



The Office of the Minister of Planning and Development

PL&D: 6/12/3 Vol. XII Temp.

February 1, 2023

The Honourable Bridgid Mary Annisette-George, MP
Speaker of the House
Speaker's Chamber
Office of the Parliament
Parliamentary Complex
The Red House
St Vincent Street
Port of Spain

Dear Madam Speaker,

The Seventh Report of the Public Administration and Appropriations Committee on the examination into the implementation of the Public Sector Investment Programme (PSIP) for fiscal year 2021

Reference is made to your letter Parl.: 5/6/21 dated December 4, 2022 on the captioned subject.

In this regard, please find attached the Ministerial Responses to the recommendations of the Public Administration and Appropriations Committee (PAAC) contained in the Seventh Report of the PAAC on the examination into the implementation of the Public Sector Investment Programme (PSIP) for fiscal year 2021. An electronic copy of the responses will be e-mailed to the Parliament via coth@ttparliament.org.

Sincerely,

**Penelope Beckles
Minister**

Enc.

cc: Ms. Jacqui Sampson-Meiguel, Clerk of the House

**Ministerial Response to Recommendations/Comments contained in
The Seventh Report of the Public Administration and Appropriations
Committee on the Examination into the Implementation of the Public
Sector Investment Programme (PSIP) for fiscal year 2021**

RECOMMENDATIONS AND COMMENTS

1. Non-adherence to the Project Screening Brief (PBS) document (Page 11)

Recommendations

The MPD should submit a report to Parliament on the following by December 31, 2022:

- i. The Project Screening Brief training conducted across all MDAs during FY 2022**

Response:

On January 13-14, 2022 a Project Screening Brief (PBS) workshop was conducted by the Ministry of Planning and Development (MPD) involving the Project Planning and Reconstruction Division (PPRD), Socio-Economic Policy Planning Division (SEPPD), National Transformation Unit (NTU) and the Environment Policy Planning Division (EPPD) for the following seven (7) Ministries:

- Ministry of Labour;
- Ministry of Education;
- Office of the Prime Minister;
- Ministry of Trade and Industry;
- Ministry of Tourism, Culture and the Arts;
- Ministry of Youth Development and National Service; and
- Ministry of Agriculture, Land and Fisheries.

The above Ministries were selected since their new projects and programmes emanated from the Roadmap to Recovery Report (R2R) and the Community Recovery Report (CRR) and were prioritised for execution. The online training was conducted over a two (2) day period involving a presentation and working sessions.

ii. The scheduled Project Screening Brief training initiatives for FY 2023

Response:

The first cycle of PSB training for fiscal 2023 is planned for February/ March 2023 and further cycles will be scheduled subject to interest of MDAs and their availability. The training session will consist of a virtual presentation on the PSB targeting all MDAs. Thus far, ten (10) MDAs have expressed an interest in receiving such training. In addition, MDAs that are desirous of receiving further training in certain areas of the PSB will be facilitated as required.

iii. The relationship between compliant/non-compliant MDAs and satisfactorily planned projects

Response:

Analysis of two (2) consecutive fiscal years revealed that there was a positive correlation between MDA compliance and satisfactorily planned projects as indicated by the utilisation rates of funds, bearing in mind that other factors may affect utilization rates. MDA projects and programmes for which PSBs had been prepared recorded higher utilization rates than those of the non-compliant MDA projects and programmes. The utilisation rate for a project or programme is the total amount expended divided by its total allocation for the fiscal year times 100 percent.

In that regard, in fiscal year **2021**, there were 66 new projects and programmes of which 50 projects did not have PSBs. At the end of fiscal 2021, 70 percent of the projects and programmes without PSBs had a zero utilisation rate. This meant that no expenditure took place on those projects or programmes. However, of the other sixteen (16) projects and programmes that were implemented with PSBs, only *43.8 percent* had a zero utilisation rate.

