity and liabilities</b>		<b>\$ <u>25,178,991</u></b>	<b><u>7,991,475</u></b>

See accompanying notes to financial statements.

On behalf of the Board



Director



Director

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

### Statement of Income

For the year ended September 30, 2008

*(with comparative figures for the nine months ended September 30, 2007)*

	Notes	2008	2007
<b>Revenue</b>	7	\$ 24,123,320	1,975,281
<b>Cost of sales</b>	8	(24,134,843)	(1,491,586)
<b>(Loss) profit from operations</b>		(11,523)	483,695
<b>Other (expenses)/income</b>			
Government subventions utilised	5	6,258,096	4,168,370
Amortisation of capital grant	4	352,463	159,323
Administrative expenses – (Schedule 1)		(6,522,795)	(4,048,758)
Distribution costs	9	(70,776)	(119,612)
Other income	10	68,099	16,443
<b>Total other (expenses)/income</b>		85,087	175,766
Profit for the year/period before provision for taxation		73,564	659,461
<b>Provision for taxation</b>	11	29,303	(131,963)
<b>Net profit for the year/period</b>		\$ 102,867	527,498

*See accompanying notes to financial statements.*

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

### Statement of Changes in Shareholder's Equity

For the year ended September 30, 2008

*(with comparative figures 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	-	527,498	527,498
Balance at September 30, 2007	\$ 10	527,498	527,508
<b>Year ended September 30, 2008</b>			
Balance at October 1, 2007	\$ 10	527,498	527,508
Net profit for the year	-	102,867	102,867
Balance at September 30, 2008	\$ 10	630,365	630,375

*See accompanying notes to financial statements.*



## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

### Statement of Cash Flows

For the year ended September 30, 2008

*(with comparative figures for the nine months ended September 30, 2007)*

	2008	2007
<b>Cash Flows from Operating Activities</b>		
Net profit for the year/period before provision for taxation	\$ 73,564	659,461
Adjustments to reconcile net profit for the year/period before provision for taxation to net cash from operating activities:		
Depreciation	422,864	171,383
Amortisation of capital grant	(352,463)	(159,323)
Loss on disposal of fixed assets	25,526	1,287
Deferred income	6,770,363	3,321,990
Deferred subventions	2,428,702	1,227,865
Inventories	(8,078)	-
Accounts receivable and prepayments	(9,830,982)	(5,324,717)
Trade payables	6,630,328	244,264
Other payables and accruals	1,734,337	1,033,553
Taxation paid	(162,950)	(5,345)
<b>Net cash from operating activities</b>	<u>7,731,211</u>	<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	(158,310)	(286,133)
Proceeds from disposal of fixed assets	9,306	8,966
<b>Net cash used in investing activities</b>	<u>(149,004)</u>	<u>(1,945,855)</u>
<b>Cash Flows from Financing Activities</b>		
Proceeds from issue of stated capital	-	10
Proceeds from capital grants	-	1,669,000
<b>Net cash from financing activities</b>	<u>-</u>	<u>1,669,010</u>
<b>Increase in cash and cash equivalents for the year/period</b>	7,582,207	893,573
<b>Cash and cash equivalents at the beginning of the year/period</b>	893,573	-
<b>Cash and cash equivalents at the end of the year/period</b>	\$ <u>8,475,780</u>	<u>893,573</u>
<b>Analysis of cash and cash equivalents</b>		
Cash on hand and at bank	\$ <u>8,475,780</u>	<u>893,573</u>

*See accompanying notes to financial statements.*

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2008

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### **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 March 23, 2009.

### **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, 2008

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### 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) Inventories**

Inventories are valued at the lower of cost and net realizable value. Cost is determined using the first in first out method, and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. Net realisable value is the estimated selling price in the ordinary course of business.

**(g) 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.

**(h) Cash and cash equivalents**

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

**(i) 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.

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## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2008

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### Significant accounting policies (continued)

**(j) Trade and other payables**

Trade and other payables are stated at cost.

**(k) 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.

**(l) 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.

**(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.

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## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2008

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### 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.

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## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2008

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### 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.

**(q) *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.

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**GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED**

Notes to Financial Statements

September 30, 2008

**1. Net Fixed Assets**

		Leasehold Improvement	Computer Equipment	Motor Vehicle	Office Furniture & Equipment	Total
<b>Cost</b>						
Balance at October 1, 2007	\$	581,276	489,383	507,112	364,746	1,942,517
Additions for the year		30,389	92,320	-	35,601	158,310
Disposals		-	(21,754)	-	(22,225)	(43,979)
Balance at September 30, 2008	\$	<u>611,665</u>	<u>559,949</u>	<u>507,112</u>	<u>378,122</u>	<u>2,056,848</u>
<b>Accumulated depreciation</b>						
Balance at October 1, 2007	\$	26,586	57,418	50,711	34,617	169,332
Charge for the year		59,394	170,710	101,422	91,338	422,864
Disposals		-	(6,434)	-	(2,713)	(9,147)
Balance at September 30, 2008	\$	<u>85,980</u>	<u>221,694</u>	<u>152,133</u>	<u>123,242</u>	<u>583,049</u>
<b>Net book value</b>						
Balance at September 30, 2008	\$	<u>525,685</u>	<u>338,255</u>	<u>354,979</u>	<u>254,880</u>	<u>1,473,799</u>
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**

		2008	2007
Cash on hand	\$	1,270	770
Cash at bank		<u>8,474,510</u>	<u>892,803</u>
Balance as at September 30	\$	<u>8,475,780</u>	<u>893,573</u>

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2008

### 3. Stated Capital

	2008	2007
Authorised capital Unlimited number of common shares on no par value		
Issued and fully paid capital 10 common shares of no par value	\$ 10	10

### 4. Capital Grant

	2008	2007
Balance at October 1, 2007	\$ 1,509,677	-
Grant received	-	1,669,000
Amortisation of capital grant	<u>(352,463)</u>	<u>(159,323)</u>
Balance as at September 30	\$ <u>1,157,214</u>	<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

	2008	2007
Balance at October 1, 2007	\$ 1,227,865	-
Subventions received	8,686,798	5,396,235
Subventions utilised	<u>(6,258,096)</u>	<u>(4,168,370)</u>
Balance as at September 30	\$ <u>3,656,567</u>	<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.



## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2008

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		<u>2008</u>	<u>2007</u>
<b>7. Revenue</b>			
Training	\$	177,462	770,480
Recruitment		98,674	424,809
Human resources - other		13,009,121	50,000
Outfitting		10,808,063	519,992
Outsourcing consultants		<u>30,000</u>	<u>210,000</u>
	\$	<u>24,123,320</u>	<u>1,975,281</u>
<b>8. Cost of Sales</b>			
Training	\$	137,713	327,620
Recruitment		116,671	646,478
Human resource - other		13,008,632	-
Outfitting		10,844,827	282,438
Outsourcing consultants		<u>27,000</u>	<u>235,050</u>
	\$	<u>24,134,843</u>	<u>1,491,586</u>
<b>9. Distribution Costs</b>			
Official entertainment	\$	12,676	12,292
Hosting conferences/workshops		-	20,639
Promotional publicity/printing		<u>58,100</u>	<u>86,681</u>
	\$	<u>70,776</u>	<u>119,612</u>
<b>10. Other Income</b>			
Interest income	\$	67,099	7,943
Pre-qualification of suppliers		1,000	-
Miscellaneous income		<u>-</u>	<u>8,500</u>
	\$	<u>68,099</u>	<u>16,443</u>

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**GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED**

Notes to Financial Statements

September 30, 2008

**11. Provision for Taxation**

	<u>2008</u>	<u>2007</u>
<u>Deferred tax</u>		
Opening amount	\$ (56,651)	-
Charge to the income statement	61,149	(56,651)
Closing amount	\$ (4,498)	(56,651)

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 and tax losses carried forward.

Provision for taxation

Deferred tax (credit) charge	\$ (61,149)	56,651
Corporation tax	-	69,152
Green fund levy	35,383	6,160
Prior year over provision for tax	(3,537)	-
Total tax (credit) charge	\$ (29,303)	131,963

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

Accounting profit	\$ 73,564	659,461
Tax at the applicable tax rate - 25%	18,391	164,865
Tax effect of income/expenses that are not recognisable/deductible in determining taxable profit	(87,324)	(39,063)
Prior year over provision for tax	(3,537)	-
Adjustment to deferred tax	7,784	-
Green fund levy	35,383	6,160
	\$ (29,303)	131,963

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2008

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### 12. Operating Leases

	2008	2007
Leases as lessee		
Non cancellable operating lease rentals are payable as follows:		
Less than one year	\$ 480,000	360,000
Between one and five years	1,920,000	1,920,000
	\$ 2,400,000	2,280,000

During the year, \$480,000 was recognised as an expense in the income statement in respect of operating leases.

