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GOVERNMENT HUMAN RESOURCE SERVICES COMPANY LIMITED ANNUAL REPORT OCTOBER 2013 - SEPTEMBER 2014



ANNUAL REPORT

OCTOBER 1st 2013 - SEPTEMBER 30th 2014

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16PF	Psychometric Assessments – Personality Factors
BOA	Business Operations Assistant
C3	Cohort 3
C4	Cohort 4
CPO	Chief Personnel Officer
G2D	Gold to Diamond
GHRS	Government Human Resource Services Company Ltd
HEAL	Healthy Eating, Active Lifestyle
HR	Human Resource
HRM	Human Resource Management
IDP's	Individual Development Plans
iGovTT	National Information and Communication Technology Company Limited
LVL	Level
MPA	Ministry of Public Administration
MSC	Management Support Coordinator
MSS	Management Support Services
MSO	Management Support Officer
PDP	Professional Development Programme
SATD	Scholarship and Advanced Training Division



CHAIRMAN'S STATEMENT

In this period the Government Human Resource Services Company Limited (GHRS), continued its mandate of contributing to the enhancement of the Public Service. The Company embarked on a number of initiatives in support of the Gold to Diamond (G2D) Journey; being the Ministry of Public Administration's (MPA) ten-year plan for the modernisation of the Public Service.

A strategic move was the relocation of GHRS from Maraval to its current location in Chaguanas. This move was designed to make us more accessible to job seekers from all areas of the country.

When considering the period under review, the Company was involved in several aspects of the recruitment of 535 contract positions for a number of Ministries and Public Sector entities. Consequently, GHRS realised significant growth in our clientele, as we provided a range of Human Resource (HR) services to twenty-one (21) Ministries, thirteen (13) State Enterprises and five (5) Agencies.

As at September 2014, our e-Recruitment database stood at 46,694, an increase of 19.4% when compared to September 2013; yet again, an indication that the Company has gained increased recognition among job seekers as a key recruiter for

contract employment in the Public Sector. This phenomenon was also reinforced by the tremendous increase in the number of online visitors to our web-based Career Portal, which stood at 295,677, an increase of 105%.

Revenue earned from our Recruitment and Selection service increased by 43%. Customised HR solutions; a service line that was introduced in 2012, accounted for 47.7% of total operating revenues.

The Company continued its effort to build internal capacity by increasing staff, strengthening its operating procedures and proactively discharging its corporate social responsibility by participating in numerous career fairs and other outreach activities.

The Board of Directors, management and staff are all committed to excellence in serving our clients and customers, as the Company continues its efforts to become the preferred provider of exceptional HR services to the Public Sector.

Mr. Wayne Munro
Chairman

2.0 ABOUT GHRS

2.1 The Establishment of GHRS

GHRS began operations in December 2006 with its major objective being the development of strategies to enhance international recruitment and ensure knowledge transfer to locals.

This includes the provision of strategic and technical HR services to Public Sector organisations.

2.2 Vision

To be the preferred provider of exceptional HR services to all Public Sector entities.

2.3 Mission

To support transformation of the Public Sector through value added recruiting and HR solutions.

2.4 Core Values

The core values of GHRS underpin and guide the decisions and actions taken by our organisation and its employees.

The core values are as follows:

Customer Focused

- We are people focused
- We are quality focused
- We are driven to provide client satisfaction with the utmost professionalism

Integrity

- We are accountable in everything we do
- Ethical conduct is our priority

Innovation

- We strive, through continuous improvement, to ensure that the services we provide to our clients are cutting edge.
- We shall adapt and provide the relevant services that meet and exceed expectations.

2.5 Our Tagline

The People • The Potential • The Power

Our tagline encompasses our multi-faceted focus:

- **The People** – represents the powerful human capital within GHRS, the Public Sector and our database of local, regional and international job seekers.
- **The Potential** – represents an enhanced vision of the Public Sector as well as the capabilities of the minds and talents of people.
- **The Power** – represents the result of a synergistic meeting of the right minds with the right opportunities supported by the latest technology poised for a new era of dynamic evolution.

2.6 GHRM Board of Directors



Wayne Munro - Chairman



Left to Right

Rabindra Jaggernauth - Deputy Chairman

Rolf Bartolo - Director

Kenneth Dalip - Director

Nircrea Mills - Director



Left to Right

Janet Peters - Director

Janel Phillip - Director

Joy Sammah - Director

Laila Sultan-Khan Valere - Director

2.7 GHRS Management Team



Dr. Franklin Ali - Chief Executive Officer



MIDDLE: Left to Right
Jody Bissoon
 - IT Infrastructure &
 Application Specialist



TOP: Left to Right
Geoffrey Lewis - VP Corporate Planning/DCEO
Khari Murray - VP Human Capital Management
Vanessa Garcia - VP Legal Services & Corporate Secretary



Natasha Samms
 - Accountant



Michelle Mulcare
 - Marketing &
 Communication Specialist



Allyson Alexander
 - Internal Auditor



Anita Persad-Charran
 - Manager HR &
 Administration



BOTTOM: Left to Right
Caron Webster - Senior HR Professional
Ashlee Mohammed - Senior HR Professional
Makeda McKenzie - Senior HR Professional
Dylunn Borde - Senior HR Professional
Shaarda Maharaj - Senior HR Professional

2.8 GHRIS Organisational Structure

The approved organisational structure is depicted in Diagram 1 below.

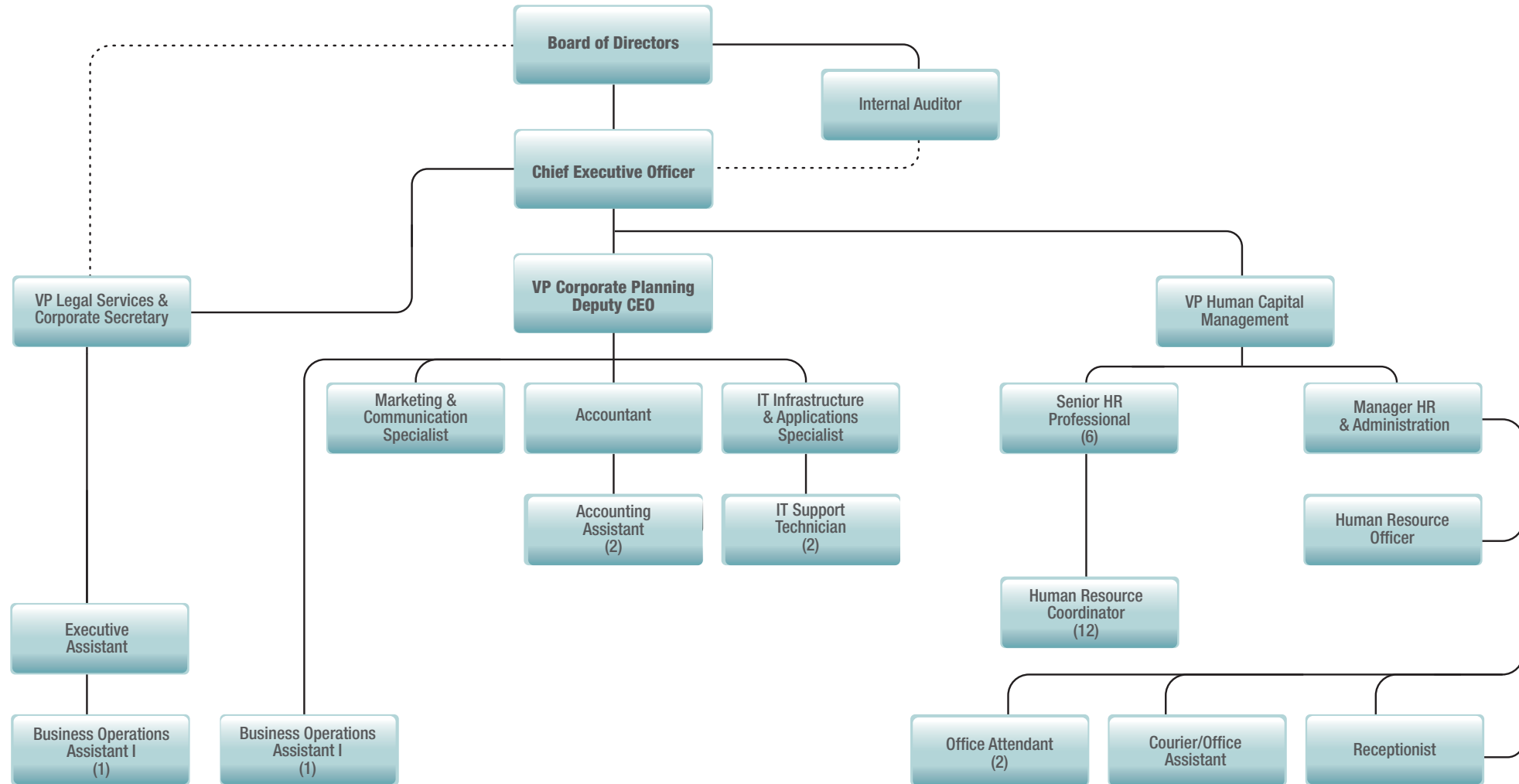


Diagram 1: Approved GHRIS Organisational Structure 2013

2.9 Staffing

In May 2013 a comprehensive review of the organisational structure was conducted. This review was predicated on the need to further strengthen the Company's institutional capacity and business continuity, as it moves forward to fulfil the mandate of becoming the premium provider of HR services to its valued clients in the Public Sector. At the 63rd meeting of the Board of Directors approval was given for the redesigned organisational structure as depicted in Diagram 1. In addition, a comprehensive proposal for review of compensation was prepared and submitted via the MPA to the Ministerial Committee for monitoring remuneration arrangements.

Additional members of staff were needed primarily in the Client Services Unit, to adequately and proactively meet the needs of over 30 Ministries, and more than 150 State Agencies. Consequently, staffing in this Unit was increased from 7 to 18 positions.

The organisation's size was also increased due to the need to provide in-house support to a revamped e-recruitment application and to bring the Company's accounting functions in-house. As a result, staffing in the IT Unit and the Accounting Unit increased from 1 position to 3.

The Human Resource and Administration Department was increased by 1 with the additional position of HR Officer in order to provide the requisite support.

Please see Table 1 below for details in changes in the staffing levels in 2013 and 2014 for comparative purposes.

Table 1: Staffing Levels in 2013 and 2014

Department	Actual Staff Levels October 2013	Actual Staff Levels September 2014
HR Client Services	7	18
IT	1	3
Accounts	1	3
HR and Administration	1	2

3.0 GOLD TO DIAMOND (G2D) JOURNEY

The GHRS operates under the aegis of the MPA.

The MPA is dedicated to developing a stronger and more versatile Public Service to realise the highest degree of citizen, employee, and business sector satisfaction. The Ministry is committed to developing a strong Public Service, which can contribute to a brighter future for the country. In alignment with MPA's national goals and objectives, the Divisions within the Ministry are focused on the development and support of the Public Sector towards serving the public to the best of their ability.

The Ministry's drive to transform the Public Service is fuelled by the G2D vision. The G2D Journey, launched in December 2012, represents a planned progression towards an empowered, professional, customer-centric Public Service by 2022, when Trinidad and Tobago will celebrate its Diamond Jubilee. The Diamond Public Service envisioned is efficient, delivers quality services and innovates to ensure continuous improvement and customer satisfaction. This necessitates moving from the existing pyramid organisational structure to a diamond-shaped architecture providing increased opportunities for professional growth and development, particularly at middle management levels and a focus on delivering value for money. In working towards the vision of a modernised Public Service, the Ministry will also introduce best practices in recruitment and selection via a Competency-Based Management Framework and job design through career paths and streams such as the Management Support Services (MSS).

The MPA's mission is *"To facilitate and lead the renewal and modernisation of a citizen-centric Public Service,"* and in light of this is seeking to modernise its Human Resource Management (HRM) Architecture and function as a key element of Public Service Transformation. By HRM Architecture, we are referring to organisational structure, positions, job design, salary classifications, career paths, capacity, capability, the Legislative and Regulatory framework and HRM policies and systems and processes such as appointments, promotions, discipline, training and development.

As one of the first steps in this journey, the MPA believes that the Public Service structure must be transformed into a flexible, modern entity, reflective of best practices in HRM and capable of supporting the development thrust of the Government of Trinidad and Tobago. The Public Service has not kept pace with modern HRM practices and it is evident that HR capacity is a fundamental element in service delivery. Consequently Ministries/Departments/Agencies are unable to effectively meet their mandates and by extension the needs of society.

Thus, it has become necessary to urgently equip these public officers with the relevant tools to effectively execute their duties.

The anticipated change to the structure of the Public Service is depicted in Figure 1. The G2D vision also promotes the use of shared services to achieve integrated service delivery, allowing for a *"no wrong door approach"*, which results in improved access to services by citizens.