In fiscal year **2022**, there were 104 new projects and programmes of which 38 projects did not have PSBs. At the end of fiscal 2022, the projects and programmes without PSBs had a 56.2 percent zero utilisation rate whereas the 66 projects and programmes that were implemented with PSBs only had a *46.9 percent* zero utilisation rate.

The above results indicate that MDAs who implemented their new projects and programmes with PSBs utilised more of their allocation on expenditure for activities as opposed to those that were executed without PSBs under the reporting period. It should be noted that there were fewer new projects and programmes initiated in fiscal 2021 due to the effects of the COVID-19 Pandemic and the uncertainty of the logistics and supply chain.

2. High Staff Turnover within the Project Management Units (PMUs) of various MDAs (Page 12)

Recommendations

The MPD should submit a brief report to Parliament on the following by December 31, 2022:

- i. **The number of vacant, filled and no longer open positions within PMUs of the MDAs with high project management staff turnover**

Response:

Thirty-five (35) MDAs in the Public Service receive PSIP funding. Of this amount, the MPD received twenty-five (25) responses relating to some of the Public Administration and Appropriation Committee's (PAAC) recommendations. From the responses received, there were 550 positions in the Project Management Unit (PMU) for the period under review. In fiscal 2021, the total number of vacancies across twenty-three (23) MDAs amounted to 239. However, in the fiscal year 2022, total number of vacancies decreased to 226 as thirteen (13) of the vacant positions were filled across the public service. The average vacancy rate for 2021 and 2022 was 43.5% and 41% percent respectively. A breakdown of MDAs responses is attached at **Appendix I**.

With respect to staff turnover, the majority of MDAs indicated that they experienced low level of staff turnover for the period under review. However, one of the main challenges outlined was that their Project Management Units (PMUs) operated with limited staff as the majority of positions remained vacant for extensive periods of time. These vacant positions were not filled due to financial constraints, the lack of Cabinet's approval for the positions and the unattractive remuneration packages offered by the Chief Personnel Officer (CPO). Other factors that contributed to the high number of vacancies include the appointment of officers to other MDAs, expired contracts and delays in the recruitment process. Further, with staff departure, training is often required for new members of staff. Additionally, a few of the MDAs indicated that they have been operating without an established PMU and projects are usually managed by public officers within the Ministry. Further details on MDAs' staff turnover is attached at **Appendix II**.

- ii. **The project implementation challenges and other challenges experienced by MDAs due to the frequent departure of project management staff**

Response:

The majority of MDAs did not experience implementation challenges as staff turnover was generally low across the Public Service. However, in instances whereby staff had departed, there was a notable increase in the workload of the existing staff as well as the reallocation of duties based on the availability of resources. The existing staff were

also retrained in order to perform the additional duties. In addition, MDAs continued to operate with limited staff which posed a challenge with respect to the monitoring of projects, the execution of special projects and the preparation of PSIP project documents for submission to the MPD. Further details on MDAs' project implementation challenges and other challenges is attached at **Appendix III**.

iii. Details on specific plans and the constraints to implementation, aimed at standardising remuneration for project management staff across MDAs

Response:

The remuneration packages for the established positions in the Public Service is determined by the CPO. For contractual positions within the Public Service, the determination for remuneration falls under the purview of the Human Resources Department of the relevant Ministry, under the guidance of the CPO and its relevant Circulars. **Personnel Department Circular No. 1 of 2019 dated November 29, 2019** relates to the '*Changes in administrative arrangement in respect of contract employment in the Public Service (Facilities Management, Project Management and Monitoring and Evaluation)*' (**Appendix IV** refers). The Circular entails standardized job descriptions, job designations and applicable salaries and other terms and conditions of employment for persons employed on contract on or after December 1, 2019 for Facilities Management, Project Management and Monitoring and Evaluation job categories. The positions listed under Project Management are as follows:

- i. Programme Manager;
- ii. Senior Project Manager;
- iii. Project Manager; and
- iv. Project Support Officer.