### 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 \$1,748,446 for the year. 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

A financial instrument is any contract that gives rise to both a financial asset and a financial liability or equity instrument of another enterprise. For the purpose of these financial statements, financial assets have been determined to include accounts receivable, prepayments and cash. Financial liabilities have been determined to include long-term debt, accounts payable and interest payable.

The Company has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

Derivative financial instruments are not presently used to reduce exposure to fluctuations in these risks.

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# GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2008

## 14. Financial instruments (continued)

### *Credit risk*

Management monitors exposure to credit risk on an on-going basis. The maximum exposure to credit risk is represented by the carrying amount of the financial asset in the balance sheet. The maximum exposure to credit risk at year end was:

	2008	2007
Accounts receivable and prepayments	\$ 15,155,699	5,324,717
Taxes recoverable	61,137	-
Cash	<u>8,475,780</u>	<u>893,573</u>
	<u>\$ 23,692,616</u>	<u>6,218,290</u>

Impairment losses:

The aging of trade receivables at year end was:

	Gross	2008 Impairment	Gross	2007 Impairment
Current	\$ 8,116,522	-	4,888,742	-
31- 60 days	8,050	-	287,568	-
Over 61 days	<u>6,874,592</u>	-	<u>11,950</u>	-
	<u>\$ 14,999,164</u>	-	<u>5,188,260</u>	-

No impairment losses were recorded with respect to trade receivables for the year.

### *Liquidity risk*

The Company manages its liquidity risk by maintaining cash to meet its cash obligations as they fall due. Further, the Company also maintains flexibility through established credit facilities with its Bankers.

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2008

### 14. Financial instruments (continued)

#### *Liquidity risk (continued)*

The following are the contractual maturities of financial liabilities, including interest payments:

	Carrying Amount	Contractual cash flows	6 months or less	6-12 months	1-2 years	2-5 years	More than 5 years
<i>September 30, 2008</i>							
Trade payables	\$ 6,874,592	6,874,592	6,874,592	-	-	-	-
Other payables and accruals	2,767,890	2,767,890	2,767,890	-	-	-	-
\$	<u>9,642,482</u>	<u>9,642,482</u>	<u>9,642,482</u>	-	-	-	-
<i>September 30, 2007</i>							
Trade payables	\$ 244,264	244,264	244,264	-	-	-	-
Taxation payable	69,967	69,967	69,967	-	-	-	-
Other payables and accruals	1,033,553	1,033,553	1,033,553	-	-	-	-
\$	<u>1,347,784</u>	<u>1,347,784</u>	<u>1,347,784</u>	-	-	-	-

#### *Market risk*

Market risk arises in the normal course of business and encompasses the risk to earnings that arises from changes in foreign exchange rates, interest rates and equity prices.

##### *(a) 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. The currency giving rise to any risk is primarily the United States dollar. The Company was not exposed at the year end.

The exchange rate of the United States dollar to the Trinidad and Tobago dollar at the year end was as follows:

At September 30, 2008: TT\$6.30

At September 30, 2007: TT\$6.30

##### *Sensitivity analysis:*

The Company has not performed a sensitivity analysis on the effect of a strengthening of the Trinidad and Tobago dollar against the United States dollar at year end, because there was not a significant exposure.

## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2008

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### 14. Financial instruments (continued)

*Market risk (continued)*

#### (b) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates.

At year end, the interest rate profile of the Company's interest bearing instruments was:

	2008	2007
Fixed rate instruments		
Financial assets	\$ 8,474,510	892,803
Exposure	\$ 8,474,510	892,803

#### *Estimation of Fair values*

Fair value amounts represent estimates of the arm's length consideration that would be currently agreed upon between knowledgeable and willing parties who are under no compulsion to act and is best evidenced by a quoted market price if one exists. The estimated fair value of the Company's financial instruments is based on the market prices and valuation methodologies.

### 15. Capital management

The Company has no formal policy in regards to capital management, as the Company is currently financed through Government subventions.

### 16. 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 1	First-time Adoption of International Financial Reporting Standards - Amendment relating to cost of an investment on first-time adoption	January 1, 2009
IFRS 1	First-time Adoption of International Financial Reporting Standards - Revision	July 1, 2009

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## GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED

Notes to Financial Statements

September 30, 2008

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### 16. IFRS Not Yet Effective (continued)

IFRS 7	Financial Instruments – Disclosures	July 1, 2008
IAS 1	Amendment: Presentation of Financial Statements - Comprehensive revision including requiring a Statement of Comprehensive Income	January 1, 2009
IAS 1	Presentation of Financial Statements - Amendments resulting from May 2008 Annual Improvements to IFRSs	January 1, 2009
IAS 16	Property, Plant and Equipment - Amendments resulting from May 2008 Annual Improvements to IFRSs	January 1, 2009
IAS 20	Government Grants and Disclosure of Government Assistance - Amendments resulting from May 2008 Annual Improvements to IFRSs	January 1, 2009
IAS 36	Impairment of Assets - Amendments resulting from May 2008 Annual Improvements to IFRSs	January 1, 2009

Except for 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

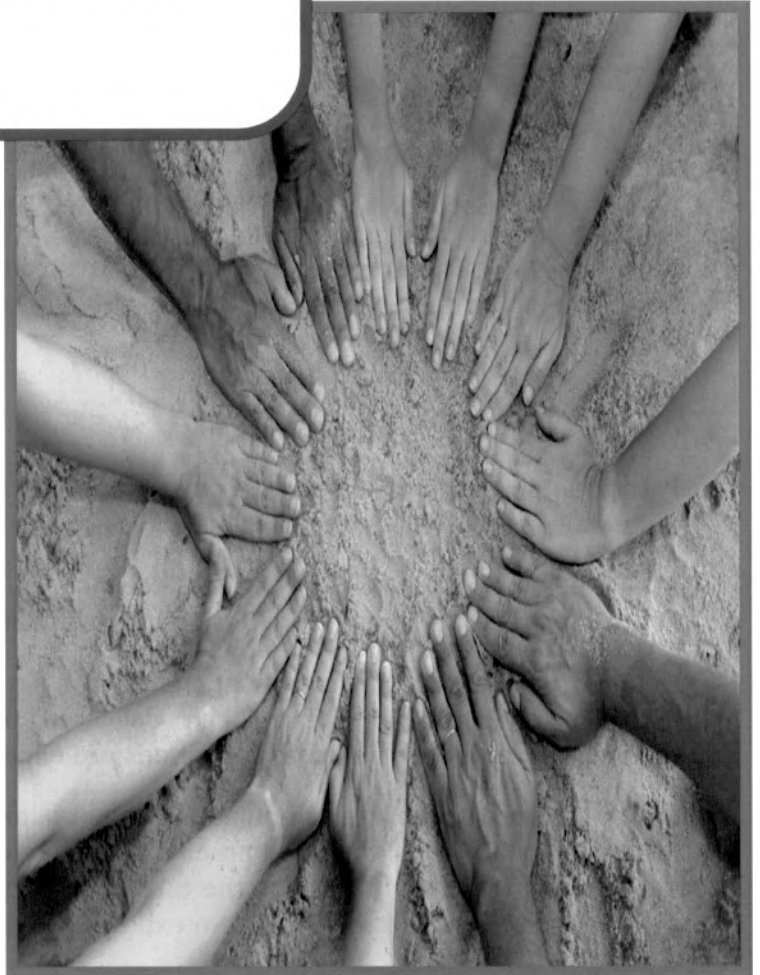
For the year ended September 30, 2008

*(with comparative figures for the nine months ended September 30, 2007)*

	2008	2007
Depreciation	\$ 422,864	171,383
Remuneration to Board Members	117,600	88,197
Cabinet approved bodies	5,658	1,385
Contract employment	3,426,602	1,243,819
Gratuity and severance	565,384	240,840
Vacation expense	159,588	-
Employer N.I.S. Contribution	92,310	17,894
Cellular allowance	31,341	19,685
Other contracted services	508,636	1,433,441
Parking expense	16,727	-
Maintenance of vehicles	9,735	23,438
Vehicle insurance	18,313	10,523
Gas expenses	14,810	5,953
Design and infrastructure	-	41,368
Janitorial services	35,950	20,910
Rent	480,000	350,000
Security services	17,493	12,919
Insurances	17,146	7,580
Internet expenses	32,901	21,409
Telephone expenses	82,787	45,755
Information technology expenses	67,477	93,685
Office stationery and supplies	46,784	45,740
Postage	1,061	4,990
Books and periodicals	15,776	2,053
Rental of equipment	20,157	12,565
Repairs and maintenance	(1,383)	11,404
Bonus	35,000	-
Miscellaneous	15,122	17,570
Membership	5,328	-
HR expense	81,116	-
Petty cash overage/shortage	(91)	-
Bank charges and interest	3,563	1,996
Subsistence	22,683	15,802
Legal expenses	23,860	5,222
Official overseas travel	10,517	72,470
Training	94,454	7,475
Loss on disposal	25,526	1,287
	<u>\$ 6,522,795</u>	<u>4,048,758</u>



6.0



# 6 Human Resource Development Plan

## 6.1 Career Path Systems

Over the time period under review the team members of GHRS have acquired competence in a range of HR activities. The main activities of the HR section are recruitment, selection and development. To deliver these activities successfully members of staff require formal training in the use of psychometric instruments. Most members of the HR team completed the British Psychological Society's Certificate of Competence in Occupational Testing Level A, between 2007 and 2008. This is a demanding one week course which covers seven broad areas. These include:

- Defining Occupational Tests and What They Measure
- Fundamental Statistics
- Administering & Scoring Tests
- Understanding Reliability & Validity
- Choosing & Using Tests Within the Context of Legal, Economic & Social Issues
- Security and Confidentiality of Test Materials & Data.