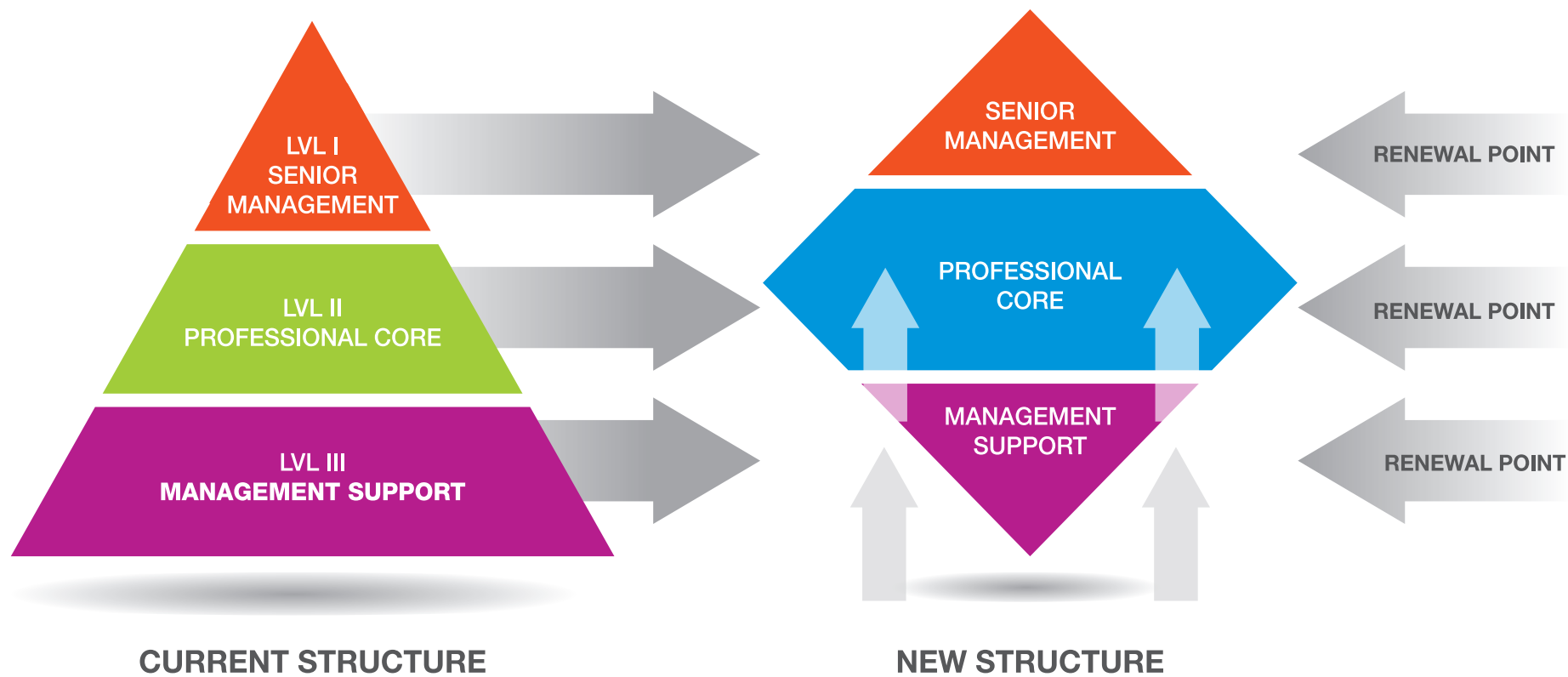


Figure 1: The Structural Change of the Public Service

The transformation of the Public Service cannot be conducted in isolation by the MPA. It therefore requires dialogue and collaboration with all stakeholders inclusive of, but not limited to:

- The Central Human Resource Management Agencies; The Personnel Department, The Service Commissions Department, The Public Service Commission, The Teaching Service Commission, The Police Service Commission and the Judicial and Legal Service Commission;

- Every Division or Unit responsible for HRM in the Public Service;
- The Public Services Association;
- Individual Ministries; and
- Public Servants

Within this context GHRS has a role to play, as follows:

- Competency-Based Recruitment, Assessment and Selection services to Ministries and State Agencies
- Organising and facilitating Performance Management and Assessment Centres
- Designing and delivering standard and customised training solutions
- Administer online psychometric and aptitude testing for recruiting and training purposes
- Designing and delivering customised HR solutions such as:
 - HR Audits
 - HR Planning
 - Job Analysis
 - Job Evaluation
 - Job Description Writing

As a result of its drive to promote Competency-Based recruiting, the MPA requested of GHRS to develop a pool of technically assessed candidates for the positions of Business Operations Assistant (BOA) I and BOA II, for possible placement throughout the Public Service. GHRS therefore conducted the recruitment and assessment of these suitable candidates in October 2013. Three hundred and thirty-nine (339) candidates participated in this assessment exercise, with one hundred and twenty-nine (129) candidates satisfactorily meeting the requirements.

It should be noted that as part of the Public Service Transformation initiative, GHRS was also engaged by the MPA to develop and implement a range of HR interventions on a phased basis for 2013/2014 and 2014/2015.

4.0 GHRS SERVICES



4.1 GHRS' Four (4) Service Areas:

The company offers services in the following (4) areas:

1. Recruitment, Assessment and Selection - GHRS utilised a Competency-Based approach combined with online psychometric and aptitude testing, towards recruiting, assessing and interviewing qualified candidates.
2. Assessment and Development - This service entailed the assessment of competency gaps via online assessments, producing Professional Development Programmes (PDPs), as well as conducting executive mentoring and coaching interventions.
3. Training Design and Delivery – GHRS provided both standardised training programmes as well as customised training interventions to meet their clients' specific needs.
4. Customised HR Solutions – This entailed the provision of Customised Human Resource services to support regular HR functions such as HR Audits, Compensation Reviews, Job Analysis and Policy Development.

4.1.1 Recruitment, Assessment and Selection

GHRS is well known in the HR industry for providing quality, professional, best practice HR support throughout the entire Recruitment, Assessment and Selection process, which is tailored to meet the clients' individual requirements.

GHRS has significantly advanced its Recruitment, Assessment and Selection services to include online psychometric and aptitude testing designed to objectively, fairly and transparently identify those candidates in possession of the "best fit" attributes and skills for contract positions in the Public Service. We utilise online assessment tools such as Wave Psychometric Testing, 16PF (Personality Factor) and Prove IT. We continue to train our staff in the use of these modern assessment tools, so that we, at all times, possess the requisite skills in-house to administer the various types of assessments.

Our entire process encompasses a Competency-Based approach throughout the Recruitment, Assessment and Selection process, which include some or all of the following activities:

- Web and Press Advertising – This is where job advertisements are placed both in the daily newspapers and posted on GHRS, Caribbeanjobs.com, Facebook and tt.Linkedin websites. For highly specialised positions, these vacancies are also posted on relevant international websites.
- Database Searches – This process involves the searching of the GHRS e-recruitment database for suitable candidates. As at 30th September 2014, the database contained 46,694 job applicants.
- Work Samples – These are customised Competency-Based work samples or case studies that are administered to shortlisted candidates in order to assess the application of knowledge to realistic, work-related scenarios.
- Role Plays and Group Exercises.
- Online Aptitude Tests - This approach utilises the Prove IT online tool to assess candidates' technical competencies.
- Psychometric Assessments - The tools currently in use are:
 - 16PF (Personality Factors) - The 16PF psychometric tool assesses the qualities and attributes needed for success in a particular role within an organisation. The 16PF competency reports help in identifying candidates with the best suited skills for a specific job.
 - Wave - The Wave psychometric assessment is an integrated suite of assessment tools that measures work behaviour and provides insights into candidates' talents, motives and potential.
- Semi-structured Competency-Based interviews - These are based on research which shows that past behaviour is the best predictor of future behaviour. They are also known as behavioural interviews. This approach seeks to obtain information about a candidate's past

behaviour in certain situations. Competency-Based interviews are semi-structured, with questions that relate directly to the essential criteria and competencies required for the position. Research into recruitment and selection methodologies suggests that structured, Competency-Based interviews can be one of the most effective forms of selection interviews.

4.1.2 Assessment and Development

GHRSS uses Assessment and Development tools, inclusive of online assessment technologies, to support the daily HR functions of its clients to help achieve their organisational goals in a range of areas. The tools include:

- Assessment Centres - These are sessions that delve into candidates' current and potential ability to fulfill the required competencies.
- Development Centres - These programmes facilitate participants' development in specified competencies using planned, individually structured approaches.
- Coaching and Mentoring Programmes - These programmes facilitate processes that enable employees with potential to learn and develop, thereby significantly improving their performance and better enabling them to achieve their potential.

4.1.3 Training Design and Delivery

GHRSS develops customised training programmes based on clients' needs, these include:

- Competency-Based Interview Workshop - This intervention seeks to enhance clients' understanding of the guidelines for designing and conducting Competency-Based interviews to assess candidates' behavioural traits.
- Job Analysis and Job Description Writing Workshop - Participants are trained on the methods and tools to conduct job analyses and develop Competency-Based job descriptions.
- Interviewing Skills Workshop - This workshop provides insight and guidelines on modern interviewing skills and tips on successful interviewing.

4.1.4 Customised HR Solutions

GHRSS offers valuable complementary HR tools that support daily HR functions and help achieve organisational goals in areas such as:

- HR Audits - This is the review of HR policies, processes and structures for alignment to organisational strategy and HR best practice.
- Technical HR Advice - Technical advice in all aspects of the HRM functional areas, inclusive of job analysis and evaluation, compensation surveys and training needs analysis.
- Specialised HR Planning and Implementation Support.

5.0 STRATEGIC OBJECTIVES

GHRS' Strategic Plan 1st October 2009 to 30th September 2012, expired prior to the new executive team joining the Company in May 2013. One of their first priorities was to develop an interim business plan. As part of the business plan for the period October 2013 to September 2014, the Company identified its strategic objectives as follows:

- **To improve and expand the current array of services:**
In keeping with GHRS' mandate, the aim was to increase the provision of HR solutions to Public Sector companies and State Enterprises by increasing the HR services portfolio.
- **To acquire new premises to better conduct the business of GHRS:**
To accommodate the increased number of staff necessary to provide these additional services to their clients, GHRS sought new premises with additional office space, inclusive of several rooms designed for use in interviews and group assessments.
- **To build institutional strengthening and business continuity:**
This goal was achieved through the strategy of attracting and retaining individuals who are experienced, talented and possessed specialised HR competencies. The overall aim was to develop a people-centred approach to the structure of the organisation, as well as providing enhanced service delivery.
- **To invest in training and development:**
Training and development of staff in specialised HR skills was essential in ensuring that GHRS delivered high quality services to their clients. Of particular importance were training interventions for WAVE and 16PF psychometric assessment tools.
- **To grow revenue:**
The Company aimed to increase revenue through the direct marketing initiative i.e. client visits and overall strategic marketing plan, with the end goal being the proactive engagement of new clients, regaining all lapsed clients, as well as broadening the services requested or engaged by existing clients.
- **To engage in aggressive cost management:**
This allowed the company to keep expenses within budget.

- **To promote a disciplined, results-based culture:**
This entailed increasing staff productivity and effectiveness through improving the performance management system as well as strengthening the team-based approach to GHRS' internal operations and service delivery.
- **To build a stronger brand image in the market:**
Enabled GHRS to raise customer awareness of GHRS services and increase customer/candidate retention.
- **To practice good corporate social responsibility:**
This enabled GHRS to integrate its Corporate Social Responsibility philosophy into its work with the communities that it serves. This ensures that the company gives back to young people via school programmes, as well as University students, unemployed and senior citizens via the Resume Writing, Dressing for Success and Interview Tips Workshops, alongside the community-based outreach programmes.

5.1 New Premises

The relocation of operations to new premises was considered critical to GHRS as the Company was constrained by the physical infrastructure and facilities at Maraval. GHRS' new premises were part of its strategic positioning to best meet the needs of clients and jobseekers. The Company took a decision to actively relocate its operations from Maraval to a more central location.

As such, the Company leased premises at #16 Mulchan Seuchan Road, Chaguanas and moved on Monday 1st December 2014.

The new location provides:

- Additional office space - from 4,000 sq. ft. at the former location in Maraval to 9,000 sq. ft. at the new premises in Chaguanas.
- More conference and meeting rooms to conduct assessments and interviews.
- Adequate parking for clients, visitors and staff members.
- Easier access for job seekers from South Trinidad via Sir Solomon Hochoy Highway and central to job seekers from East and North Trinidad via Uriah Butler Highway.
- Twenty-four (24) hour onsite security.



The Honourable Carolyn Seepersad-Bachan, Minister of Public Administration cuts the ribbon for the official opening of the new location

GHRS' new location in Chaguanas



6.0 BUSINESS PERFORMANCE

This section outlines GHRS' revenue from the services delivered during the period October 1st 2013 to September 30th 2014.

6.1 Revenue Performance

GHRS earns operating revenue; however it is significantly funded by Parliamentary appropriations, where subventions are disbursed through the MPA. The subvention allocation for the fiscal year 2013/2014 was \$6,990,000 to facilitate both operational and capital expenditures. This was a decrease of 25.4% amounting to \$2,375,000 when compared to the fiscal year 2012/2013, which had an allocation of \$9,365,000.

To compensate for this decrease in subventions, all departments were instructed to work within budget and revisit new internal projects and expenditure. For the period October 2013 to September 2014, GHRS earned \$2,376,400 in revenue, comprising as follows:

Table 2: Operating Revenue 2013/2014

Operating Revenue	Operating Revenue(\$)
Operating Revenue	2,176,651
Consultancy Sourcing	199,749
Total	2,376,400

GHRS provided Consultancy Sourcing services to the Ministry of National Security but this amount was not included in the Companies' operating revenue, as GHRS was simply retained to facilitate payment to a service provider.

The operating revenue for 2012/2013 and 2013/2014 as shown in Table 3 below:

Table 3: Comparative Operating Revenues

Item	October 1, 2013 to September 30, 2014	October 1, 2012 to September 30, 2013
Operating Revenue	\$	\$
Recruitment and Selection	950,795	433,271
Training Design and Development	214,996	1,145,545
Assessment and Development	257,678	750,829
Customised HR Solutions	753,182	195,185
Total Operating Revenue	2,176,651	2,524,830

6.2 Expenditure

During the reporting period fiscal 2013/2014, GHRS' total expenditure was \$9,732,647 which was \$3,375,095 higher than the previous year. The single largest increase in expenditure was in the area of staff cost. Staff increased by 100% in the year under review. Another area of increased cost was rent, which increased by 140%.