3. The Social and Economic effects of COVID-19 (Page 13)

Observation:

The Committee acknowledges the unexpected nature of the onset of the COVID-19 pandemic and that this constituted the greatest challenge to business continuity in recent memory.

Recommendation:

The MPD should report to Parliament on the challenges identified by the PPRD and the Planning Unit, how these challenges were overcome, as well as the Lessons Learnt and the Strategies to be adopted based on these lessons by December 31, 2022

Response:

The PPRD identified the following challenges experienced by the MDAs during fiscal 2021 resulting from the COVID-19 pandemic. These included delays in the execution or completion of its projects as the Public Health Ordinances and Quarantine Orders restricted interactions

among staff and stakeholders, disrupted site visits, and stymied work processes. The pandemic also caused disruption to the global supply chain which resulted in the increased cost of raw materials. In summary:

- 26% of MDAs experienced delays in the completion of projects due to procurement delays;
- 52% of MDAs were affected by the disruptions to the global supply chain and limited travel;
- 22% of MDAs incurred additional costs due to the high costs of raw materials;
- Public Health restrictions resulted in the disruptions of site visits, progress meetings, coordination with contractors/sub-contractors which resulted in project delays; and
- Disruption in work resulting from workers either contracting COVID-19 or being quarantined with family who contracted the virus.

The measures identified by MDAs to overcome the challenges identified included:

- adjustment of project timelines;
- conduct of remote meetings with contractors and executing agencies; and+-
- conduct of negotiations with project execution agencies to discuss claims that were submitted by contractors in instances where project activities were ceased.

The strategies to be adopted by MDAs based on the lessons learnt include:

- development of Business Continuity Plans featuring enhanced risk management strategies;
- increasing the use of Information and Communications Technology (ICT) and training of staff as it is critical for the continuation of work processes;
- adopting a hybrid work approach to improve workplace productivity; and
- adjusting the standard contract documents to include clauses that relate to pandemic situations (such as COVID-19) and other emergencies.

The MPD also experienced similar challenges to the MDAs. Further, the Ministry experienced human resource constraints within its Planning Division (PD) as it operates with a small staff of two (2) Project Officers. This poses an additional challenge for the PD to properly coordinate, monitor, manage the Ministry's PSIP as well as execute any special projects.

The MPD, in an effort to overcome the above challenges sought to implement measures such as adjusted project timelines, conducting virtual meetings with stakeholders and conducting hybrid training (virtual or in-person) where possible. With respect to the PD, the Ministry is seeking to strengthen its institutional capacity by re-structuring the PD thereby enhancing its ability to implement its PSIP. This will enable the establishment of the necessary professional project management positions to be established, and the requisite expertise recruited. The Ministry will also provide opportunities for the required training in areas such as project management which will enhance staff capacity and improve the monitoring and evaluation of projects and programmes under the PSIP.

APPENDIX I

Number of Positions Filled/ Vacancies in the Project Management Unit of Ministries, Departments and Agencies

1. JUDICIARY OF TRINIDAD AND TOBAGO							
Position Title	No. of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of Vacancy
	2021	2022	2021	2022	2021	2022	
Project Managers	2	2	2	2	0	0	No vacancy from period 2019 to current
Project Support Officers	3	3	3	3	0	0	No vacancy from period 2019 to current

2. OFFICE OF THE PARLIAMENT							
Position Title	No. of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of Vacancy
	2021	2022	2021	2022	2021	2022	
Manager – Public Procurement	1	1	1	1	0	0	
Senior Procurement Officer	1	1	1	1	0	0	
Project Manager	1	1	1	0	0	1	Vacant for one (1) year
Procurement Officer	2	2	0	2	2	0	
Project Support Officer	1	1	1	1	0	0	Vacant for six (6) months