Additionally all but three members of staff have completed the British Psychological Society's Certificate of Competence in Occupational Testing Level B. This Course covers:

Personality Theory

Personality Assessment

Participants were familiarised with one of the most researched personality questionnaires – the Sixteen Personality Factor Fifth Edition.

As a weekly occurrence HR Staff are coached on interpreting difficult profiles and in developing assessment exercises which are designed to simulate important job/role activities.

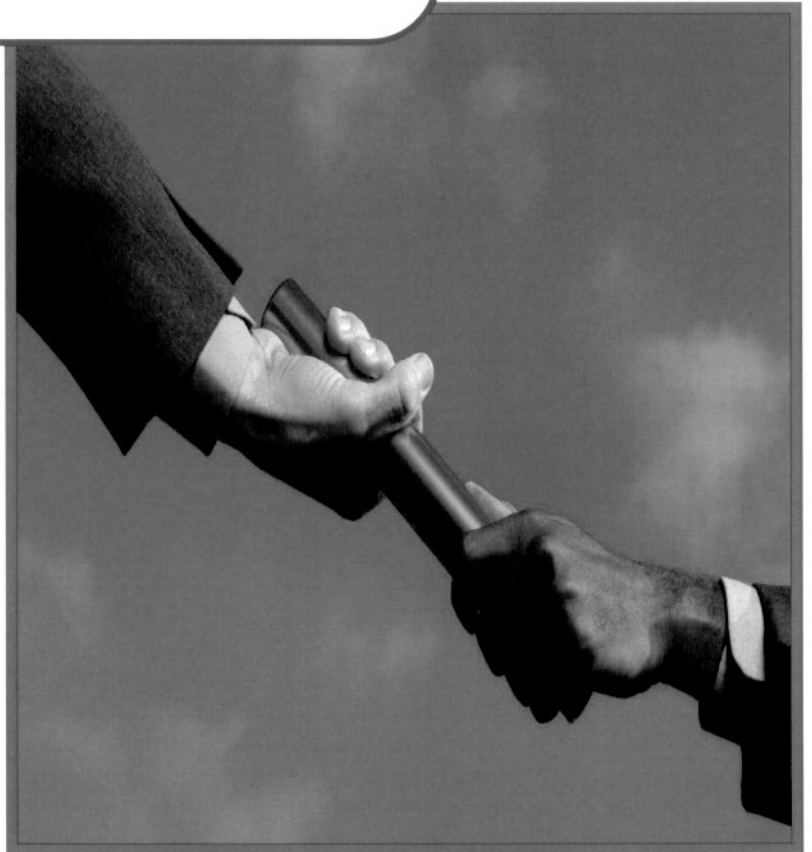
Detailed career direction conversations have been undertaken with all HR Managers and specific guidance and coaching have been delivered to ensure that people's commitment to the organisation and their personal aspirations are aligned.

Whilst contract employment regulations do not allow staff to be promoted, members of staff are developed on an ongoing basis in the areas of recruitment and selection. Opportunities for development are sought through the careful allocation of complex projects, to selected staff members most likely to develop from exposure to certain types of projects.

## 6.2 Performance Measurement Tools

All members of staff have completed performance appraisal forms and have had quarterly development conversations with their relevant line managers. Development objectives are agreed to and followed up by line managers.

7.0



## 7 Procurement Procedures

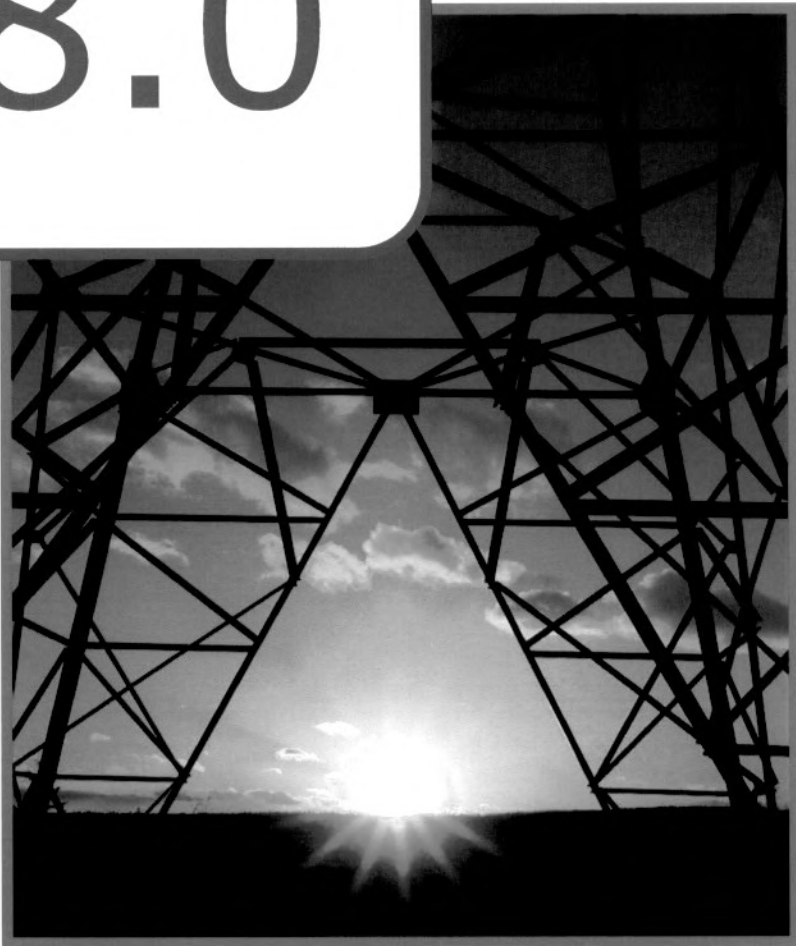
GHRH procures the services of contractors for its own outfitting projects or for special projects on behalf of Ministries and other Public Sector entities.

As a state company under the purview of the Ministry of Public Administration (MPA), GHRH possesses its own Tender Rules for the procurement of goods and services. These Rules were drafted in accordance with the mandate of the Company as set forth by Cabinet and in conjunction with the Central Tenders Board Regulations.

In May 2008, GHRH was requested by MPA to assist it in the transformation of the Public Service. The main role of GHRH in this initiative was to procure the required services necessary to implement the transformation. As this project was partly funded by the Inter-American Development Bank (IDB), GHRH developed specific Tender Rules to be used for all IDB funded projects.

Extracts from the GHRH procedure manual are included in **Appendix V**.

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  
Government  
Human  
Resources  
Services  
Company  
Limited**

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

March 2007



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# 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