6.3 Projects Completed and Clients Engaged

During the period under review, GHRS delivered services to twenty (20) Ministries, thirteen (13) State Enterprises and five (5) Agencies. Details of these projects are outlined on the following page.

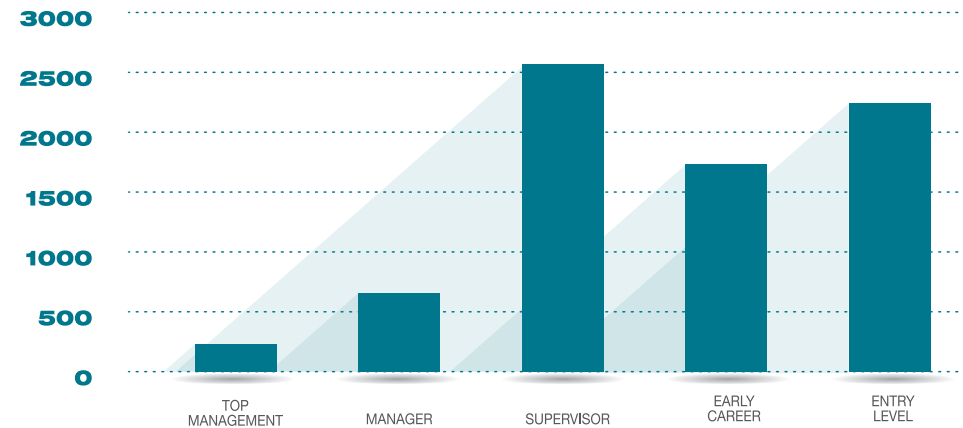
6.3.1 Recruitment, Assessment and Selection

- A breakdown of Recruitment, Assessment and Selection in the filling of positions consist of:
 - Recommendations for the filling of 456 vacancies;
 - Advertising for 57 vacancies;
 - Sifting for 3 vacancies and
 - Database searches for 19 vacancies.
- GHRS e-recruitment database - As at September 2014, GHRS had 46,694 applicants registered on its e-recruitment database. This represents an increase of 19.4% (7,956), when compared to September 2013.

Table 4: E- Recruitment registrants career level breakdown

Career Level	October 1 2013 - September 30 2014	October 1 2012 - September 30 2013
Top Management	239	333
Manager	664	844
Supervisor	2,545	3,324
Early Career	1,771	2,131
Entry Level	2,292	2,250

Please see graph below depicting various career levels of candidates registered on the GHRS e-recruitment database for the period October 1st 2013 to September 30th 2014.



Graph 1: Career Level October 1, 2013 to September 30, 2014

From Graph 1 above, the Supervisor position has the highest number of registrants on the e-recruitment database, followed by the Entry Level position.

6.3.2 Assessment and Development

Professional Development Programme (PDP)

The PDP was in alignment with the G2D principles and was designed to provide continuous development programmes for returning scholars, in key competencies and skills required for a Public Officer in the 21st century. This programme was intended to:

- Develop the professional competencies of scholars who have completed their studies;
- Assist scholars in the establishment of career goals;
- Equip scholars to prepare Individual Development Plans (IDPs) and
- Guide scholars as to the requisite skills needed to successfully transition to the world of work.

The Scholarships and Advanced Training Division (SATD) of the MPA engaged GHRS by contract, which was signed on 30th September, 2013, to facilitate Cohort 3 (C3) and Cohort 4 (C4) of the 2014 PDP for returning national scholars.

The PDP was specifically designed to help introduce returning national scholars to the world of work, thereby ensuring that scholars would be able to optimise their contribution to national development, given the significant investment in their academic advancement. GHRS, along with the SATD, began advertising for the PDP C3 and C4 at the start of January 2014, with the aim of having two (2) cohorts of thirty (30) returning scholars each.

The PDP for each cohort consisted of the following:

- An intensive three-day workshop covering Competency-Based mock interviewing;
- A one-day Line Manager Sensitisation programme;
- A Feedback Session; and
- The Closing Ceremony Graduation.

For C3, twenty-two (22) scholars participated in the PDP and for C4, twenty-four (24) scholars participated in the three-day programme.

The three-day workshops were held for C3 on 1st – 3rd April and C4, on 24th – 26th June 2014. The Line Manager Sensitisation for C3 was held on 17th June and C4 on 27th June 2014.

The feedback sessions for the PDP were held on 27th June 2014 for C3 and on 11th July 2014 for C4.

The Graduation and Closing Ceremony for C3 and C4 was held on 8th December 2014 at the Old Fire Station in Port of Spain, with the feature address being delivered by The Honourable Carolyn Seepersad-Bachan, Minister of Public Administration.

The assessors assisted in creating (IDPs) based on strengths and development areas for core competencies, as well as communicated at the prescribed times with their assigned participants to measure and track their progress. GHRS also facilitated a Line Manager Sensitisation session for all the returning scholars' direct line managers. Where their direct line managers were unavailable, the most senior supervisor in their Ministry/Organisation was invited. After the initial three-day assessment centres, the participants and their assessors were required to provide monthly feedback on the progress of their IDPs.



Professional Development Programme September 2014 at the Old Fire Station in Port of Spain



Professional Development Programme September 2014 at the Government Training Centre in Chaguaramas



The Honourable Carolyn Seepersad-Bachan at the Closing Ceremony of the DPS Orientation Programme



Professional Development Programme Closing Ceremony for Cohort 3 and 4 at the Old Fire Station in Port of Spain

Pool of Assessed Business Operations Assistants

In 2013 the MPA requested that GHRS develop a pool of technically assessed candidates for the positions of BOA I and BOA II, for possible placement throughout the Public Service. GHRS therefore conducted the recruitment of suitably qualified candidates and conducted an exercise to assess their basic competencies in October 2013.

Applicants for the positions of BOA I and II each underwent a two (2) hour competency assessment, which took place over two (2) weekends in October 2013. The assessments were held at three (3) University of Trinidad and Tobago (UTT) campuses located in the South, East and North-west Trinidad. In all, three hundred and thirty-nine (339) candidates participated in the assessment exercise; two hundred and thirty-two (232) for BOA I, and one hundred and seven (107) for BOA II.

Participating candidates were required to undergo supervised testing in core modules of the Prove IT online assessment system, utilised by GHRS for this exercise. The candidates underwent online exercises designed to test technical abilities in the following areas:

- Memo Writing
- Typing Skills and Speed
- Microsoft PowerPoint
- Microsoft Excel

The exercises for the two (2) positions were differentiated to reflect the higher level of competency needed for the BOA II position. The results revealed that eighty-four (84) BOA I satisfactorily met the requirements in each exercise. Similarly, a total of forty-five (45) BOA II satisfactorily met the requirements.

6.3.3 Training Design and Delivery

During the year under review, GHRS designed and delivered the following training interventions:

- Competency-Based Job Analysis and Job Description Writing Workshop
- Competency-Based Interviewing Workshop

Competency-Based Job Analysis and Job Description Writing Workshop

The overall aim of this workshop was to equip participants with the tools and techniques needed for preparation of Competency-Based job descriptions. At the end of this workshop, participants were able to:

- Differentiate among the terms 'job analysis', 'job description', and 'job specification'.
- Understand how the outcome of a job analysis impacts functional areas of HRM Including Recruitment and Selection, Training and Development, Performance Management and Compensation Management.
- Conduct a job analysis exercise for positions within the Trinidad & Tobago Defence Force.
- Understand what is a competency and be able to identify competencies required for the successful performance of jobs within their respective Divisions;
- Write job descriptions based on identified competencies, keeping within the guidelines and requirements of the Chief Personnel Officer (CPO);
- Understand how well-written job descriptions allow the relevant bodies, e.g. CPO, to determine and set equitable compensation.

All participants were awarded a Certificate of Participation upon completion of the workshop. This workshop was conducted for the Trinidad and Tobago Defence Force, for fifteen (15) participants.

Competency-Based Interviewing Workshop

Through a mixed delivery including role plays, exercises and lively discussions, participants learnt the framework and tools needed to implement Competency-Based interviewing practices and find the best candidates for the job. By the end of the workshop, participants were able to:

- Effectively prepare for an interview
- Identify key competencies required for the job

- Understand the rationale behind structured Competency-Based interviews
- Develop Competency-Based questions
- Understand current best practice in interviewing
- Understand and overcome barriers to objective interviewing
- Actively listen to and record candidates' responses
- Classify and rate candidates' responses
- Make sound selection decisions
- Document the Recruitment and Selection process

All participants were awarded a Certificate of Participation upon completion of the workshop. This workshop was conducted for the following clients:

- Office of the Chief Personnel Officer, for fifteen (15) participants.
- Ministry of Health, for twenty-five (25) participants.
- Trinidad and Tobago Defence Force, for twelve (12) participants.
- Parliament of The Republic of Trinidad and Tobago, for fifteen (15) participants.

6.3.4 Customised HR Solutions

During the period under review, GHRS conducted the following customised HR interventions:

- Competency-Based Mock Interviews for Returning National Scholars - MPA (SATD). This entailed conducting mock interviews for approximately one hundred and fifty (150) returning scholars, as part of the Ministry's programme for returning scholars. Each participant also received feedback on their performance in the mock interview.
- Orientation programme for newly promoted Deputy Permanent Secretaries - This programme was designed to equip Deputy

Permanent Secretaries with new leadership skills required to lead a 21st century citizen-centric Public Service. GHRS coordinated this two (2) phased workshop to facilitate an introduction to Public Sector Management for twenty-seven (27) newly-appointed Deputy Permanent Secretaries. As part of GHRS' support to the Ministry's drive for Public Service transformation and using a competency framework basis, GHRS implemented this project with the main objectives being:

- To create an enabling environment which facilitated the orientation of newly-appointed Deputy Permanent Secretaries into their roles through an in-depth programme of activities.
- To create an environment that will facilitate participant self-assessment and building commitment/capability to continuous development, learning and improving.
- To facilitate the production of professional and personal development plans on both an individual and group level.
- To create an enabling environment that fosters a cohesive network/team that will lend support to each other through the transition into the role of Deputy Permanent Secretary.
- To ensure the design and delivery of programme material which will allow the newly-appointed Deputy Permanent Secretaries to:
 - Develop reflective learning and self-assessment skills.
 - Develop emotional intelligence and resilience skills.
 - Understand how to identify knowledge gaps and developmental needs.

- Management Support Series (MSS) - Another of the early initiatives of the modernisation programme, commenced in this period, was the design and delivery of an e-based competency development programme for Public Officers to prepare them for entry into the MSS in the Public Service. This programme saw the integration of the Clerical/Secretarial classes and the entry point to the Administrative class into a new series to provide administrative support in Ministries and Departments. This new series has been designated as the MSS, in keeping with international trends. The MSS consists of a group of offices which provides general administrative, office management and other types of support specifically to Executives,

6.3.4 Customised HR Solutions (cont'd)

Heads of Divisions and/or to entire Divisions or Units within a Ministry/Department. The proposed officers within this new series are Management Support Officer (MSO) I, MSO II and Management Support Coordinator (MSC).

- The MSS changes the concept of specialised office support i.e. secretarial versus clerical versus administrative, by integrating and enhancing the duties of these three (3) classes with basic level, professional or technical skills at levels that range from basic in the case of the MSO I to complex in the case of the MSC. The MSS development programme, while conceptualised in 2013/2014, given its size and scope is expected to be launched on a phased basis in 2014/2015.
- Mapping of Business Processes for two (2) units - Ministry of Tobago Development. Business Process Re-engineering is a key component of the G2D Programme, designed to equip Public Officers with the skills required for them to actively participate in modernising and changing outdated processes towards a modern Public Service. This particular project involved Process Mapping, the review/development of Organisational Charts and the review/development of job descriptions for the Human Capital Development Unit, as well as the Planning, Project and Implementation Unit of the Ministry.
- Job Description Development for the position of Regional Manager - Public Transport Service Corporation. GHRS was engaged to develop a Job Description for the Regional Manager Position to facilitate the recruitment of a candidate with the required competencies and experience, while outlining their range of authority over the Engineering, Operations and Administration of each region of PTSC's operations.
- Gap Analysis of the Competencies of the Management Team - Public Transport Service Corporation. This project entailed a Gap Analysis of the Knowledge, Skills and Abilities of the Public Transport Service Corporation Management Team which included: examining existing job descriptions to determine requisite knowledge as well as skills and abilities required to perform job functions; examining anonymous resumes for all management team members; comparing and analysing job descriptions against resumes to determine requisite knowledge, skills and abilities gaps; and providing recommendations for job description improvements.
- Job Description and Organisational review for the National Blood Transfusion Service - Ministry of Health. This project involved conducting a review of the Organisational Structure for the National Blood Transfusion Service of the Ministry of Health; reviewing job descriptions; conducting a job analysis via observation and liaising with staff at various levels within the Division; and reporting on findings of remuneration packages of other Blood Transfusion Units both locally and internationally.