3. CENTRAL ADMINISTRATIVE SERVICES, TOBAGO

At the Office of the Prime Minister, Central Administrative Services, Tobago (OPM-CAST), there is no official unit that performs the functions of Project Management. As such, any reference to positions, vacancies, staff turnover and challenges related to project management staff are not applicable. The Project Management functions with respect to the Public Sector Investment Programme (PSIP) are mainly executed by the Junior Planning Officer, the Executive Assistant and other supporting staff once available. It must be stated that the rate of implementation of projects is severely impacted by the unavailability of the requisite human resources. This includes but is not limited to the lack of technical persons on the workforce as the OPM-CAST heavily relies on external Divisions for assistance in that regard.

4. PERSONNEL DEPARTMENT

Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of Vacancy
	2021	2022	2021	2022	2021	2022	
Programme Manager	1	1	0	0	1	1	3 Years
Project Manager	2	2	2	2	0	0	1 – Project Manager assumed duty on 31.12.21
Project Coordinator	1	1	1	1	0	0	

5. OFFICE OF THE PRIME MINISTER

Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of Vacancy
	2021	2022	2021	2022	2021	2022	
<i>Administrative Projects</i>							
ICT Director	1	1	1	1	0	0	
Senior IT Specialist	1	1	1	1	0	0	
Senior Network Specialist	1	1	1	1	0	0	
Senior ICT Support Specialist	1	1	1	1	0	0	
ICT Security Specialist	1	1	1	1	0	0	
Clerk/Typist BOA	2	2	0	0	2	2	4 years
ICT Analyst/Programmer	2	2	1	1	1	1	4 years
Web Technology Specialist	1	1	0	0	1	1	4 years
<i>Gender and Child Affairs</i>							
Senior Project Manager	1	1	0	1	1	0	
Project Manager	-	2	-	0	-	2	Never filled
Project Officer	-	3	-	0	-	3	Never filled
Project Support Officer	4	4	0	0	4	4	Since 2018 Note that the Unit was staffed by a Service Provider for most of the period under review
Project Management Advisory Unit							
Project Management Advisor	1	1	1	1	0	0	
Project Accountant	1	1	1	1	0	0	
Project Support Officer			1	1			

6. MINISTRY OF NATIONAL SECURITY								
ITEM	Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
		2021	2022	2021	2022	2021	2022	
1.	Programme Manager	1	1	0	0	1	1	Contract (Vacant for 3 years)
2.	Senior Project Manager	2	2	0	0	2	2	Contract (Vacant for 3 years)
3.	Project Manager	3	3	1	1	2	2	Contract (Vacant for 3 years)
4.	Project Officer II	1	1	1	0	0	1	Established
5.	Project Officer I	2	2	1	0	1	2	Established
6.	Project Support Officer	6	6	1	3	5	3	Contract (Vacant for 3 years)
7.	Budget Coordinator	1	1	0	0	1	1	Contract (Vacant for 3 years)
8.	Accountant I	1	1	1	1	0	0	Established
9.	Accounting Clerk	1	1	1	1	0	0	Established
10.	Clerk/Steno IV	1	1	1	1	0	0	Established
11.	BOA I	1	1	1	1	0	0	Contract (Vacant for 3 years)

7. OFFICE OF THE ATTORNEY GENERAL AND MINISTRY OF LEGAL AFFAIRS							
Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of Vacancy
	2021	2022	2021	2022	2021	2022	
Programme Manager	1	1	1	1	0	0	-
Project Managers	2	2	2	2	0	0	1 – Project Manager assumed duty on 31.12.21
Project Support Officers	3	3	0	0	3	3	Approx. 5 yrs.