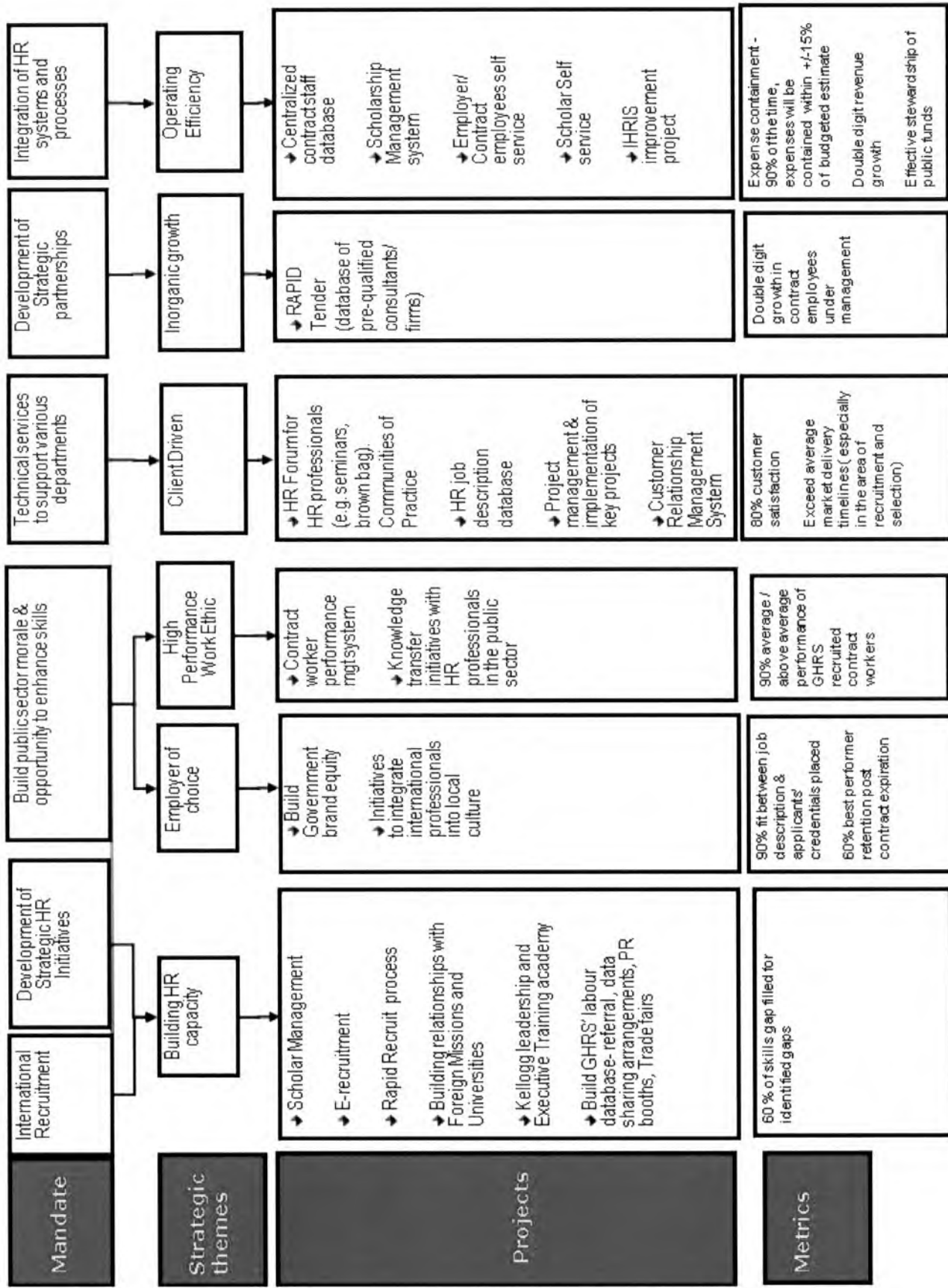
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## **Executive Summary**

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## 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.
- GHR 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.
- GHR 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 -
  - 'GHR 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'.
- GHR's 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 )
- GHR will conduct its operations with a clear focus on containing working capital and improving the GOTT's return on equity.
- GHR's 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 GHR's strategy for 3 fiscal periods (2006/7 - 2008/9) and its budgetary allocation for the period 2006/7.



## Environmental Scan

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

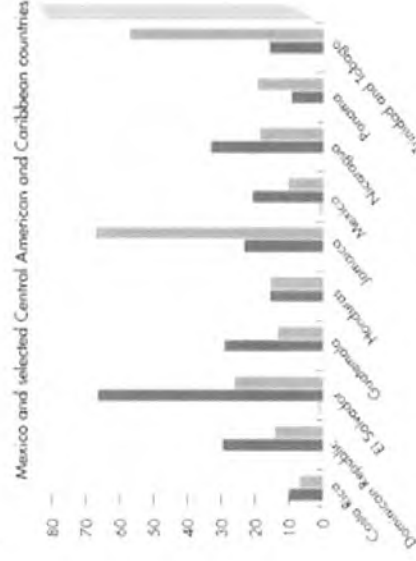
# Industry Analysis

- 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 GHRs to play a key role in being the conduit through which HR services are provided via third party contracts.



# Public Sector (Market) Analysis

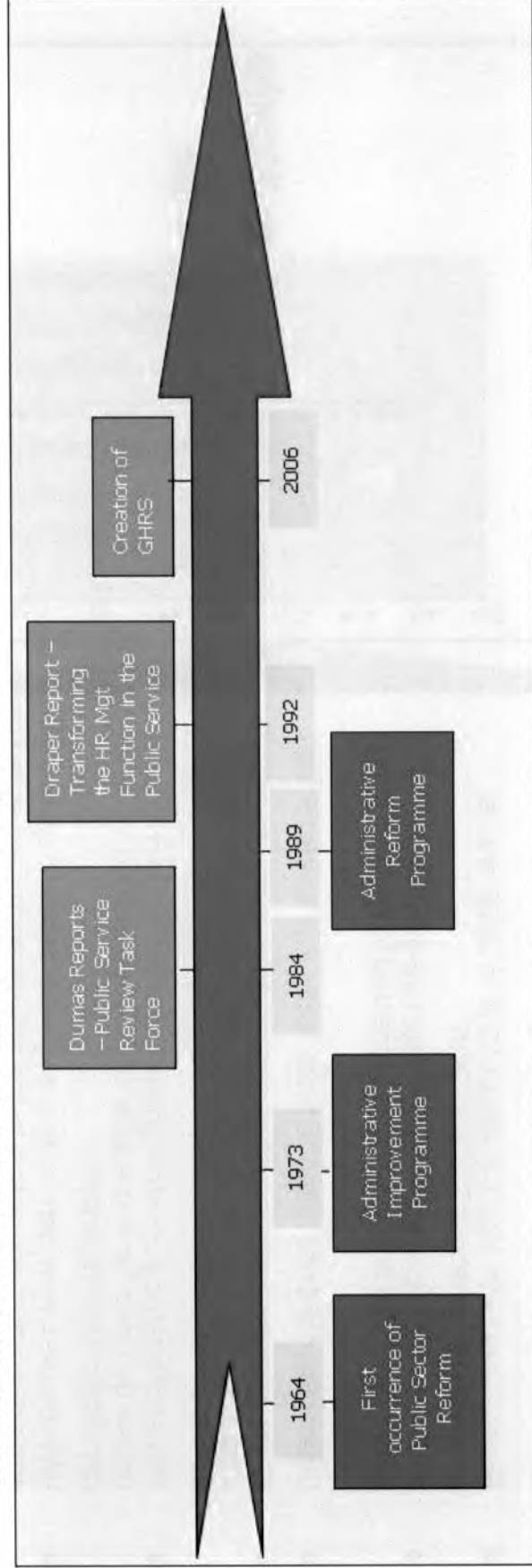
- ➔ At present, there is a broad range of skills gaps across all the Public Sector. More specifically, the report of the HR Strategy Committee (2005) indicates:
  - ➔ A critical shortage of project and change management expertise (e.g. change mgt., process mapping, HR management)
  - ➔ A shortage of 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- 45 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.

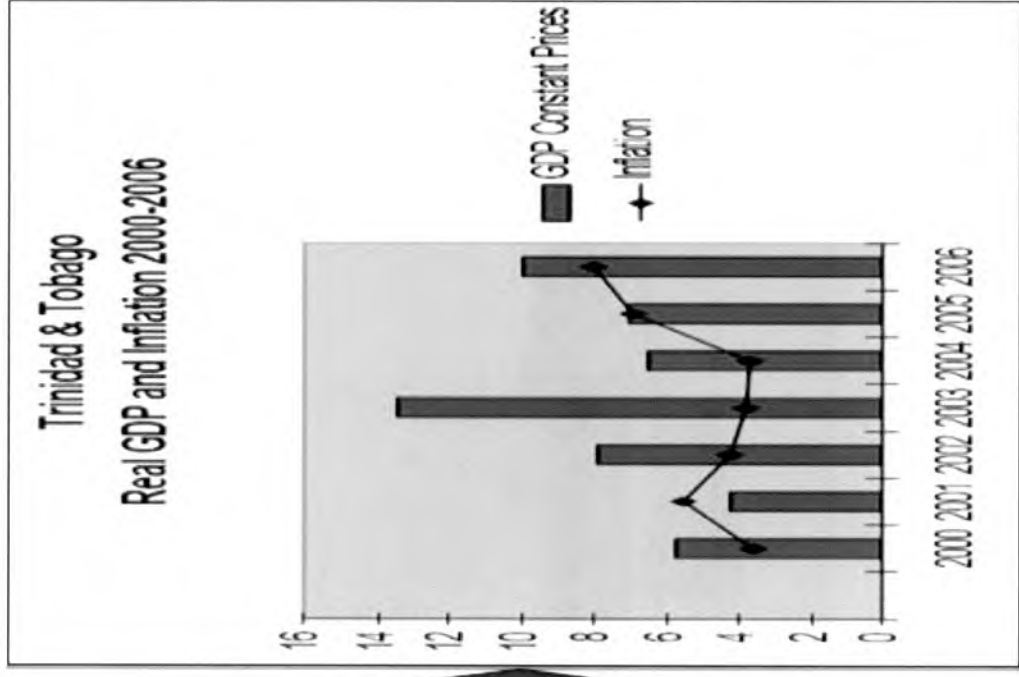


Timeline of Key Events in Public Sector History

- 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, GHRS will have to employ innovative recruitment and selection mechanisms & competitive compensation packages



# Stakeholder Analysis

This stakeholder analysis highlights the complexity of GHR's operating environment. Each of these parties have their own motivations and requirements. GHR 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)
- Sm all 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

### GHR's:

- 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

Industry Environment Analysis based on Porter's Competitive Environment Model

## 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 MPAI

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

## Values

GHRS 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

GHRIS 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) GHRIS 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 GHRIS would be competing globally in a very dynamic market

## **Captive but not dedicated clientele**

No agreement exists with Public Sector organizations to utilize GHRIS' 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 GHRIS's 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 GHRS) which will employ a bifocal strategy in the pursuance of its objectives.