Competency Based Interview Workshop September 2014 at the Old Fire Station in Port of Spain



VP Human Capital Management – Mr Khari Murray, presents a certificate to Mr Jeremy De Freitas for successful completion of the workshop at the Old Fire Station in Port of Spain



VP Human Capital Management – Mr Khari Murray, presents a certificate to Mr Kenrick Elie for successful completion of the workshop at the Old Fire Station in Port of Spain

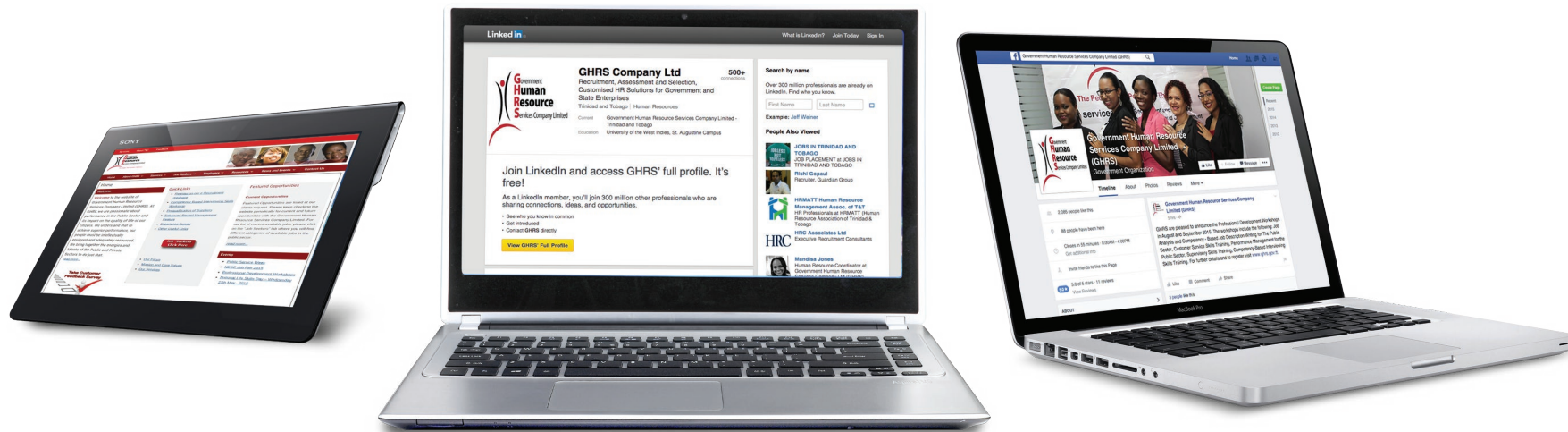
6.3.5 GHRS Client Base 2013/2014

Table 5: Client Base for HR Services Delivered from 1st October 2013 – 30th September 2014

No.	Clients	No.	Clients
1.	Agricultural Development Bank	21.	Ministry of Science Technology and Tertiary Education
2.	Airport Authority of Trinidad and Tobago	22.	Ministry of Social Development
3.	Children's Authority of Trinidad and Tobago	23.	Ministry of Sport
4.	Equal Opportunity Commission	24.	Ministry of Tobago Development
5.	Integrity Commission	25.	Ministry of Works and Infrastructure
6.	Ministry of Communication	26.	National Entrepreneurship Development Company Ltd
7.	Ministry of Energy and Energy Affairs	27.	National Information and Communication Technology Company Limited (iGovTT)
8.	Ministry of the Environment and Water Resources	28.	National Service Training Academy
9.	Ministry of Finance and the Economy	29.	Office of the Chief Personnel Officer
10.	Ministry of Food Production	30.	Parliament of the Republic of Trinidad and Tobago
11.	Ministry of Gender, Youth and Child Affairs	31.	People Solutions Plus (Work of iGovTT)
12.	Ministry of Health	32.	Public Transport Service Corporation
13.	Ministry of Justice	33.	Trinidad and Tobago Bureau of Standards
14.	Ministry of Labour	34.	Trinidad and Tobago Defence Force
15.	Ministry of Local Government	35.	Trinidad and Tobago Film Company
16.	Ministry of National Diversity	36.	Trinidad and Tobago Occupational Safety and Health Agency
17.	Ministry of National Security	37.	Trinidad and Tobago Police Service
18.	Ministry of Planning and Sustainable Development	38.	University of Trinidad and Tobago
19.	Ministry of Public Administration		
20.	Ministry of Public Utilities		

Note:

It should be noted that for the period 2013/2014 GHRS provided services to the most number of clients in any one year, since its inception in 2007. This is testimony to the increasing relevance of GHRS in facilitating the HR requirements of the Public Service, not only in recruiting, but also in Training, Assessments and other HR solutions.



6.4 E-Recruitment and Website

GHRIS can be found quite easily on the internet via its website: www.ghrs.gov.tt. Accessing the site allowed visitors to view information on job opportunities, to apply to fill any vacancy of choice or to simply register their interest in employment or consulting opportunities. Candidate and client feedback is very important to GHRIS with regular surveys available at surveys.ghrs.gov.tt.

6.4.1 E-Recruitment: Leveraging Technology to Our Clients' Advantage

The GHRIS state-of-the-art e-recruitment system was specially customised to meet the Company's unique process. The system not only provides clients with an enhanced recruitment experience, but also enables applicants and employers to track their applications through the recruitment process. It provides additional back office functionality for GHRIS, including significant increases in automation and a much more powerful reporting mechanism, thereby increasing its operating efficiency.

The system allowed GHRIS to undertake a semi-paperless approach as candidates can apply online. However, if candidates prefer to complete an application form, one can be completed via ttconnect.

Some of the key benefits that have been realised through the system's implementation are as follows:

Employers have the ability to:

- Manage their organisation's profile and thereby market themselves to potential candidates
- View candidate applications as they are submitted
- Monitor developments throughout the recruitment process
- Quickly access a shortlist of suitable candidates for a particular vacancy
- Easily identify and contact candidates with specific skills and qualifications
- Access useful on-line HR articles

Candidates have the ability to:

- Apply online at their convenience
- Receive automatic reminders if their application is incomplete and the deadline is approaching
- Perform specialised job searches
- Update their profiles when the need arises
- Update CV information

6.4.1 E-Recruitment: Leveraging Technology to Our Clients' Advantage (cont'd)

GHRH has the ability to:

- Post jobs to multiple job sites simultaneously
- Experience enhanced reporting functionality
- Customise the system in-house
- Access a centralised database of thousands of candidates

Technological Applications

Technology and innovation are at the heart of efficiency at GHRH. Members of staff have been afforded access to best in class technology and communication, including:

- **Robust LAN (Local Area Network)**
GHRH takes performance and reliability and extends it across the environment. Performance is maximised across the entire network, giving a more managed and efficient approach to growth. GHRH utilises a variety of infrastructure technologies including cloud hosting to deliver 24/7, 365 availability to the world.
- **INTRANET Infrastructure**
GHRH's intranet allows the company to leverage exciting new internet technologies in order to achieve cost savings and productivity gains in the business. GHRH is able to deliver up-to-date information in a variety of formats - from web pages to streaming videos - and to share dynamic information to more individuals effectively and at a lower cost. GHRH's Intranet is meant to establish collaborative environments with e-mail and shared scheduling and white-board sessions. It is based on open standards that enables GHRH to leverage future internet technologies as they become available—without the costs frequently associated with developing custom applications.
- **IP PBX Systems**
GHRH's IP PBX system runs on an IP data network, which saves costs and minimises network management. Specialised workflows allow our clients the ability to speak to a staff member in the shortest time

frame available. Additional features such as Unified Communications reduce communications and network management costs, enhance collaboration, improve productivity and allow Enterprise Level Communication Management.

- **Secured VPN access** allowing a 24/7 remote access to network resources
Virtual private network (VPN) gives productivity and cost benefits from allowing collaboration that surmounts geographical separation. GHRH uses the strongest possible authentication method for VPN access.

Online and In-House Assessment Systems Used by GHRH

As part of its modernising drive to utilise best practice assessment tools, GHRH continued to improve its array of Cloud-Based and In-House assessment systems. These online based systems continue to offer sophisticated psychometrics leading to objective, reliable and valid assessments of candidates and have proved to be invaluable in Competency-Based interviewing. In modern recruiting, Competency-Based interviewing is no longer limited to a set of fixed questions to elicit behavioural and skill based competencies. More and more, online assessment tools are being used worldwide to improve transparency, fairness and objectivity; thereby enhancing best practice recruiting.

Online assessment psychometric and aptitude tools in use by GHRH are:

- **Wave Psychometric Testing** - The Wave psychometric assessment is an integrated suite of assessment tools that is administered online to candidates. It measures work behaviour and provides insight into candidates' talents, motives and potential.
- **16PF (Personality Factors)** - The 16PF psychometric tool assesses the qualities and attributes needed for success in a particular role within an organisation. The 16PF competency reports help in identifying candidates with the best suited skills for a specific job.
- **Prove IT (Aptitude testing)** - This online assessment tool assists in identifying and selecting candidates with the right technical competencies for the job. The system offers assessments that range from Basic to Advanced levels and allows GHRH to assess

the skills sets desired by our clients. GHRS has secured unlimited access to this proprietary online assessment system, which allows us to assess hundreds of candidates at a time, if necessary.

6.4.2 Internet Presence

GHRS Website

Use of social media was implemented as part of a holistic strategy to promote GHRS and its services worldwide as we look to attract the best human capital possible locally, regionally and internationally. The GHRS website (www.ghrs.gov.tt) has a strong internet presence that is reviewed to ensure that it is meeting the user's and target audience's needs. GHRS is also viewed by users on www.caribbeanjobs.com, the Government Portal at www.ttconnect.gov.tt, alongside various Republic of Trinidad and Tobago Consular Offices' websites and Missions' websites, which include The Consulate General Office for The Republic of Trinidad and Tobago in the United Kingdom.

Social Media

GHRS created a page on the Facebook website in January 2012, as well as on the LinkedIn website in April 2013. Since then GHRS' presence has increased significantly on Social Media, leading to a total of 1155 on Facebook and 1,171 followers on LinkedIn for the period under review.

Linkages with Embassies, Consulates and Missions

During this period a GHRS banner advertisement was displayed on the website of the Republic of Trinidad and Tobago High Commission in London, to promote the company and its services. Job vacancies are promoted via the noticeboard, with the relevant information being distributed to Trinidad and Tobago nationals alongside CARICOM nationals. Additionally, the GHRS logo is regularly featured in the London Mission Newsletter which is produced by the High Commission and is available for download on their website. It is also distributed to nationals and the Caribbean diaspora via their database.

As part of raising the profile of the organisation and attracting nationals in England, GHRS held a seminar at the London High Commission on Friday 29th August 2014. At this seminar participants received information on the services that the Company offers regarding Recruitment, Assessment and Selection, Assessment and Development, Training Design and Delivery and Customised HR Solutions. During this seminar, Mrs. Michelle Mulcare, Marketing and Communication Specialist, also encouraged the nationals to consider returning to Trinidad and Tobago and to share the international experience that they have gained.

As part of the international marketing of GHRS, the Company has been actively working to promote its services and social media presence to Trinidad and Tobago nationals abroad, as well as to CARICOM nationals. Embassies, Consulates and Missions in Miami, Washington, New York, Cuba, Panama, Nigeria, India, Canada, Jamaica and China received information on GHRS to promote its services to Trinidad and Tobago nationals at meetings and events, via word of mouth, newsletters, as well as via social media. Additionally GHRS regularly sent information on posted job vacancies for further distribution.

The GHRS banner ad was also displayed on some of the relevant websites, with other Embassies, Consulates and Missions promising to upload in due course when our website is updated.

International Marketing

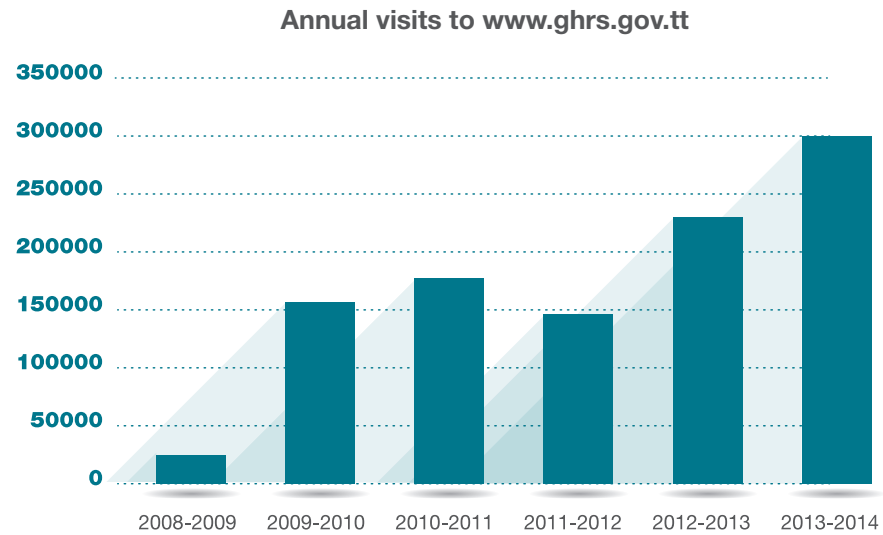
GHRS also displayed the banner advertisement on the Commonwealth Governance Handbook website during the period under review. This banner advertisement was therefore prominently displayed to all of the 53 Commonwealth member states. Evidence of this reach can be seen in the number of website visits by applicants from countries such as Bermuda and India.

Linkage with Caribbeanjobs.com

During this reporting period, GHRS had a 6 month contract to display the GHRS banner advertisement on www.caribbeanjobs.com, during which the rotating banner advertisement received over 3 million impressions.