8. MINISTRY OF EDUCATION

Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
Director Projects and Programme	1	1	0	0	1	1	Vacant, Expired
Programme Manager re-designated Project Manage	1	1	1	1	0	0	Life remaining, 2 years 6 months.
Assistant Programme Manager re-designated Project Support Officer	1	1	0	0	1	1	Vacant, Expired
Senior Project Coordinator	1	1	0	0	1	1	3 years remaining
Project Engineer	1	1	0	0	1	1	1 year and 3 months life remaining
Research Specialist	1	1	0	0	1	1	5 months life remaining
Coordinator (Facilities Maintenance Management)	1	1	0	0	1	1	20 mths remaining. Positions to be advertised
Coordinator (Facilities Maintenance Management)	1	1	0	0	1	1	Expired
Coordinator (Facilities Maintenance Management)	5	5	0	0	5	5	2 years remaining
Assistant Coordinator (Facilities Maintenance Management)	1	1	0	0	1	1	1 year remaining. Positions to be advertised
Assistant Coordinator (Facilities Maintenance Management)	1	1	0	0	1	1	1 1/2 years remaining
Assistant Coordinator (Facilities Maintenance Management)	4	4	0	0	4	4	2 years remaining
Assistant Coordinator (Facilities Maintenance Management)	1	1	0	0	1	1	Expired
Director, Education Facilities, Planning & Procurement	1	1	1	1	0	0	Expired
Technical Coordinator	1	1	0	0	1	1	I year remaining
Technical Coordinator	1	1	0	0	1	1	Expired

9. MINISTRY OF HEALTH					
No.	Office	No. of Positions	Filled/Vacant	Expiration Date	Remarks
1	Programme Manager	1	Filled	March 14, 2024	
2	Project Manager	6	5 – filled 1 – vacant	2024/2025 -	2 years, 7 months and 16 days remaining
3	Procurement Specialist	2	2 – vacant	-	2 three (3) year period remaining in life of contract
4	Driver/Courier	1	Filled	September 15, 2023	
5	Business Operation Assistant II	1	Filled	February 29, 2024	

10. MINISTRY OF PUBLIC ADMINISTRATION							
Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
Head PMO	1	1	1	1	0	0	
Portfolio Manager	2	2	2	2	0	0	
Programme/ Project Manager	2	6	2	2	4	4	6 Months
Programme Development Lead	1	1	1	1	0	0	
Programme Development Officer	2	3	2	2	0	1	6 months
Business Process Lead	0	1	0	1	0	0	
Business Process Analyst	2	6	2	2	0	0	
Business System Analyst	0	1	0	0	0	1	6 Months
Programme/ Application Developer	0	1	0	0	0	1	6 Months

11. MINISTRY OF ENERGY AND ENERGY INDUSTRIES

Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
Project Officer	3	3	2	2	1	1	5 years
Project Coordinator	1	1	1	0	0	1	1 year. Contract expired

12. MINISTRY OF PUBLIC UTILITIES

Positions in Old Organizational Chart	Position Status	Vacancy Status	Remarks
(1) Programme Manager	Vacant	<i>Vacant with 4 years, 9 months and 17 days remaining.</i>	
(1) Senior Project Manager	Vacant	<i>Vacant with 4 years, 9 months and 17 days remaining.</i>	
(1) Project Manager	Filled	1 Position Filled	
(1) Project Manager (REAP)	Filled	1 Position Filled.	
(1) Project Manager (UAP)	Vacant	<ul style="list-style-type: none"> o 1 incumbent on Short Term Contract. o Position <i>Vacant</i> with 3 years remaining. Position should be advertised and filled. 	
(1) Technical Officer Statistics	Vacant	<ul style="list-style-type: none"> o <i>Vacant with 5 years, 10 months remaining</i>. Position should be advertised and filled. 	
(5) Project Support Officer	Filled/Vacant	<ul style="list-style-type: none"> o 1 Vacancy <i>Filled</i> o 1 Vacancy has expired. o 1 Vacancy is <i>Vacant</i> with 3 years remaining. o 2 Vacancies (SPPU) are <i>Vacant with 3 years remaining from date of assumption to April 30, 2024</i>. 	
(1) People's Issues Interface Officer	Vacant	1 incumbent on Short term in vacancy. 3 years remaining	Vacancy is from the Customer Service Unit but is being utilized in the

12. MINISTRY OF PUBLIC UTILITIES			
Positions in Old Organizational Chart	Position Status	Vacancy Status	Remarks
Sectoral Programmes and Projects Unit.			
(1) Business Operations Assistant II	Filled	1 Position Filled.	
(2) Business Operations Assistant I	Filled	2 Positions Filled.	