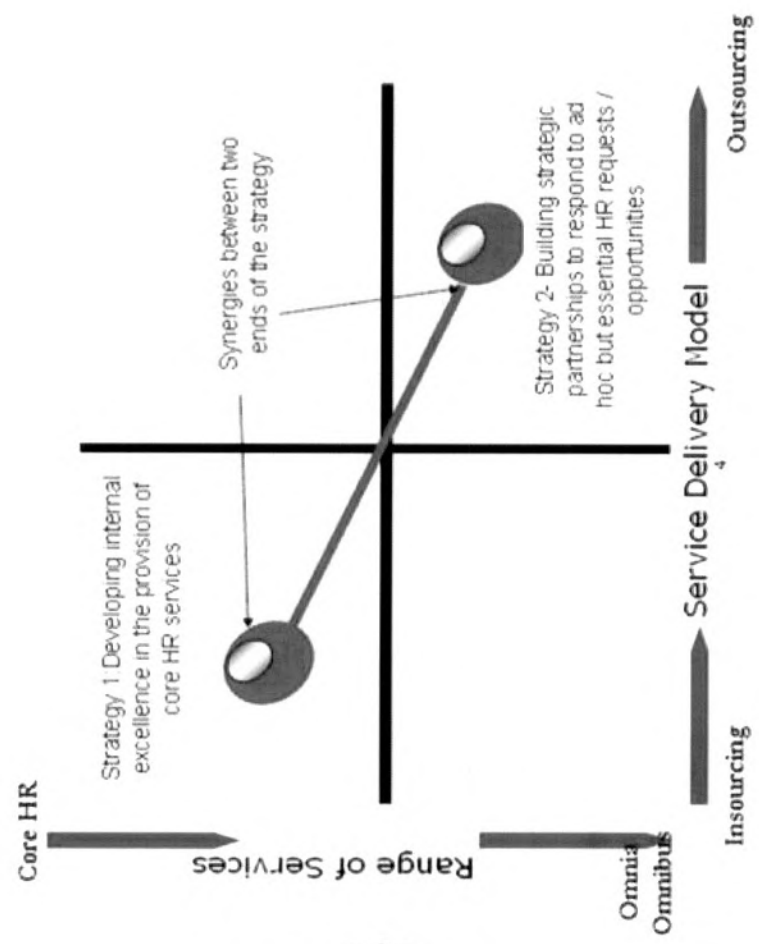


Diagram 1: GHRS' Bifocal Strategy



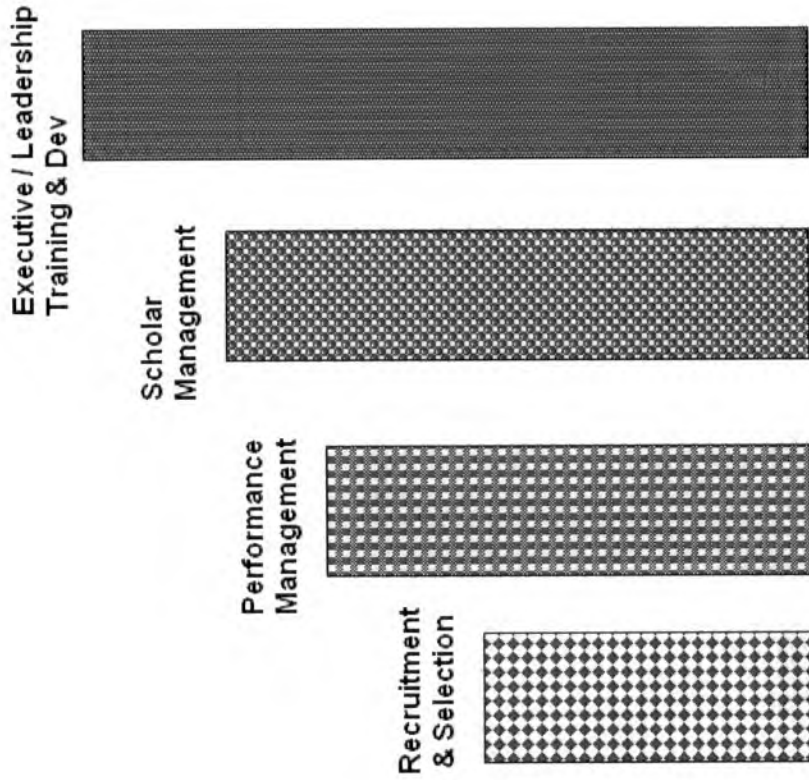
## 4 PILLARS - Overview

→ 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>• MPAI</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, GHRS 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.

→ GHRS 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, GHRS will be more responsive to its customers' needs in the very volatile and demanding public sector environment.

→ GHRS will undertake these engagements as partners with the consultants/ consultancy firms and will dedicate a GHRS 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 GHRS' staff.