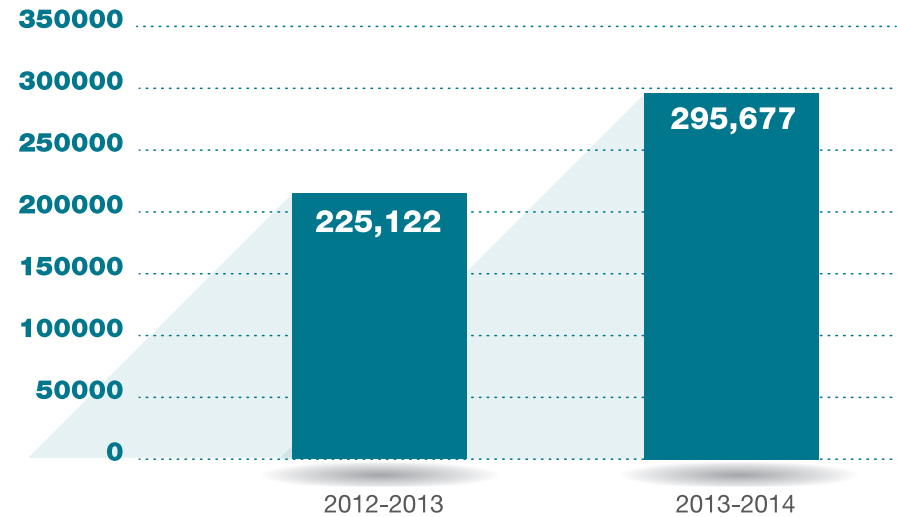
6.4.3 Visits to the Career Portal

The GHRS career portal in Graph 2 below highlights yearly visits from 2008 to 2014. It is clearly shown that there has been an overall rise in visits to www.ghrs.gov.tt



Graph 2: Annual visits to www.ghrs.gov.tt

- This rise can be as result of promotion of the website at Corporate Social Responsibility events, new clients and candidates visiting www.ghrs.gov.tt.

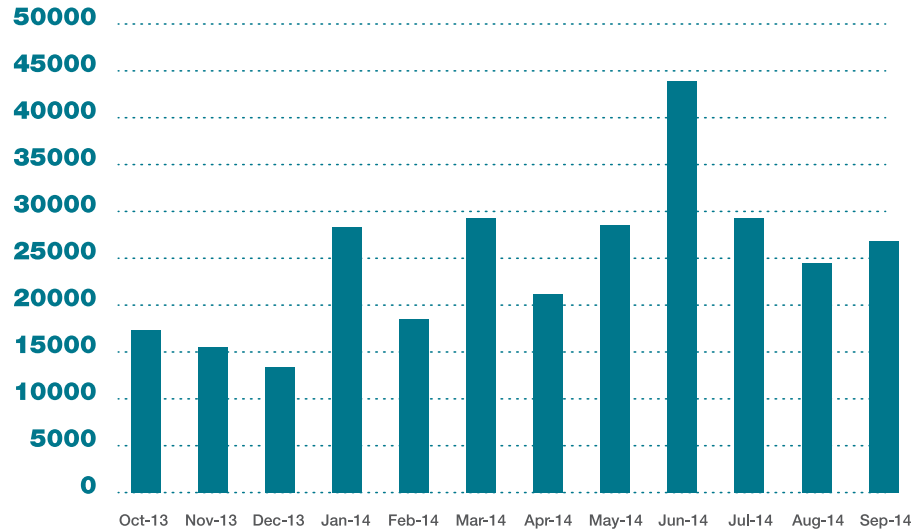


Graph 3: Comparison of visits to www.ghrs.gov.tt in 2012-2013 and 2013-2014

- From graph 3 above, an increase of 70,555 in visits to the GHRS website can be seen in 2013-2014.

6.4.4 Monthly Comparison of Visits to the Career Portal

GRHS Monthly Visits 1st October 2013 - 30th September 2014

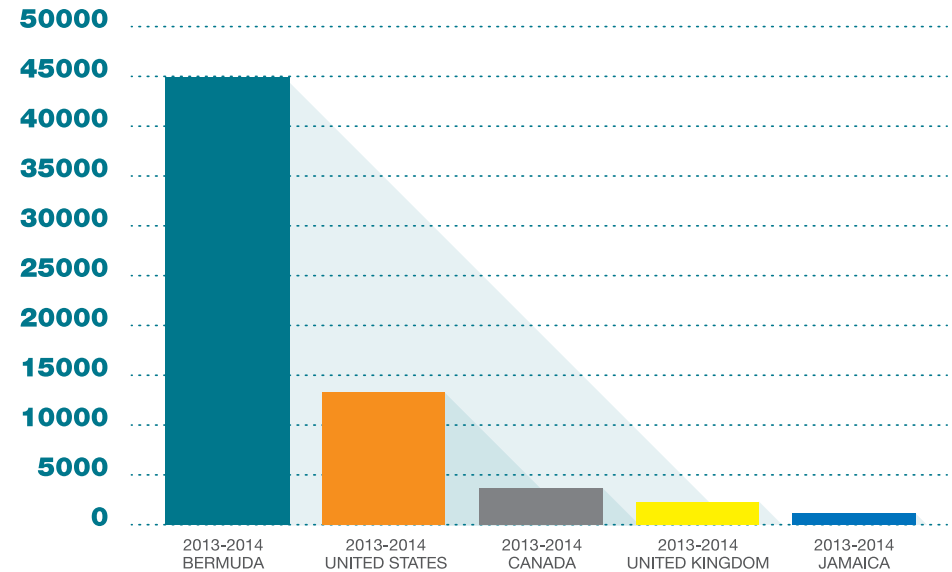


Graph 4: Monthly Visits to Career Portal 1st October 2013 to 30th September 2014

- The rise in visits to the Career Portal in June 2014, can be due to the following reasons:
 - Types of jobs advertised.
 - Senior Managers interested in the positions advertised.
 - School leavers and graduates looking for employment.
 - A marketing push at career fairs for candidates to register on the e-recruitment database.

6.4.5 Top Five Visitors to GHRS Website

For the reporting period, the top five hits to our career portal were as follows:



Graph 5: Country and Total Hits 2013-2014

Footnote: Trinidad and Tobago accounted for 219,782 hits to the GHRS website.

6.5 Compliance Reporting Functions

GHRS made every effort to comply with the schedule of submission provided by the Ministry of Finance and the Economy. The required documentation, submission dates and compliance statuses are indicated below.

Table 6: Compliance Reporting For the Period 1st October 2013 to 30th September 2014

DOCUMENT	DATE OF REQUIRED SUBMISSION	RECEIVING AGENCY	DATE DOCUMENT SUBMITTED	STATUS
Strategic Plan	Six (6) months prior to start of period of Plan	Investments Division and Line Ministry	A Strategic Plan was not prepared, however GHRS operated with an approved Business Plan for the period October 2013 to September 2014.	Non-Compliant: Submitted late.
Annual Budget	Six (6) months prior to start of Financial Year	Investments Division and Line Ministry	The Annual Budget was submitted on 2 nd April, 2013.	Compliant
Annual Financial Statements/ Annual Reports	Four (4) months after end of Financial Year	Investments Division and Line Ministry	The Annual Audited Financial Statements as at 30 th September, 2014 were signed off by the Board on 5 th March, 2015. It was approved at the Company's Annual Meeting held on 1 st May, 2015 and submitted to the Ministry of Finance and the Economy for onward submission to Parliament on 4 th May, 2015. The Annual Report was submitted 10 th April, 2015.	Non-Compliant: Submitted late.
Annual Performance Appraisal Report	Four (4) months after end of Financial Year	Line Ministry	The Annual Performance Appraisal Report for the year ended 30 th September, 2014 was submitted to the Ministry on 3 rd December, 2014.	Compliant
Administrative Reports	End of June	Line Ministry	The Administrative Report was submitted on 10 th April, 2015.	Compliant
Board Minutes	One (1) week following Confirmation	Investments Division and Line Ministry	Copies of the following confirmed minutes and documents tabled at the relevant meetings were submitted: 1. Minutes of 66 th Board Meeting held on 3 rd October, 2013 were noted by the newly appointed Board of Directors at the 67 th Meeting held on 30 th October, 2013 and forwarded to the Ministries on 1 st November, 2013.	Compliant

DOCUMENT	DATE OF REQUIRED SUBMISSION	RECEIVING AGENCY	DATE DOCUMENT SUBMITTED	STATUS
Board Minutes (cont'd)			2. Minutes of the 67 th Board Meeting held on 30 th October, 2013 were confirmed at the 68 th Meeting held on 26 th November, 2013 and forwarded to the Ministries on 19 th December, 2013.	Non-Compliant: submitted late.
			3. Minutes of 68 th Board Meeting held on 26 th November, 2013 were confirmed at the 69 th Meeting held on 27 th January, 2014 and forwarded to the Ministries on 4 th February, 2014.	Compliant
			4. Minutes of the 69 th Board Meeting held on 27 th January, 2014 were confirmed at the 70 th Meeting held on 25 th February, 2014 and forwarded to the Ministries on 11 th March, 2014.	Non-Compliant: submitted late.
			5. Minutes of 71 st Board Meeting held on 25 th March, 2014 were confirmed at the 72 nd Meeting held on 29 th April, 2014 and forwarded to the Ministries on 2 nd May, 2014.	Compliant
			6. Minutes of the 72 nd Board Meeting held on 29 th April, 2014 were confirmed at the 73 rd Meeting held on 27 th May, 2014 and forwarded to the Ministries on 3 rd June, 2014.	Compliant
			7. Minutes of 73 rd Board Meeting held on 27 th May, 2014 were confirmed at the 74 th Meeting held on 24 th June, 2014 and forwarded to the Ministries on 26 th June, 2014.	Compliant
			8. Minutes of the 74 th Board Meeting held on 24 th June, 2014 were confirmed at the 75 th Meeting held on 5 th August, 2014 and forwarded to the Ministries on 11 th August, 2014.	Compliant
			9. Minutes of the 75 th Board Meeting held on 5 th August, 2014 were confirmed at the 76 th Meeting held on 26 th August, 2014 and forwarded to the Ministries on 3 rd September, 2014.	Compliant

DOCUMENT	DATE OF REQUIRED SUBMISSION	RECEIVING AGENCY	DATE DOCUMENT SUBMITTED	STATUS
Monthly Cash Statements of Operations	Within three (3) weeks after month end	Investments Division and Line Ministry	Period August 2014 was submitted on 25 th September, 2014. Period September 2014 was submitted on 4 th November, 2014.	Compliant Non-compliant: submitted late.
Quarterly Returns Report	End of first month after Quarter	Investment Division	Quarter July – September 2014 was submitted on 24 th November, 2014.	Non-compliant: submitted late.
Quarterly Status of Loan/ Overdraft/ Investments in Securities Portfolios and Litigation Proceedings	End of first month after Quarter	Investment Division	Quarter July – September 2014 was submitted on 24 th November, 2014.	Non-compliant: submitted late.
Return of Award of Contracts	14 days after month end	Investment Division	1. Report indicating that no contracts were awarded for the month of September 2013 was submitted to the Ministry on 8 th October, 2013.	Compliant
			2. Report indicating that seven (7) contracts were awarded for the month of October 2013 was submitted to the Ministry on 18 th November, 2013. The tenders were undertaken utilising selective tendering.	Non-compliant: submitted late.
			3. Report indicating that two (2) contracts were awarded for the month of November 2013 was submitted to the Ministry on 20 th December, 2013. The tenders were undertaken utilising selective tendering.	Non-compliant: submitted late.

DOCUMENT	DATE OF REQUIRED SUBMISSION	RECEIVING AGENCY	DATE DOCUMENT SUBMITTED	STATUS
Return of Award of Contracts (cont'd)			4. Report indicating that no contracts were awarded for the month of December 2013 was submitted to the Ministry on 5 th February, 2014.	Non-compliant: submitted late
			5. Report indicating that four (4) contracts were awarded for the month of January 2014 was submitted to the Ministry on 5 th February, 2014. The tenders were undertaken utilising selective tendering.	Compliant
			6. Report indicating that three (3) contracts were awarded for the month of February 2014 was submitted to the Ministry on 5 th March, 2014. The tenders were undertaken utilising selective tendering.	Compliant
			7. Report indicating that no contracts were awarded for the month of March 2014 was submitted to the Ministry on 7 th April, 2014.	Compliant
			8. Report indicating that no contracts were awarded for the month of April 2014 was submitted to the Ministry on 1 st May, 2014.	Compliant
			9. Report indicating that one (1) contract was awarded for the month of May 2014 was submitted to the Ministry on 4 th June, 2014. The tender was undertaken utilising selective tendering.	Compliant
			10. Report indicating that two (2) contracts were awarded for the month of June 2014 was submitted to the Ministry on 7 th July, 2014. One contract was awarded utilising selective tendering and the other through open tendering.	Compliant
			11. Report indicating that two (2) contracts were awarded for the month of July 2014 was submitted to the Ministry on 6 th August, 2014. The tenders were undertaken utilising selective tendering.	Compliant

DOCUMENT	DATE OF REQUIRED SUBMISSION	RECEIVING AGENCY	DATE DOCUMENT SUBMITTED	STATUS
Return of Award of Contracts (cont'd)			12. Report indicating that one (1) contract was awarded for the month of August 2014 was submitted to the Ministry on 4 th September, 2014. The tender was undertaken utilising selective tendering.	Compliant
			13. Report indicating that three (3) contracts were awarded for the month of September 2014 was submitted to the Ministry on 8 th and 16 th October, 2014. The tenders were undertaken utilising selective tendering.	Compliant
Internal Audit Report	14 days after end of the Quarter	Investment Division	The report was submitted on 10 th October, 2014.	Compliant
Freedom of Information Annual Statement	Published annually in a daily newspaper after approval was obtained from the Line Minister		The Annual Statement was published in the Newsday newspaper and in the Trinidad and Tobago Gazette on 27 th August, 2014.	Compliant
Freedom of Information Quarterly Statement	5 th of the month following the end of a quarter	Freedom of Information Unit of the Office of the Prime Minister	1. Quarterly Return Report for the period October 2013 to December 2013 was submitted on 6 th February, 2014.	Non-Compliant: Submitted late
			2. Quarterly Return Report for the period January 2014 to March 2014 was submitted on 1 st April, 2014.	Compliant
			3. Quarterly Return Report for the period April 2014 to June 2014 was submitted on 1 st July, 2014.	Compliant
			4. Quarterly Return Report for the period July 2014 to September 2014 was submitted on 8 th October, 2014.	Non-Compliant: Submitted late

7.0 STAFF TRAINING AND DEVELOPMENT



Staff training and development is an essential investment for GHRS. A main objective for the Company is to provide relevant training and skills development for staff. For this reporting period staff members attended a diverse range of training courses, which included the following as outlined in the table below.