13. MINISTRY OF RURAL DEVELOPMENT AND LOCAL GOVERNMENT							
Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
Technical Officer	1	1	0	0	1	1	Vacant – Retirement of Mr. Jameel Mohammed from the Public Service with effect from 17.09.2016
Civil Engineer II	2	2	2	1	0	1	Vacant – Retirement of Mr. Saheed Shah from the Public Service with effect from 06.07.2022
Civil Engineer I	2	2	1	1	1	1	Vacant – Resignation of Ms. Kala Mungroo with effect from 21.10.2010
Public Health Engineer	1	1	0	0	1	1	Vacant – Retirement of Mr. Dudley Isaac from the Public Service with effect from 20.12.1982
Drainage Engineer	1	1	0	0	1	1	Vacant – Office created with effect from 24.11.1977 by Cabinet Minute # 3380 dated 24.11.1977
Mechanical Engineer	1	1	0	0	1	1	Vacant – Transfer of Mr. Sean Mahabir to Ministry of Energy and Energy Industries with effect from 01.09.2020
Electrical Foreman II	1	1	0	0	1	1	Vacant – Retirement of Mr. Rawle Francis from the Public Service with effect from 12.02.2015
Engineering Surveying Technician III	3	3	0	0	3	3	Vacant – Retirement of Mr. Bindley Powder from the Public Service with effect from 20.02.2004;

13. MINISTRY OF RURAL DEVELOPMENT AND LOCAL GOVERNMENT

Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
							Vacant – Retirement of Mr. Kadar Narine from the Public Service with effect from 25.11.2013; Vacant – Retirement of Mr. Anthony Clement from the Public Service with effect from 11.04.2017
Engineering Surveying Technician II	2	2	0	0	2	2	Vacant – Promotion of Mr. Rawle Derrick as Engineering Surveying Technician III with effect from 19.02.1982; Vacant – Promotion of Mr. Kadar Narine as Engineering Surveying Technician III with effect from 01.01.1989
Engineering Assistant III	2	2	1	1	1	1	Vacant – Retirement of Mr. Jemmott Alexander from the Public Service with effect from 31.07.2014
Quantity Surveying Assistant III	3	3	0	0	3	3	Vacant – Resignation of Mr. Ashraff Mohammed with effect from 31.01.1993; Vacant – Retirement of Mr. Michael Aberdeen from the Public Service with effect from 01.09.2012; Vacant – Retirement of Mr. Amzad Khan from the Public Service with effect from 08.09.2018
Quantity Surveying Assistant II	2	2	0	0	2	2	Vacant – Promotion of Mr. Michael Aberdeen as Quantity Surveyor Assistant III with effect from 17.08.1993; Vacant – Promotion of Mr. Amzard Khan as Quantity Surveyor Assistant III with effect from 17.08.1993
Draughtsman III	2	2	1	1	1	1	Vacant – Retirement of Ms Annette Williams from the Public Service with effect from 29.09.2015
Electrical Supervisor	1	1	1	1	0	0	

13. MINISTRY OF RURAL DEVELOPMENT AND LOCAL GOVERNMENT

Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
Draughtsman II	1	1	0	0	1	1	Vacant – Promotion of Mr. Wavell Mc Kell as Draughtsman III with effect from 01.10.1996
Project Officers II	1	1	0	1	0	0	
Project Officer I	4	4	1	2	3	2	Established Positions