→ GHRS 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

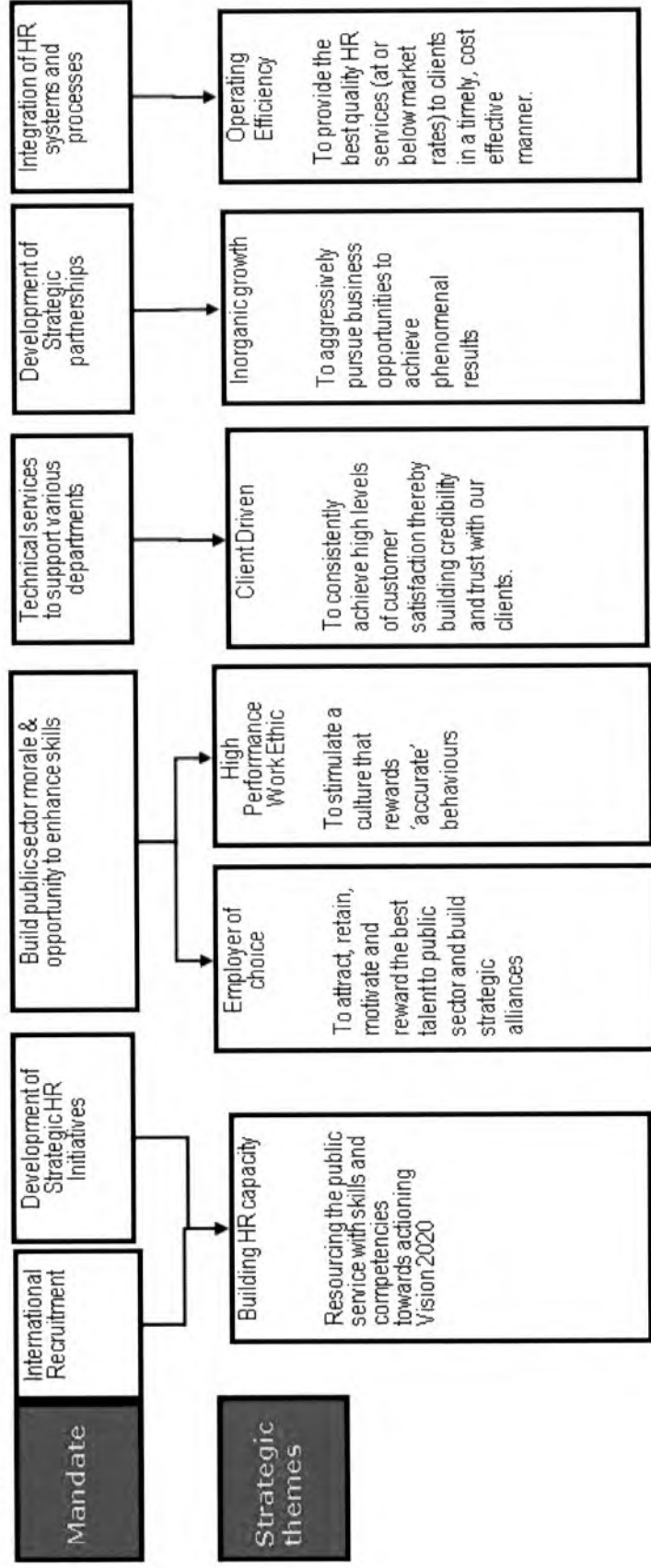
## Strategic Themes and Commitments

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

# Alignment between strategy and implementation



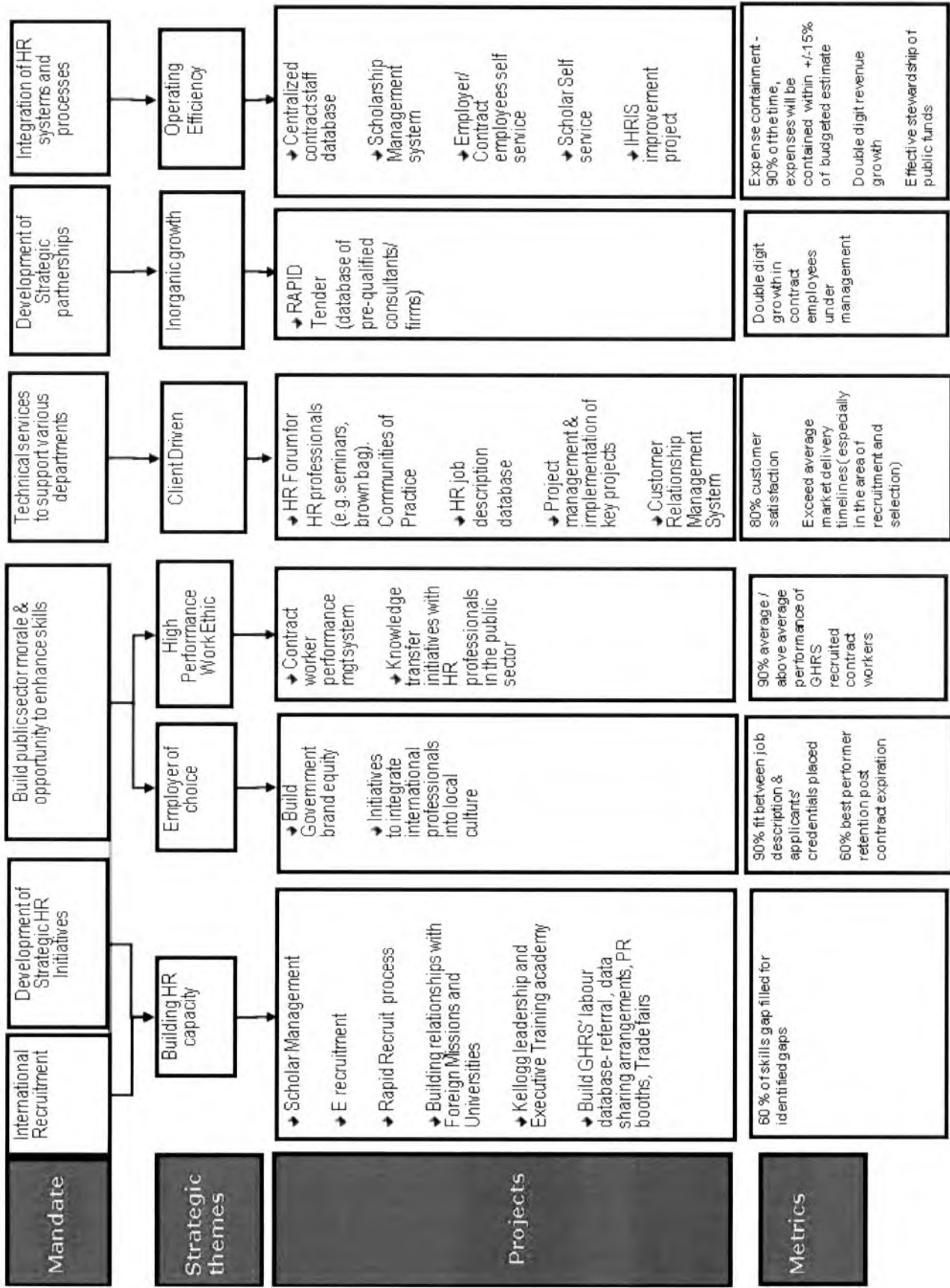
GHR has defined strategic themes which support the achievement of its mandate. Strategic themes are key drivers which sustain excellent performance over time.



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

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





**Operating  
Model**

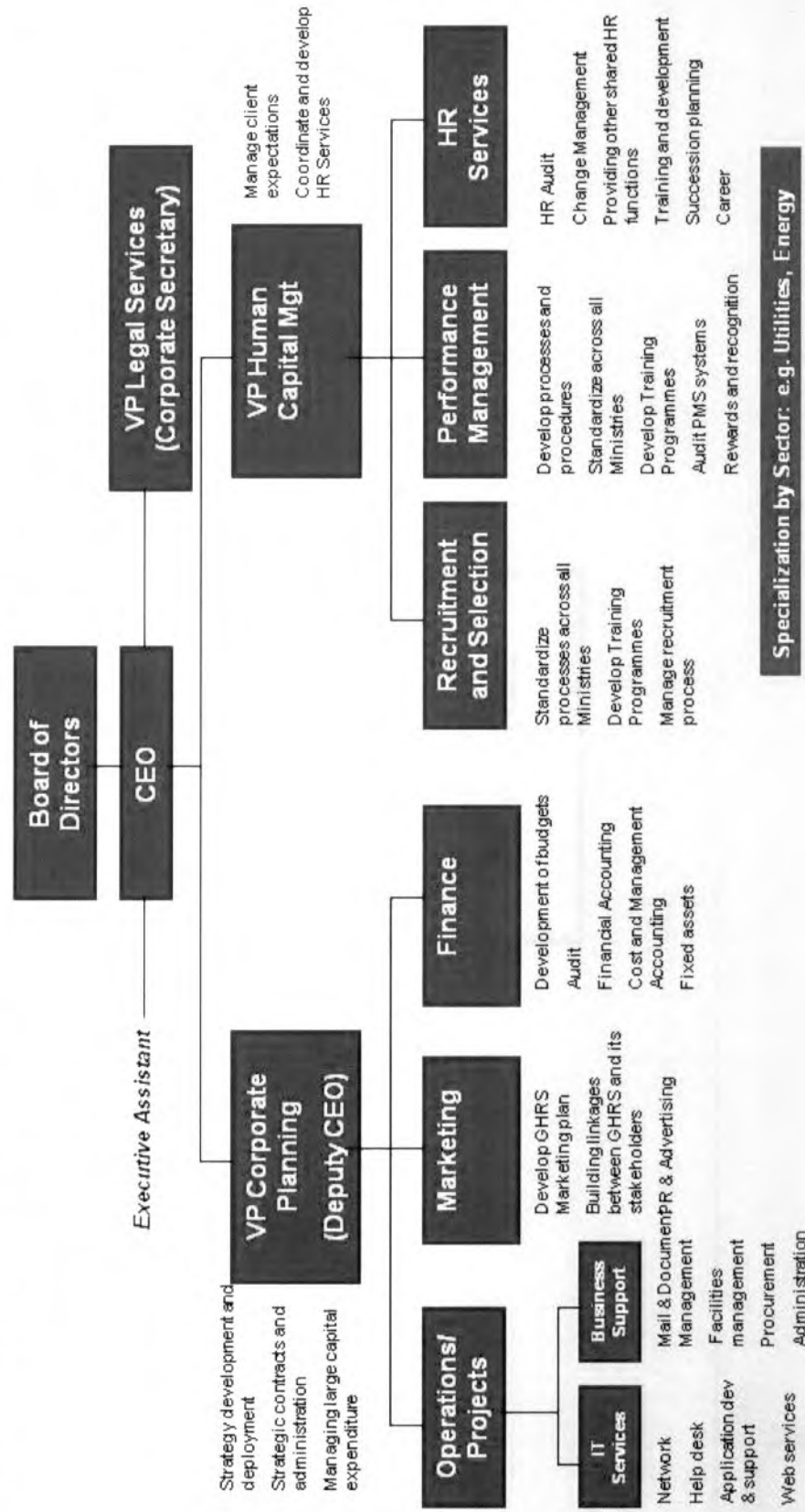
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→ **Organizational structure**



# 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:



**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



# 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**

# Context

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

## Mandate

Build public sector morale and opportunity to enhance skills

## Strategic Theme

Employer of choice

## Deliverables

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**

Develop strategic HR initiatives

**Strategic Theme**

Building HR capacity-Contact worker

**Objective**

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 GHRS' website	Ongoing from Q3 2007	TBD	MY

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**Human  
Resources**

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

For GHRIS 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 GHRIS' 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

- Mandate**
- Strategic Theme**
- Deliverable**

Develop strategic HR initiatives

Building HR capacity- Contract workers

Continuous learning about core trends in the industry  
 Strengthened cross Ministerial relationships  
 Enhanced ability to attract contract workers through better benefits  
 Performance Management system for contract workers

#	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

**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		



**GANTT Chart**



# 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 GHRS' website	MY						✓					
	Kickoff- GHRS management of Scholars	TBD								✓			

# GANTT chart linking projects to Strategic Themes

humanresource

Strategic themes	Project	Resp	2007				2008				2009							
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
High Performance Work ethic	Contract worker performance management system	TBD								✓								
	Public sector skills gap research initiative	TBD								✓								
	Public Sector compensation research	TBD					✓											
Client Driven	HR Job description database	TBD									✓							
	Implementation of Scholar Management Database- Phase 1	MY						✓										
Operating efficiency	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							✓									