Table 7: Staff Participation in Training Courses

Organisation	Name of Course and Position	Course Brief
Arthur Lok Jack Graduate School of Business	16PF Certification Training - IPAT - 21 st October, 2013 - attended by VP HR, HR Professionals & HR Coordinators.	To ensure more Client Services staff are certified to administer and interpret the 16PF personality assessment instrument which would enhance our image as an organisation that utilises best practice tools and techniques in HRM.
Institute of Chartered Accountants of Trinidad & Tobago	ICATT - Movement to International Public Sector Accounting seminar - 4 th December, 2013 - attended by Accountant.	To provide information and guidance on international best practices in public sector accounting.
TSTT	PBX System - Advance Administrative Training.	To guide the Receptionist in utilising the PBX system to efficiently direct calls from external customers.
Institute of Chartered Accountants of Trinidad & Tobago	ICATT - Trinidad & Tobago Tax Law & Practice - 18 th & 19 th March, 2014 - attended by Accountant.	To explore the main taxes administered by the Board of Inland Revenue with particular attention placed on Income Tax, Corporation Tax and Value Added Tax.
Trinidad & Tobago Chamber of Industry & Commerce	Managing Employee Performance - 19 th March, 2014 - attended by Manager HR and Administration.	To provide an integrated approach to managing employee performance based on progressive HRM practices.
Arthur Lok Jack Graduate School of Business	Developing your Professional Image - 23 rd April, 2014 - attended by Receptionist.	To guide participants in developing their personal image and brand in a professional business environment.
Trinidad & Tobago Chamber of Industry & Commerce	Supervisory Skills Development Training on 8 th & 9 th April, 2014 - attended by Accountant, Senior HR Professionals, Marketing and Communication Specialist and IT Infrastructure and Applications Specialist.	To equip participants with effective supervisory skills and to enable them to confidently take on any new task with greater ease and improved confidence.

Table 7: Staff Participation in Training Courses (cont'd)

Organisation	Name of Course and Position	Course Brief
The Energy Chamber of Trinidad and Tobago	Corporate Governance Workshop 2014 - For CEOs, Directors, Senior Managers, Board Members and Company Decision Makers. Specially designed for state companies and other Public Sector organisations - 23 rd April, 2014 - Arthur Lok Jack Graduate School of Business – attended by VP Human Capital Management.	To introduce participants to the Corporate Governance project materials and provide a unique opportunity to contribute to the advancement of Corporate Governance practice in T & T through the exchange of information, insights, experiences and best practices.
Arthur Lok Jack Graduate School of Business	Project & Contract Management for the Public Sector - attended by VP Legal on 14 th - 16 th May, 2014.	To develop a comprehensive and holistic understanding of the requirements for successful contract management. To identify the risks in certain contracts and take proactive steps to mitigate those risks. To employ the language and key terms and concepts in contract management.
Employers' Consultative Association of Trinidad and Tobago	F&E Business Writing - 19 th and 20 th May, 2014 - attended by Receptionist.	To enhance the capacity of participants to craft winning business documents that create the results they want, within stringent time frames.
ACCA	ACCA CPD Seminar: Forensic Examination and Critical Thinking - 9 th June, 2014 - attended by N. Samms, Accountant.	To guide the participant on how to detect fraud schemes and fraudulent transactions as well as explore how professionals apply critical thinking skills to the workplace to solve problems.
The University of the West Indies	Training Module 2, Protocol and Diplomatic Law: Rules and Procedures, held at the Diplomatic Academy of the Caribbean - 23 rd - 27 th June, 2014 - attended by Dr. Ali, CEO.	To provide specialised training in diplomatic protocol, rules and procedures in the context of formal and social settings.
KPMG	KPMG CPD Seminar: IFRS Update Course - 8 th July 2014- attended by N. Samms, Accountant.	To review updates, amendments and annual improvements to standards and recently issued IFRS accounting standards.
University of the Southern Caribbean	U.S.C. Seminar: Crisis Communication Conference - 17 th - 18 th July, 2014.- attended by M. Mulcare, Marketing and Communication Specialist.	To assist the participant in designing and implementing a crisis communication strategy for the organisation.

8.0 CORPORATE SOCIAL RESPONSIBILITY AND BRAND AWARENESS

One of GHRS' strategic objectives was to increase customer awareness and improve marketing of services, by practising good corporate social responsibility.

Corporate social responsibility and building the corporate brand is integrated as part of GHRS' social and day to day activities through participation in career fairs and delivering Resume Writing, Dressing for Success and Interview Tips workshops and seminars.

Career Fairs and Outreach Programmes:

GHRS participated in Career Fairs and outreach programmes to promote the Company's services, register participants to the GHRS database and to address queries from potential candidates.

During the period October 2013 to September 2014, GHRS participated in twenty-two (22) career fairs as outlined in the table below:

Table 8: Corporate Social Responsibility Events

Organisation	Event	Date
Association of Female Executives of Trinidad and Tobago	Suit me Up	9 th November, 2013
Ministry of Education	National District Career Fair - South NAPA	25 th & 26 th February, 2014
Ministry of Education	National District Career Fair – Ato Boldon Stadium	11 th and 12 th March, 2014
University of the West Indies	World of Work 2014	21 st March, 2014
Decibel	Decibel Entertainment Festival	1 st May, 2014
Ministry of the People & Social Development	Direct Impact - Healthy eating, active lifestyles (HEAL) - Moruga	20 th May, 2014
Chaguanas South Secondary School	Career Workshop	29 th May, 2014
Ministry of the People & Social Development	Direct Impact - HEAL - Princes Town	6 th June, 2014
Arthur Lok Jack Graduate School of Business	Recruitment Fair	28 th June, 2014

Organisation	Event	Date
Ministry of the People & Social Development	Direct Impact - HEAL - La Brea	1 st July, 2014
Vessels of Virtue Theatrical Team	Career Fair - Ste. Madeleine	5 th July, 2014
Ministry of the People & Social Development	Direct Impact - HEAL - Arima	8 th July, 2014
Ministry of Public Administration	Mock Interview sessions for scholars	6 th August, 2014
Ministry of the People & Social Development	Direct Impact - HEAL - Cumuto	19 th August, 2014
University of Trinidad and Tobago	September Intake Orientation	25 th , 27 th & 28 th August, 2014
University of Trinidad and Tobago	September Intake Orientation	3 rd September, 2014
Ministry of the People & Social Development	Direct Impact - HEAL - Talparo	3 rd September, 2014
Sangre Grande Seventh Day Adventist Church	Career Fair	7 th September, 2014
St. Augustine Rotaract Club	Career Fair	20 th September, 2014



GHRS at 'Suit Me Up' held by The Association of Female Executives of Trinidad and Tobago (AFETT), November 2013 in Port of Spain



GHRM participating in Direct Impact - HEAL Community Outreach Fair held in Moruga

Resume Writing, Dressing for Success and Interviewing Tips

GHRS delivered over twenty (20) seminars to young people and professionals to help them improve their resumes. At these seminars information was shared to equip participants with new tips to improve their business attire for interviews as well as vital points on answering Competency-Based questions.



St. Augustine Secondary School students presenting their Curriculum Vitae as part of the workshop



GHRS delivering a Seminar as part of the Ministry of Education's District Career Fair in Belmont



GHRS carrying out Mock Interviews with the Students of Chaguanas South Secondary School



Resume Writing, Dressing for Success and Interview Tips Workshop with Chaguanas South Secondary School Students



GHRIS donates a hamper and toys to the Director of the Angel Michael Hostel for Youths located in Chaguanas

9.0 PROCUREMENT STATEMENT FOR FISCAL YEAR 2013/2014

During the 2012/2013 financial year, the GHRS Executive Team took steps to ensure that the GHRS Tender Rules were in line with the Standard Procurement Procedures for the acquisition of goods, provision of services, undertaking works and disposal of unserviceable items as established by the Ministry of Finance and the Economy. The Board of Directors approved the

said newly streamlined GHRS Procurement Procedures at its 64th Meeting held on 2nd July, 2013. The Minister of Finance and the Economy thereafter, approved the said Procurement Procedures on 12th February, 2014.

The table below highlights the number of open and selective tenders undertaken by GHRS for the fiscal year 2013/2014.

Table 9: Tenders Undertaken by GHRS 2013/2014

Tender Process	Total Number of Tenders Undertaken	Goods/Services Acquired
Open Tenders	1	Acquisition of desktop computer systems
Selective Tenders	24	Office refurbishment works
		I.T. Network installation
		Security services
		Company vehicles
		Installation of a PBX system
		Carpet and laminate flooring
		Painting works
		Event planning services
		Installation of signage
		Installation of a flagpole
		Washroom hygiene services
		Configuration of the air-conditioning ventilation system
		Administering of air-quality and mould testing
		Branded stationery
		Consultancy services to facilitate and manage an Orientation Programme for newly appointed Deputy Permanent Secretaries in the Public Service
		Design and printing of GHRS Annual Report
		Supply and installation of fire extinguishers and accompanying signage
		Strategic planning consultancy services
		Acquisition of Samsung tablets
		Acquisition of multi-function printers
		Acquisition of office furniture

The selective tendering system was utilised where the GHRS vendors were capable of providing the good or service, or if there was an identifiable vendor(s), for a particular good or service for e.g. new car sales. GHRS has

the fifty-five (55) categories of general goods or services as well as twenty-six (26) HR service provision categories:

(i) Categories of General Goods and Services

Table 10: Categories of General Goods and Services

Advertising	Hardware Materials	Painting
Air-conditioning Services and Repair	Hazardous Waste Disposal	Pest Control
Audio Video Supply and Repair	HSE Consultants	Photography/Audio Visual Creative Content
Catering Services	Health and Safety Supplies	Printing and Binding Services
Change Management	Household Items	Printer Sale, Repair and Consumables
Cleaning Supplies	Industrial Relations	Project Management
Cloud Hosting	Insurance Brokerage	Reference Checks/Investigations
Compensation and Benefit Management	Interior Design/Décor	Security Services
Computer, Server and Networking Components	I.T. Consulting	Signage, Banners and Flags
Corporate Promotional Items	Janitorial Services	Small Appliances
Courier Services	Laundry/Dry Cleaning	Stationery and Office Supplies
Diaries/Calendars	Leadership Development	Strategic Planning
Media and Copy Editing	Legal Services	Surveillance/Access Control Systems
Electrical Services and Supplies	Medical Services	Transport Services
Employee Assistance Programme	Network and Security Auditing	Tent/Tables/Chairs Supply Rental
Event Planning/Management	Network Cabling Services	Washroom Hygiene Services
General Contractor Services	Organisational Development	Website and Application Development
Grocery/Household Items	Office Furniture and Equipment	
Handyman Services	Office Outfitting	

(ii) **Categories of Human Resource Consultants**

Table 11 – Categories of HR Consultants

Recruitment, Assessment and Selection	
Job Description Design	Head Hunting
General Recruitment	Shortlisting
International Recruitment	Work Sample Design
Executive Recruitment	Competency-Based Interviewing
Background Checks	Assessment Centre and Delivery
Psychometric Assessments	
Training and Development	
Training Needs Assessment	Training Course Design and Delivery
Training Plan Development	Leadership Development
Development Centre Design and Delivery	Executive Coaching / Training
HR Planning and Management	
Performance Management	Organisation Development
HR Audit	Change Management
Succession Planning	Job Analysis
Compensation and Benefits Management	Job Evaluation
HR Strategy Development and Implementation	

The open tendering process was utilised by GHRS in the following instances:

- (a) When the GHRS list of vendors did not adequately cater for the particular type of work, good or service required or
- (b) When it was competitively more advantageous

10. GHRS GOING FORWARD

During the period under review, GHRS' operations were guided by an approved business plan. In May of 2014 the Company engaged the services of a consultant to develop the Company's Strategic Plan 2014 to 2017. In July and August the consultant along with management held various consultative sessions with key stakeholders to gather information. In September 2014 the draft Strategic Plan was presented for management review. Coming out of the draft were the following high level key strategic objectives:

Internal:

- **Attract and retain experienced and talented people**
This will enable GHRS to develop and win more value added work within the Public Sector.
- **Develop specialised HR skills in client facing staff**
To ensure that GHRS is meeting the needs and opportunities that the Public Sector requires.
- **Build marketing capabilities and corporate brand**
To be proactive with customer needs and raise awareness of the GHRS brand.
- **Promote a disciplined, results-based culture**
With increased services and new clients to effectively meet set targets.
- **Improve customer responsiveness and service**
To capture positive feedback from stakeholders and clients on the services received.
- **Grow HR service portfolio**
To effectively meet identified Public Sector needs.
- **Strengthen internal IT technology**
Which will enable support for the Company's internal business processes.