14. MINISTRY OF WORKS AND TRANSPORT

Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
Programme Director	1	1	1	1	0	0	
Programme Accountant	1	1	1	1	0	0	
Senior Project Manager	2	2	2	2	0	0	
Senior Project Officer	1	1	1	1	0	0	
Project Engineer	2	2	2	2	0	0	
Senior Engineering Technician	6	6	4	4	2	2	<p>Applications closed on 5th July 2019. Interviews were conducted. Awaiting the Assumption of duties for the successful candidate. Approx. Length of Vacancy 2 yrs 2 mths</p> <p>Applications for this position closed on 5th July 2019. Interviews were conducted and the Programme Director to advise on when an offer should be made to the successful candidate. Approx. Length of Vacancy 2 yrs 2 mths</p>

Business Operations Assistant II	1	1	1	1	0	0	
Business Operations Assistant I	1	1	1	1	0	0	
Driver / Office Assistant	2	2	2	2	1	1	Applications for this position closed on 30th August 2021. Approx. Length of Vacancy 1 month

15. MINISTRY OF HOUSING AND URBAN DEVELOPMENT

Position Title	Number of Positions		Filled Positions		Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
Architect	1	1	1	1	0	0	
Civil Engineer	2	2	2	2	0	0	
Clerk of Works	5	12	5	12	0	0	
Divisional Manager-Construction Management Operations	1	1	1	1	0	0	
Divisional Manager- Project Development and Oversight	1	0	1	0	1	1	1 Year and 6 months: Retired
Junior Civil Engineer	1	1	1	1	0	0	
Junior Engineer	5	3	5	3	0	2	
Project Assistant	12	11	12	11	0	1	1 Year and 3 months: Employee died
Project Coordinator	1	1	1	1	0	0	
Project Manager	7	9	7	5	0	6	9 months: Retired 5 months: Contract expired 1 year: Retired 7 years: Promotion 16 years: (2) Created & identified in Cabinet Minute#3373-2006/12/11
Quantity Surveyor	5	5	5	5	0	0	
Senior Architect	1	1	1	0	0	1	5 months: Resigned
Senior Civil Engineer	1	1	1	1	0	0	
Senior Clerk of Works	10	10	8	8	2	2	3 years: Retirement 4 years: Retirement
Senior Design Engineer, Electrical	1	1	1	1	0	0	
Senior Manager-Projects	1	1	1	1	0	0	
Senior Project Manager	3	7	3	3	0	4	16 years: (4) Created & identified in Cabinet Minute#3373-2006/12/11
Structural Engineer	1	1	1	1	0	0	
Team Leader- Quantity Surveying	1	1	1	1	0	0	
Senior Quantity Surveyor	1	1	0	0	1	1	4 years: Retired

Quantity Surveying Technician	2	2	1	1	1	1	1 year: Promotion
Clerk of Works	13	13	4	4	9	9	7 years: (5) Promotion 8 years: (2) Retirement 5 years: (1) Retirement 9 years: (1) Retirement
Chief Technical Officer	1	1	0	0	1	1	16 years. Position never filled
Chief Technical Officer	1	1	0	0	1	1	16 years. Position never filled
Projects Manager	1	1	0	0	1	1	Vacancy filled in July 2022
Projects Supervisor	1	1	0	0	1	1	Vacant since August 2018
Projects Coordinator	3	3	2	3	1	0	Position vacant for 10 months due to death of the incumbent
Engineering Technician	1	1	1	1	0	0	
Quantity Surveying Technician	1	1	1	1	0	0	
Safety Officer	1	1	1	1	0	0	
GIS/CAD Technician	1	1	0	1	1	1	Vacant since 2017
Administrative Assistant	1	1	1	1	0	0	
Programme Director	1	1	1	1	0	0	
Financial Specialist	1	1	1	1	0	0	
Monitoring & Evaluation Specialist	1	1	1	1	0	0	
Social/Community Engagement Specialist	1	1	1	1	0	0	
Procurement Specialist	1	1	1	1	0	0	
Programme Administrative Officer	1	1	1	1	0	0	
Housing Development Inspector	6	6	6	6	0	0	
Senior Technical Assistant	1	1	1	1	0	0	
Technical Support Officer	1	1	1	1	0	0	