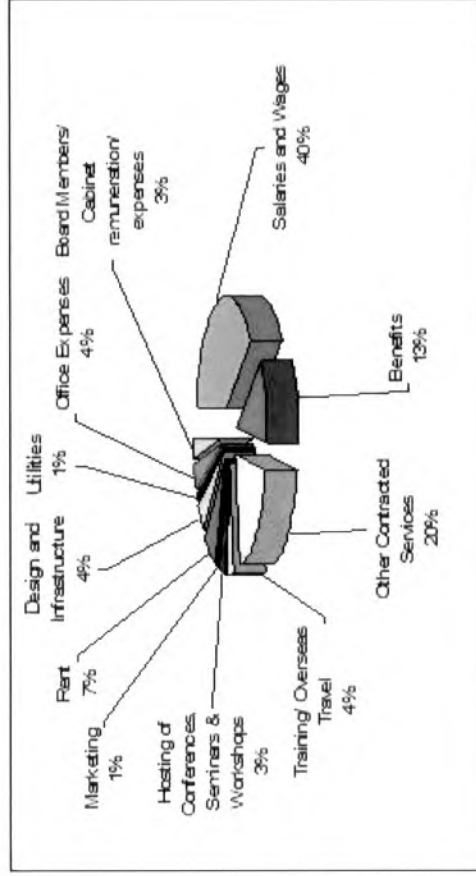
**2006/2007  
Budget**

# 2006/2007 Capital & Recurrent Budget

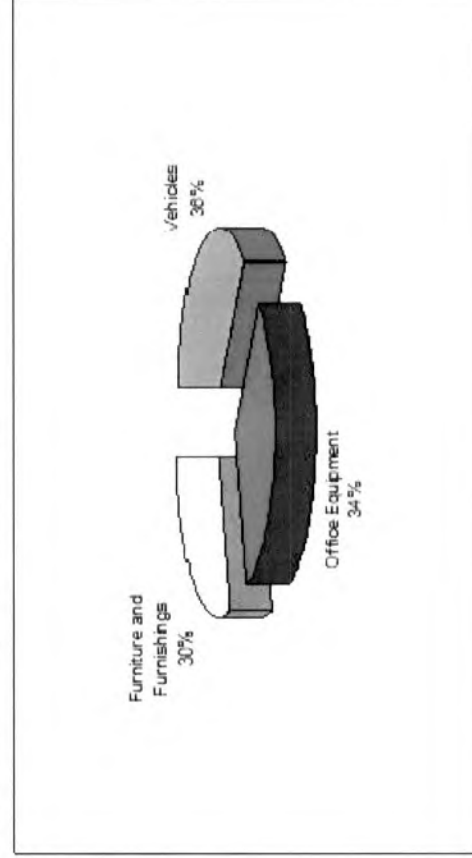
## 2006/7 Detailed Budget Projections

<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 – GHRIS Staff Listing and Organigram

### **Board Members**

- Chairman – Angela Hamel-Smith
- Deputy Chairman – Sandra Parmasar
- Member – Gerard Pinard
- Member – Suzette Carrabon
- Member – Karen Lynch-Thompson
- Member – Emerson John-Charles

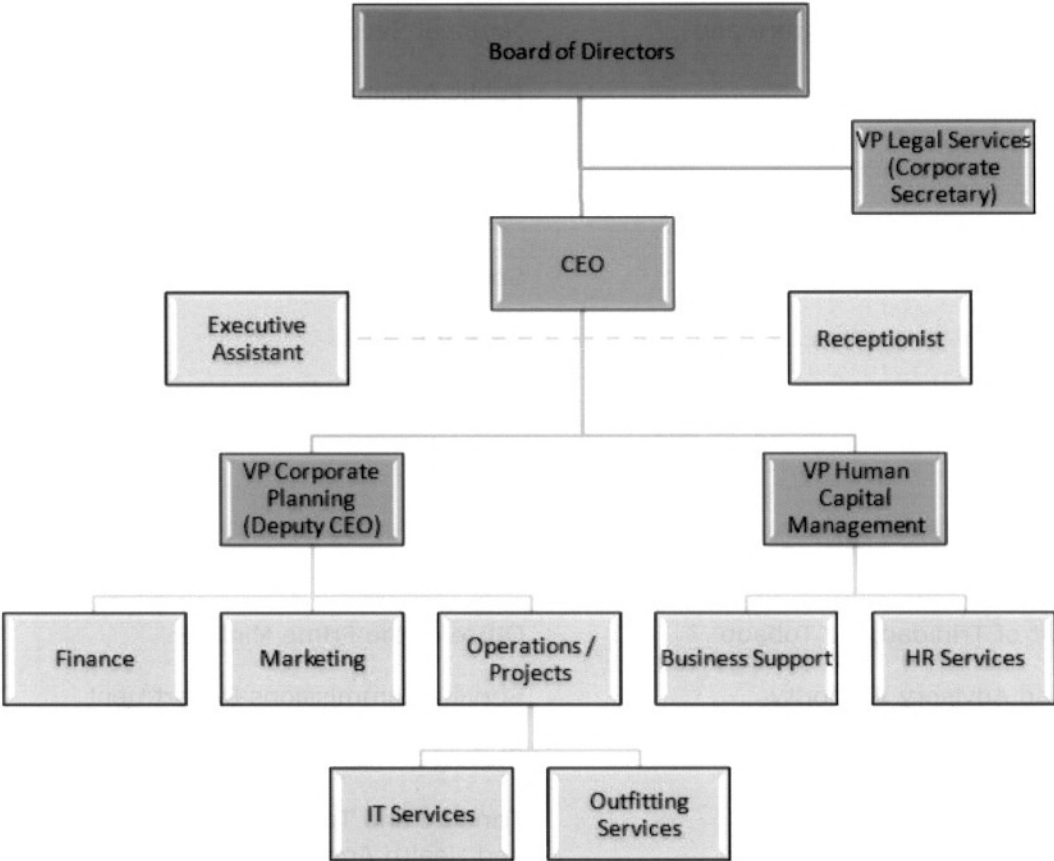
### **Executive Leadership Team**

- CEO – Glenn Wilson
- VP Corporate Planning / Deputy CEO – Marie Youssef
- VP Legal Services / Corporate Secretary – Nadia James
- VP Human Capital Management – Aileen Kelley

### **Other Staff**

- Karyn Gooding – Human Resource Services Manager
- Staci-Ann Patrick – Human Resource Services Manager
- Bianca Attong – Human Resource Services Manager
- Natasha Samms – Accountant
- Vikki Chung-Holder – Specialist Projects Coordinator
- Judith Chow - Specialist Projects Coordinator
- Renaldo De Silva – IT Applications and Infrastructure Specialist
- Crisaly Rajpaulsingh – Business Support Coordinator
- Melissa Assam – Business Support Coordinator
- Faria Hassanali-Baddaloo – Business Support Coordinator
- Talya Tobas – Executive Assistant
- Amanda Mahon – Receptionist

GHRM Organigram





## 8.3 Appendix III – Recruitment Clients: 2007/2008

### Ministries

Agriculture, Lands and Marine Resources

Community Development, Culture and Gender Affairs

Education

Finance

Foreign Affairs

Health

Information

Legal Affairs

Local Government

National Security

Public Administration

Public Utilities

Science and Technology

Social Development

Tourism

Trade and Industry

### Other Public Service Entities

Family Court of Trinidad and Tobago

Legal Aid and Advisory Authority

Office of Disaster Preparedness and Management

Office of the Attorney General

Office of the Prime Minister

Service Commissions Department

Statutory Authorities Service Commission

Trinidad and Tobago Occupational Safety and Health Agency

## **Other State Sector Organisations**

Business Development Company

Community-Based Environmental Protection  
and Enhancement Programme Company

East Port of Spain Development Company

Eastern Regional Health Authority

Educational Facilities Company

Estate Management & Business  
Development Company

Government Information Services

Housing Development Corporation

National Gas Company of Trinidad and  
Tobago

National Quarries Company

North Central Regional Health Authority

North West Regional Health Authority

Palo Seco Agricultural Enterprises

Tobago Regional Health Authority

Tourism Development Company

Trinidad and Tobago Securities & Exchange  
Commission

TTPost

## 8.4 Appendix IV – Industry Comparative Analysis of HR Services

SERVICES OFFERED	GHR	HRC	PMSL	CRS	HSL	EAA	PWC	SC	CPO
<b>Recruitment and Selection</b>	/	/	/	/	/	/	/	/	X
Permanent Staff	X	/	/	/	/	/	/	/	X
Temporary/Contract Staff	/	/	/	/	/	/	/	/	X
Executive/Professional	/	/	/	X	/	X	/	/	X
Administrative	/	X	X	X	X	/	/	/	X
Technical	/	X	X	/	X	X	/	/	X
Psychometric Testing	/	/	/	/	/	X	/	X	X
E-recruitment	/	X	/	/	X	X	X	X	X
Advertising	/	/	/	/	/	/	/	/	X
<b>Training and Development</b>	/	/	/	X	/	X	/	X	/
Executive/Leadership Training	/	/	/	X	/	X	/	X	/
<b>Performance/Compensation Management</b>	/	/	/	X	/	X	/	X	/
<b>Candidate/Scholar Development</b>	/	X	X	X	X	X	X	/	X
Career Development	/	/	/	/	X	X	X	/	/
<b>Value-Add Services</b>	/	/	/	/	/	X	/	X	/
Procurement of Consultants	/	X	X	X	X	X	/	X	X
HR Database Management	X	/	/	X	X	X	/	X	/
Holistic/Solutions Based	/	/	/	N/A	/	X	/	X	X
<b>OTHER COMPETITIVE FACTORS</b>									
Well-Established Reputation	X	/	/	/	/	/	/	X	X
Strong Customer Service	/	/	N/A	/	N/A	N/A	/	X	X
Competitive Pricing*	/	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Website	/	/	/	/	/	/	/	X	X
Partnerships/Affiliates	/	/	X	/	/	X	/	X	X
International Reach	/	/	N/A	/	/	X	/	X	X
Public Sector Only	/	X	X	X	X	X	X	/	/