Customer:

- **Identify Public Sector and candidate needs**
To effectively meet the needs of the Public Sector and candidates by offering an appropriate service portfolio.
- **Increase customer awareness**
Which will enable an increase in clients being engaged and retained.
- **Improve marketing of services**
To develop an active network of advocates within the Public Sector.
- **Strengthen technology delivery channels (on-line and on-phone)**
To increase the awareness of clients and users thereby generating more business.
- **Deliver high quality customised services**
Forming strategic alliances with other agencies and partners which would ensure all clients' needs are met.
- **Measure and improve service quality**
To determine how the company is performing in the delivery of their services and to incorporate lessons learnt.
- **Expand customer base**
To grow and mitigate risk of the loss of clients by increasing clients from state enterprises and special purpose companies.

Financial:

- **Operate more cost effectively**
By reducing dependency on Government subvention and exploring new revenue streams.
- **Grow revenues**
To reduce reliance on subvention and to meet organisation mandate and vision.
- **Reduce need for subvention**
By improving revenue and complying with the strategic direction of all Government agencies.

Appendix

1.0 GHRS Financial Statements 2013/2014



FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30TH SEPTEMBER 2014

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Report of the Auditors' to the shareholders of Government Human Resource Services Company Limited

We have audited the statement of financial position of Government Human Resource Services Company Limited as at 30 September 2014 and the statement of comprehensive income, statement of cash flows and related notes for the year then ended.

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 controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and 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 auditors' 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 auditors consider internal controls relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures

that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

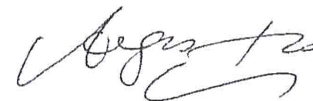
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion the accompanying financial statements present fairly, in all material respects the financial position of Government Human Resource Services Company Limited as at 30 September 2014, its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Other Matter

The financial statements of Government Human Resource Services Company Limited for the year ended 30 September 2013, were audited by another auditor who expressed an unqualified opinion on those statements on 25 March 2014.



Chartered Accountants
Port of Spain
Trinidad, West Indies
5 March 2015

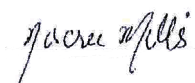
Statement of financial position

	Notes	30 September	
		2014 \$	2013 \$
ASSETS			
Non-current assets			
Property, plant and equipment	2	1,863,570	472,914
Deferred tax asset	3	--	42,554
		<u>1,863,570</u>	<u>515,468</u>
Current assets			
Inventories	4	42,790	45,151
Goods in transit		101,068	--
Trade and other receivables	5	1,955,644	7,069,434
Tax recoverable		222,706	212,762
Cash and cash equivalents	6	20,831,155	19,250,513
		<u>23,153,363</u>	<u>26,577,860</u>
Total assets		<u>25,016,933</u>	<u>27,093,328</u>
EQUITY AND LIABILITIES			
Capital			
Share capital	7	10	10
Retained earnings		4,911,324	3,997,522
		<u>4,911,334</u>	<u>3,997,532</u>
Non-current liabilities			
Capital grants	8	--	187,332
Deferred tax liability	3	34,225	--
Total non-current liabilities		<u>34,225</u>	<u>187,332</u>
Current liabilities			
Deferred government subvention	9	12,894,514	15,637,165
Trade and other payables	10	2,310,704	1,714,071
Tax payable		4,398	329,323
Deferred income	11	4,861,758	5,227,905
Total current liabilities		<u>20,071,374</u>	<u>22,908,464</u>
Total liabilities		<u>20,105,599</u>	<u>23,095,796</u>
Total equity and liabilities		<u>25,016,933</u>	<u>27,093,328</u>

The accounting policies on pages 56 to 60 and the notes set out on pages 61 to 64 form an integral part of these financial statements.

On 5 March 2015, the Board of Directors of Government Human Resource Services Company Limited authorised these financial statements for issue.


Director


Director

Statement of comprehensive income

	Notes	Year Ended 30 September	
		2014 \$	2013 \$
Revenue	12	2,376,400	6,071,569
Cost of sales		<u>(1,304,861)</u>	<u>(4,665,997)</u>
Profit from operations		<u>1,071,539</u>	<u>1,405,572</u>
Government subventions utilised		9,732,651	6,357,553
Amortized of capital grant		187,332	53,203
Other income		27,200	45,800
Interest income		65,471	95,917
Staff costs	13	(5,736,775)	(4,021,406)
Administrative expenses		(3,617,202)	(2,116,247)
Distribution costs	14	(329,954)	(314,102)
Loss/ (gain) on disposal of property, plant and equipment		(236,052)	41,347
Loss on translation of foreign exchange		--	(348)
Total other income		<u>92,671</u>	<u>141,717</u>
Profit before taxation		1,164,210	1,547,289
Taxation	15	<u>(250,408)</u>	<u>(374,193)</u>
Profit after taxation		<u><u>913,802</u></u>	<u><u>1,173,096</u></u>

The accounting policies on pages 56 to 60 and the notes set out on pages 61 to 64 form an integral part of these financial statements.

Statement of changes in equity

	Stated Capital	Retained Earnings	Total
	\$	\$	\$
Year ended 30 September 2014			
Balance at 1 October 2013	10	3,997,522	3,997,532
Profit for year ended 30 September 2014	--	913,802	913,802
Balance at 30 September 2014	<u>10</u>	<u>4,911,324</u>	<u>4,911,334</u>
	Stated Capital	Retained Earnings	Total
	\$	\$	\$
Year ended 30 September 2013			
Balance at 1 October 2012	10	2,824,426	2,824,436
Profit for year ended 30 September 2013	--	1,173,096	1,173,096
Balance at 30 September 2013	<u>10</u>	<u>3,997,522</u>	<u>3,997,532</u>

The accounting policies on pages 56 to 60 and the notes set out on pages 61 to 64 form an integral part of these financial statements.

Statement of cash flows

	Note	Year Ended 30 September	
		2014 \$	2013 \$
Cash flows from operating activities			
Profit before taxation		1,164,210	1,547,289
Adjustments for items not requiring an outlay of funds:			
Depreciation		322,678	139,940
Interest income		(65,471)	(95,918)
Amortisation of capital grant		(187,332)	(53,203)
Loss/ (gain) on disposal of plant and equipment		236,052	(41,347)
Operating profit before changes in working capital		1,470,137	1,496,761
Decrease in inventories		2,361	14,293
Decrease / (increase) in receivables and prepayments		5,120,190	(4,308,879)
Increase / (decrease) in trade and other payables		596,633	(587,268)
Subvention utilised		(9,732,651)	(6,357,553)
Increase in goods in transit		(101,068)	--
(Decrease) /Increase in deferred income		(366,147)	4,762,347
Cash used in operating activities		(3,010,545)	(4,980,299)
Taxation received		--	51,889
Taxation paid		(508,497)	(28,370)
Net cash used in operating activities		(3,519,042)	(4,956,780)
Cash flows used in investing activities			
Proceeds from sale of assets		--	41,347
Purchase of plant and equipment		(1,949,386)	(219,067)
Interest income received		59,070	90,838
Net cash used in investing activities		(1,890,316)	(86,882)
Cash flows from financing activities			
Proceeds from government subventions		6,990,000	9,365,000
Increase in cash and cash equivalents		1,580,642	4,321,338
Cash and cash equivalents at the beginning of year		19,250,513	14,929,175
Cash and cash equivalents at the end of year	6	20,831,155	19,250,513

The accounting policies on pages 56 to 60 and the notes set out on pages 61 to 64 form an integral part of these financial statements.

Accounting policies 30 September 2014

a Basis of preparation

These financial statements have been prepared under the historical cost convention and are presented in Trinidad and Tobago dollars, which is the functional currency, rounded to the nearest dollar, unless otherwise stated.

Statement of compliance

The financial statements of Government Human Resource Services Limited (the Company) have been prepared in accordance with International Financial Reporting Standards ("IFRS") issued by the International Accounting Standards Board. The Company had previously prepared the financial statements in accordance with IFRS for SME's until instructed by the Ministry of Finance and the Economy on August 29, 2014 to adopt full IFRS.

Standards, amendment and interpretations which are effective and have been adopted by the Company:

There are no standards, interpretations or amendments to existing standards that are effective for the first time for the financial year beginning October 1, 2013 that would be expected to have a material impact on the Company.

Standards effective after October 1, 2013 that have been early adopted by the Company.

The company has not early adopted any new standards, interpretations or amendments.

Standards, amendments and interpretations issued but not yet effective and not early adopted by the Company (although relevant to the Company's operations).

IFRS 9, 'Financial instruments part 1: Classification and measurement' (effective January 1 2015). IFRS 9 was issued in November 2009 and replaces those parts of IAS 39 relating to the classification and measurement of financial assets. Amendments to IFRS 9 Mandatory Effective date of IFRS 9 and Transition Disclosures, issued in December 2011, moved the mandatory effective date of both the 2009 and 2010 versions of IFRS 9 from January 2013 to January 1 2015. Key features are as follows:

Financial assets are required to be classified into two measurement categories: those to be measured subsequently at fair value, and those to be measured subsequently

at amortised cost. The decision is to be made at initial recognition. The classification depends on the entity's business model for managing its financial instruments and the contractual cash flow characteristics of the instrument.

An instrument is subsequently measured at amortised cost only if it is a debt instrument and both the objective of the entity's business model is to hold the asset to collect the contractual cash flows, and the asset's contractual cash flows, where the asset's contractual cash flows represent only payments of principal and interest.

Standards, amendments and interpretations issued but not yet effective and not early adopted by the Company (although relevant to the Company's operations).

All equity instruments are to be measured subsequently at fair value. Equity instruments that are held for trading will be measured at fair value through profit or loss. For all other equity investments, an irrevocable election can be made at initial recognition, to recognise unrealised and realised fair value gains and losses through other comprehensive income rather than profit or loss. There is to be no recycling of fair value gains and losses to profit or loss. This election may be made on an instrument-by-instrument basis. Dividends are to be presented in profit or loss, as long as they represent a return on investment.

IAS 36 Impairment of assets – Amendments to IAS 36 (effective for annual period beginning on or after 1 January 2014 and applicable to the Company from October 1 2014). These amendments address the disclosure of information about the recoverable amount of impaired assets if that amount is based on fair value less cost of disposal. These amendments are not expected to significantly impact the financial statements of the Company.

Annual improvements 2012 – (effective for annual period beginning on or after July 1 2014 and applicable to the Company from October 1 2014). These amendments include changes from the 2011-2-13 cycle of the annual improvements project that effect 4 standards:

- IFRS 1, 'First time adoption'
- IFRS 13, 'Fair value measurement' and
- IAS 40, 'Investment property'

The improvements are not expected to significantly impact the financial statement of the company.

Accounting policies 30 September 2014 (cont'd)

a Basis of preparation (cont'd)

IFRS 10 – Consolidated financial statements, IFRS 12 and IAS 27 for investment entities – Amendments (effective for annual period beginning on or after January 1 2014). These amendments mean that many funds and similar entities will be exempt from consolidating most of their subsidiaries. Instead, they will measure them at fair value through profit or loss. The amendments give an exception to entities that meet an 'investment entity' definition and which display particular characteristics. Changes have also been made to IFRS 12 to introduce disclosures that an investment entity needs to make.

IFRS 39 – Financial instruments: Recognition and measurement, on novation of derivatives and hedge accounting – Amendments (effective for annual periods beginning on or after January 1 2014). These narrow scope amendments allow hedge accounting to continue in a situation where a derivative, which has been designated as a hedge instrument, is novated to effect clearing with a central counterparty as a result of law or regulation, if specific conditions are met (in this context, a novation indicates that parties to a contract agree to replace their original counterparty with a new one). This relief has been introduced in response to legislative changes across many jurisdictions that would lead to the widespread novation of the over-the-counter derivatives in an internationally consistent and non-discriminatory way. Similar relief will be included in IFRS 9, 'Financial Instruments'.

Standards, amendments and interpretations issued but not yet effective and not early adopted by the Company (although relevant to the Company's operations).

IAS 19 – Employee benefits, regarding defined benefit plans – Amendment (effective for annual periods beginning on or after July 1 2014). These narrow scope amendments apply to contribution from employees or third parties to defined benefit plans. The objective of the amendments is to simplify the counting for contribution that are independent of the number of years of employee service, for example employee contributions that are calculated according to a fixed percentage of salary.

IFRS 9 – Financial instruments, regarding general hedge accounting – Amendments (effective for annual periods beginning on or after January 1 2018). These amendments to IFRS 9, 'Financial instruments', bring into effect a substantial overhaul of hedge accounting that will allow entities to better reflect their risk management activities in the financial statements.

IFRIC 21 – Levies – (effective for annual periods beginning on or after January 1 2014). This interpretation is on IAS 37, 'Provisions, contingent liabilities and contingents assets'. IAS 37 sets out the criteria for the recognition of a liability, one of which is the requirement for the entity to have a present obligation as a result of a past event (known as an obligating event). The interpretation clarifies that the obligating event that gives rise to a liability to pay a levy, is the activity described in the relevant legislation that triggers the payment of the levy.

Accounting policies 30 September 2014 (cont'd)

Summary of significant accounting policies:

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, except for the change in accounting policy explained in note 16.

b Property, plant and equipment

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing assets to a working condition for their intended use, the costs of dismantling and removing items and restoring the site on which they are located, and capitalized borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalized as part of the equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

The gain or loss on disposal of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of the property, plant and equipment, and is recognized net within other income/ other expenses in profit or loss. When revalued assets are sold, any related amount included in the revaluation reserve is transferred to retained earnings.