**Key**  
**GHR** Government Human Resources Systems  
**HRC** HRC Management Associates Management Consultants  
**PMSL** Personnel Management Services Ltd  
**CRS** Caribbean Re-sourcing Solutions  
**HSL** Human Systems Ltd  
**EAA** Eve Anderson and Associates  
**PWC** Price Waterhouse Coopers - Trinidad and Tobago  
**SC** Service Commission  
**CPO** Personnel Department/Office of the Chief Personnel Officer

## **8.5 Appendix V – Excerpts of GHRS Tendering Procedures:**

### **8.5.1 GHRS Procedures**

#### **8.5.1.1 Open Tender – Contractor Services**

- Members of the public in general, are invited to make offers for the supply of such articles by notice published in the Gazette or in at least two local or overseas newspapers for not less than two weeks unless otherwise determined by the Board.

#### **8.5.1.2 Open Tender – Consultancy Services**

- Members of the public in general, are invited to make offers for the provision of services, by notice published in the Gazette or in at least two local or overseas newspapers for not less than two weeks unless otherwise determined by the Board.

#### **8.5.1.3 Selective Tender – Contractor Services**

- The contract for the provision of Articles may be awarded to a contractor through the selective tendering procedure.
- This method of tendering shall be used where:
  - There are only a few suppliers of the Articles.
  - The decision to award a contract must be made within a short specified timeframe.
- A minimum of three (3) members of the public shall be invited, in writing (via the post or by e-mails), to make offers for the supply Articles.

#### **8.5.1.4 Selective Tender – Consultancy Services**

- The contract for the provision of Services may be awarded to a contractor through the selective tendering procedure.
- This method of tendering shall be used where:
  - There are only a few providers of the Service.
  - The decision to award a contract must be made within a short specified timeframe.
- A minimum of three (3) members of the public shall be invited, in writing (via the post or by e-mails), to make offers for the provision of Services.

#### **8.5.1.5 Sole Tender – Contractor Services**

This method refers to contracting without competition and may be an appropriate method under the following circumstances:

- An existing contract for articles, awarded in accordance with these procedures, may be extended for additional goods or works of a similar nature.
- Standardisation of articles, to be compatible with existing articles, may justify additional purchases from the original supplier.
- The required articles are proprietary and obtainable only from one source.
- Where the Board is satisfied that there is a perceived danger to the Company or National Interest.
- Other exceptional reasons may justify departure from Public and Selective Tendering Procedures.

#### **8.5.1.6 Sole Tender – Consultancy Services**

This method refers to contracting without competition and may be an appropriate method under the following circumstances:

- An existing contract for the provision of Services, awarded in accordance with these procedures, may be extended for additional Services of a similar nature.
- The required Services are proprietary and provided only by one source.
- For very small assignments.
- Where the Board is satisfied that there is a perceived danger to the Company or National Interest.
- Other exceptional reasons may justify departure from Public and Selective Tendering Procedures.

## **8.5.2 GHR Procedures – For IDB Funded Projects**

### **8.5.2.1 Public Tendering**

#### International Competitive Public Tendering Procedure

- The contract for the provision of works where the total value exceeds US\$3 million, or the equivalent, shall be awarded to a contractor through the international competitive public tendering procedure.
- The contract for the provision of goods where the total value exceeds US\$250,000, or the equivalent, shall be awarded to a contractor through the international competitive public tendering procedure.

#### Limited International Competitive Public Tendering Procedure

- This is essentially International Competitive Public Tendering by direct invitation without open advertisement. It may be an appropriate method of procurement where:
  - There is only a limited number of suppliers, or
  - Other exceptional reasons may justify departure from full International Competitive Public Tendering procedures.
- The contract for the provision of works where the total value ranges between US\$250,000 - US\$3,000,000, or the equivalent, may be awarded to a contractor through the national public tendering procedure.
- The contract for the provision of goods where the total value ranges between US\$50,000 - US\$250,000, or the equivalent, may be awarded to a contractor through the national public tendering procedure.
- This is the competitive tendering procedure normally used for public procurement in the country of the Company and it may be the most appropriate way of procuring Articles which, by their nature or scope, are unlikely to attract foreign competition. It may be an appropriate method of tendering where:
  - The contract values are small
  - Works are scattered geographically or spread over time
  - Works are labour intensive, or
  - The goods or works are available locally at prices below the international market.

#### **8.5.2.2 Selective Tendering**

- The contract for the provision of works where the total value is less than US\$250,000, or the equivalent, may be awarded to a contractor through the selective tendering procedure.
- The contract for the provision of goods where the total value is less than US\$50,000, or the equivalent, may be awarded to a contractor through the selective tendering procedure.
- This method is based on comparing price quotations obtained from several suppliers with a minimum of three (3) to assure competitive prices.

#### **8.5.2.3 Sole Source Selection**

This method refers to contracting without competition and may be an appropriate method under the following circumstances:

- An existing contract for articles, awarded in accordance with procedures acceptable to the IADB, may be extended for additional goods or works of a similar nature.
- Standardisation of articles, to be compatible with existing articles, may justify additional purchases from the original supplier.
- The required articles are proprietary and obtainable only from one source.

### **8.5.3 Methods of Selection for the Contracting Of Consultancy Services**

#### **8.5.3.1 Quality – and Cost – Based Selection (QCBS)**

- This is a competitive process among short-listed firms that takes into account the quality of the proposal and the cost of the services in the selection of the successful firm. Cost as a factor for selection shall be used judiciously. The relative weight to be given to the quality and cost shall be determined for each case depending on the nature of the assignment.
- If the total value of services to be provided is more than US\$200,000, or the equivalent:

#### **8.5.3.2 Quality – Based Selection (QBS)**

- All the provisions mentioned in Clause 5.4.1 shall be applied with the modifications and suppressions required by the method of selecting consultants used in the specific case.
- This is an appropriate method of selection for the following types of assignments:
  - Complex or highly specialised assignments for which it is difficult to define precise TOR and the required input from the Consultant;
  - Assignments that have a high downstream impact and in which the objective is to have the best experts; and
  - Assignments that can be carried out in substantially different ways, such that proposals will not be comparable.

#### **8.5.3.3 Fixed budget Selection (FBS)**

- All the provisions mentioned in Clause 5.4.1 shall be applied with the modifications and suppressions required by the method of selecting consultants used in the specific case.
- This method of selection is appropriate only when the assignment is simple and can be precisely defined and when the budget is fixed.

#### **8.5.3.4 Least – Cost Selection (LQS)**

- All the provisions mentioned in Clause 5.4.1 shall be applied with the modifications and suppressions required by the method of selecting consultants used in the specific case.
- This method is only appropriate for selecting Consultants for assignments of a standard or routine nature where well established practices and standards exist.

#### **8.5.3.5 Selection Based on Consultants’ Qualifications (CQS)**

- All the provisions mentioned in Clause 5.4.1 shall be applied with the modifications and suppressions required by the method of selecting consultants used in the specific case.
- This method may be used for small assignments for which the need for preparing and evaluating competitive proposals is not justified.
- Dollar thresholds defining “small” shall be determined in each case, taking into account the nature and complexity of the assignment but shall not exceed US\$200,000.00, or the equivalent.

#### **8.5.3.6 Single – Source Selection (SSS)**

- This method does not provide the benefits of competition in regard to quality and cost, lacks transparency in selection and could encourage unacceptable practices.
- This method shall be used only in exceptional cases.
- This method is appropriate only if it presents a clear advantage over competition:
  - For tasks that represent a natural continuation of previous work carried out by the firm;
  - In emergency cases, such as in response to disasters and for consulting services during the period of time immediately following the emergency;
  - For very small assignments. Dollar thresholds defining “very small” shall be determined in each case, taking into account the nature and complexity of the assignment, but shall not exceed US\$100,000.00, or the equivalent; or
  - When only one firm is qualified or has experience of exceptional worth for the assignment.