The cost of replacing a component of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Company, and its cost can be measured reliably. The carrying amount of the replaced component is derecognized. The costs of the day-to-day servicing property, plant and equipment are recognized in profit or loss as incurred.

Depreciation is based on cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is calculated using the straight line basis over the estimated useful lives of each item of property, plant and equipment at the following rates:

Leasehold improvement	-	10%
Computer equipment	-	33.3%
Office furniture and fixtures	-	25%
Motor vehicles	-	25%

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if necessary.

c Inventories

Inventories are stated at the lower of cost and net realizable value. Cost is calculated using the first-in, first-out (FIFO) method and comprises of purchase price, import duties and other taxes (other than those subsequently recoverable by the entity from the taxing authorities), transport, handling and other cost directly attributable to the acquisition of finished goods, materials and services. Trade discounts, rebates and other similar items are deducted in determined the cost of purchase.

d Trade receivables

Trade receivables are carried at original invoice amount less provision made for impairment of these receivables. A provision for impairment of trade receivables is established when there is objective evidence that the Company will not be able to collect all amounts due, according to the original terms of the receivables. The amount of the provision is the difference between the carrying amount and the recoverable amount.

e Cash and cash equivalents

Cash and cash equivalents comprises of cash in hand, cash at bank and other short term highly liquid investments with original maturities of three months or less from the date of acquisition and are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value.

f Trade payables

Trade payables are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less. Trade payables are recognised at fair value.

Accounting policies 30 September 2014 (cont'd)

Summary of significant accounting policies: (cont'd)

g Operating leases

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

h Revenue recognition

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

Subventions that compensate the Company for expenses incurred are recognised as revenue in the statement of comprehensive income 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 comprehensive income as revenue on a systematic basis over the life of the asset.

All other revenue is recorded on an accruals basis.

i Foreign currency translation

Transactions in foreign currencies are translated to the respective functional currency of the Company at exchange rates at the dates of 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 recognized 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.

j Provisions

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. The unwinding of the finance cost is recognised as a finance cost.

k Impairment

The carrying amounts of the Company's assets are reviewed at each reporting 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 statement of comprehensive income.

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 has been changed.

l Taxation

Income tax expense comprises current and deferred tax. Income tax expense is recognised in the statement of comprehensive income except to the extent that it relates to items recognised directly in equity or in other comprehensive income.

Accounting policies 30 September 2014 (cont'd)

Summary of significant accounting policies: (cont'd)

I Taxation (cont'd)

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or subsequently enacted at the reporting date, and any adjustment to tax payable in respect of previous years. Current tax payable also includes any tax liability arising from the declaration of dividends.

Deferred tax is recognised in respect of 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 temporary differences when they reverse, based on the laws that have been enacted or subsequently enacted at the reporting date.

Deferred tax asset and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised for unused tax losses, tax credits and deductible temporary differences, 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 reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

m Comparatives

Where necessary, comparative figures have been adjusted to conform with changes in the presentation in the current year. These changes have no effect on the net profit of the prior year.

Summary of significant accounting estimate and judgement:

The preparation of financial statements in conformity with International Financial Reporting Standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results may differ from those estimates.

n Income taxes

The company is subjected to taxation and judgement is applied in the interpretation of relevant laws and the estimation of the provision for income tax. Where the final tax assessment is different from the amount that was initially recorded, such differences will impact the income tax provision and results in the period in which it was made.

Deferred tax assets are recognised for all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax asset to be recognized, based upon the timing and the level of future taxable profit together with future tax planning strategies.

o Property, plant and equipment

Management exercises judgement in determining whether cost incurred can accrue sufficient future economic benefit of the company to enable the value to be treated as capital expense. Further judgement is used upon annual review of the residual values and useful lives of all capital items to determine unnecessary adjustments to carrying value.

p Provision of bad debts

Management reviews its trade receivables at each reporting date to establish if there is objective evidence that they will be unable to collect outstanding amounts due. Judgement is required when determining the level of allowance and is based on assumptions about a number of factors and the actual results may differ, resulting in future changes to the allowance.

Notes to the financial statements 30 September 2014

1 Incorporation and Principal Business Activity

Government Human Resource Services Company Limited was incorporated and domiciled in the Republic of Trinidad and Tobago on October 20, 2006. The Registered office of the Company was Level 2, 6-6A Saddle Road, Maraval until November 2013, when the Company relocated to #16 Mulchan Seuchan Road, Chaguanas. Commercial operations commenced in January 2007.

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

2 Property, Plant and Equipment

	Leasehold Improvements \$	Computer Equipment \$	Office Furniture and Fixtures \$	Motor Vehicles \$	Total \$
Year ended 30 September 2013					
Opening net book amount	312,320	34,088	47,377	--	393,785
Additions	--	204,084	14,985	--	219,069
Depreciation charge	(65,373)	(44,517)	(30,050)	--	(139,940)
Closing net book amount	<u>246,947</u>	<u>193,655</u>	<u>32,312</u>	--	<u>472,914</u>
At 30 September 2013					
Cost	653,729	776,755	510,559	--	1,941,043
Accumulated depreciation	(406,782)	(583,100)	(478,247)	--	(1,468,129)
Net book amount	<u>246,947</u>	<u>193,655</u>	<u>32,312</u>	--	<u>472,914</u>
Year ended 30 September 2014					
Opening net book amount	246,947	193,655	32,312	--	472,914
Additions	476,654	329,950	479,418	663,364	1,949,386
Disposals	(236,052)	--	--	--	(236,052)
Depreciation charge	(46,187)	(99,214)	(61,625)	(115,652)	(322,678)
Closing net book amount	<u>441,362</u>	<u>424,391</u>	<u>450,105</u>	<u>547,712</u>	<u>1,863,570</u>
At 30 September 2014					
Cost	476,654	1,106,706	989,977	663,364	3,236,701
Accumulated depreciation	(35,292)	(682,315)	(539,872)	(115,652)	(1,373,131)
Net book amount	<u>441,362</u>	<u>424,391</u>	<u>450,105</u>	<u>547,712</u>	<u>1,863,570</u>

Notes to the financial statements 30 September 2014 (cont'd)

3 Deferred tax liability/ (asset)

Deferred income taxes are calculated in full on temporary differences under the liability method using a principal tax rate of 25%.

The movement on the deferred income tax account is as follows:

	2014 \$	2013 \$
<i>On accelerated capital allowances</i>		
At 1 October	(42,554)	(60,991)
Charge to income statement	<u>76,779</u>	<u>18,437</u>
At 30 September - Deferred tax liability/ (asset)	<u><u>34,225</u></u>	<u><u>(42,554)</u></u>

4 Inventories

Goods held for re-sale	<u>42,790</u>	<u>45,151</u>
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As at 30 September, there were no impairments of inventory.

5 Trade and other receivables

Trade receivables	1,316,394	6,518,090
Less: allowance for doubtful debts	<u>(385)</u>	<u>(385)</u>
Net trade receivables	1,316,009	6,517,705
Prepaid expenses	416,333	364,195
VAT recoverable	214,337	161,696
Other receivables	<u>8,965</u>	<u>25,838</u>
	<u><u>1,955,644</u></u>	<u><u>7,069,434</u></u>

5 Trade and other receivables (cont'd)

Trade receivables are non-interest bearing and are due upon receipt of invoice or 30 day terms.

As at 30 September, the ageing analysis of trade receivables is as follows:

	Total \$'000	Neither past due nor impaired \$'000	Past due but not impaired			
			<30 days \$'000	30-60 days \$'000	60-90 days \$'000	>90 days \$'000
2014	1,316	--	1,156	--	138	22
2013	6,518	--	6,498	56	--	(36)

6 Cash and cash equivalents

For the purposes of the cash flow statement, cash and cash equivalents consist of:

	2014 \$	2013 \$
Cash at bank	11,461,327	9,964,272
Unit Trust Corporation	7,154,334	7,070,732
Open call deposit	2,213,509	2,213,509
Cash at hand	<u>1,985</u>	<u>2,000</u>
	<u><u>20,831,155</u></u>	<u><u>19,250,513</u></u>

7 Stated capital

Authorised:

Unlimited number of ordinary shares of no par value	<u>Unlimited</u>	<u>Unlimited</u>
Issued and fully paid:		
10 ordinary shares of no par value	<u>10</u>	<u>10</u>

Notes to the financial statements 30 September 2014 (cont'd)

8 Capital grant

	2014 \$	2013 \$
Balance at October 1	187,332	240,535
Amortisation of capital grant	<u>(187,332)</u>	<u>(53,203)</u>
Balance as at September 30	<u><u>--</u></u>	<u><u>187,332</u></u>

The capital grant relates to a grant to purchase property, plant and equipment under the Public Sector Investment Programme from the Ministry of Finance.

9 Deferred government subventions

Balance at October 1	15,637,165	12,629,718
Subventions received	<u>6,990,000</u>	<u>9,365,000</u>
Subvention utilised	<u>(9,732,651)</u>	<u>(6,357,553)</u>
Balance as at September 30	<u><u>12,894,514</u></u>	<u><u>15,637,165</u></u>

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

10 Trade and other payables

Accrued expenses	1,420,988	690,648
Trade payables	797,933	228,633
Other payables	91,783	3,949
VAT payable	<u>--</u>	<u>790,841</u>
	<u><u>2,310,704</u></u>	<u><u>1,714,071</u></u>

Trade and other payables are non – interest bearing.

11 Deferred Income

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

12 Revenue

	2014 \$	2013 \$
Recruitment and selection	950,795	433,271
Customised human resource solution	753,182	195,185
Assessment and development	257,678	750,829
Training design and delivery	214,996	1,145,545
Consultancy sourcing	<u>199,749</u>	<u>3,546,739</u>
	<u><u>2,376,400</u></u>	<u><u>6,071,569</u></u>

13 Staff costs

Contract employment	4,124,709	2,846,818
Gratuity and severance	639,532	480,257
Remuneration to board members	482,648	299,700
Employer NIS contribution	209,579	119,623
Training	139,660	164,340
Vacation expense	79,332	63,943
Cellular allowance	44,856	26,701
Health insurance	<u>16,459</u>	<u>20,024</u>
	<u><u>5,736,775</u></u>	<u><u>4,021,406</u></u>

At 30 September 2014, the company had 40 employees (2013 - 23).

14 Distribution Costs

Promotional publicity, printing	<u>329,954</u>	<u>314,102</u>
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Notes to the financial statements 30 September 2014 (cont'd)

15 Taxation

	2014 \$	2013 \$
Corporation tax	161,238	342,372
Green fund levy	13,489	18,437
Deferred taxation (note 3)	76,780	12,793
Prior year adjustment	(1,099)	591
Total taxation charge for the year	<u>250,408</u>	<u>374,193</u>

The company's effective tax rate differs from the statutory rate of 25% as a result of the following:

Profit before tax	<u>1,164,210</u>	<u>1,547,289</u>
Corporation tax calculated at a rate of 25%	291,053	386,822
Effects of:		
Allowances	(2,561,376)	(1,632,472)
Expenses not allowable for tax	2,420,981	1,604,492
Income not allowable for tax	10,580	(16,470)
Green fund levy	13,489	12,793
Deferred taxation	76,780	18,437
Prior year adjustment	(1,099)	591
	<u>250,408</u>	<u>374,193</u>

16 Operating leases

Non cancellable operating lease rentals are payable as follows:

Less than one year	1,260,000	1,260,000
Between one and five years	<u>5,040,000</u>	<u>5,040,000</u>
	<u>6,300,000</u>	<u>6,300,000</u>

During the year, \$1,295,750 (2013: \$540,000) was recognised as an expense in the statement of comprehensive income in respect of the operating lease.

17 Related parties

Key management personnel

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

Key management personnel received compensation of \$1,819,127 (2013: \$1,125,406) for the year. Total remuneration which is included on contract employment and remuneration to board members expenses relates to salaries and allowances to directors and executive management of the company.

Schedules to the financial statements for the year ended 30 September 2014 (cont'd)

1	Cost of sales	2014 \$	2013 \$	2	Administrative expenses	2014 \$	2013 \$
	Customised human resource solution	676,078	1,402		Rent	1,295,750	540,000
	Assessment and development	258,108	389,626		Other contracted services	622,223	755,155
	Consultancy sourcing	199,749	3,546,739		Depreciation	322,678	139,940
	Recruitment and selection	158,345	129,118		Security services	294,165	75
	Training design and delivery	12,581	599,112		Repairs and maintenance	211,117	28,939
		<u>1,304,861</u>	<u>4,665,997</u>		Information technology expenses	185,496	208,417
					Telephone expense	103,565	75,881
					Electricity expenses	97,426	--
					Office stationery and supplies	71,772	62,414
					Insurances	70,339	20,798
					Subsistence	65,542	50,375
					Legal expenses	47,936	17,718
					General cleaning supplies	31,407	--
					Tender expense	31,346	692
					Internal recruitment	25,372	--
					Cabinet approved bodies	25,252	13,195
					Parking expense	22,338	43,847
					Maintenance of vehicles	17,752	13,729
					Internet expenses	16,478	27,917
					Janitorial services	15,960	36,300
					Gas expense	12,860	4,227
					Membership	6,869	9,547
					Bank charges and interest	5,731	5,010
					Books ad periodicals	4,929	4,169
					Staff entertainment, gifts and awards	3,255	--
					Rental of equipment	3,094	3,120
					Human resource expenses	2,361	39,761
					Miscellaneous	2,599	15,021
					Project and external meetings	1,590	--
						<u>3,617,202</u>	<u>2,116,247</u>