Client Relations Assistant	7	7	7	7	0	0	
Outreach Officer	1	1	1	1	0	0	
Receptionist/Clerical Assistant	1	1	1	1	0	0	

16. TRINIDAD AND TOBAGO POLICE SERVICE							
Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
Head Planning	1	1	1	0	0	1	1 Year
Programme Manger	1	1	1	1	0	0	
Project Coordinator	5	5	5	4	1	1	8 months
Civil Engineer	1	1	1	0	0	1	1 year
Civil Engineer Technician	1	1	1	1	0	0	
Project Analyst	1	1	0	0	2	2	4 years
Administrative Support	2	2	1	1	1	1	5 years

17. MINISTRY OF FOREIGN AND CARICOM AFFAIRS							
Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
Project Planning and Implementation Officer	1	1	0	0	1	1	3 Years

18. MINISTRY OF PLANNING AND DEVELOPMENT

Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of Each Vacancy
	2021	2022	2021	2022	2021	2022	
Project Officer	1	1	0	0	0	0	
Management and Monitoring Officer	1	1	1	0	0	0	
Project Planning and Monitoring Officer	1	1	0	0	0	0	

19. EQUAL OPPORTUNITY TRIBUNAL

The Equal Opportunity Tribunal was not allocated funds under the PSIP for the periods October 2020 to September 2021 and October 2021 to September 2022, and therefore cannot provide the information requested.

20. MINISTRY OF SOCIAL DEVELOPMENT AND FAMILY SERVICES

Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of Vacancy
	2021	2022	2021	2022	2021	2022	
Project Manager(1)	1	1	1	1	0	0	<p><i>Candidate assumed duty within the month of February 2019.</i></p> <p>A recommendation for the three-year contract position to be re-advertised is required from Permanent Secretary on a needs basis for the fiscal year 2022/2023.</p>
Programme Manager (1)	1	1	0	0	1	1	<p>A recommendation for the three-year contract position to be re-advertised is required from Permanent Secretary on a needs basis for the fiscal year 2021/2022.</p>
Facilities Officer (1)	1	1	1	1	0	0	<p><i>Candidate assumed duty within the month of January 2021.</i></p> <p>A recommendation for the three-year balance in the second instance for the position to be re-advertised is required from Permanent Secretary on a needs basis for the fiscal year 2024/2025.</p>
Project Support Officer (2)	5	5	0	0	5	5	<p>A recommendation for the three-year contract position to be re-advertised is required from Permanent Secretary on a needs basis for the fiscal year 2021/2022.</p>
Business Operations Assistant I (2)	2	2	0	0	2	2	<p>A recommendation for the three-year contract position to be re-advertised is required from Permanent Secretary on a needs basis for the fiscal year 2021/2022.</p>
Design/Draughting Technician (2)	2	2	0	0	2	2	<p><i>(Approval was granted for the short term employment of a Design/Draughting Surveying ftp 10.10.2022 to 31.12.2022)</i></p>

								A recommendation for the three-year contract position to be re-advertised is required from Permanent Secretary on a needs basis for the fiscal year 2022/2023.
Quantity Surveying Technician (2)	2	2	1	1	1	1		<p><i>(Approval was granted for the short term employment of Quantity Surveying Technician ftp 02.01.2022 to 31.03.2022)</i></p> <p>A Recommendationw as made by the Permanent Secretary for the position to be re-advertised for the year 2021.</p> <p><i>Candidate assumed duty within the month of April 2022.</i></p> <p>Further recommendation for the unutilized life in the first instance for one position to be re-advertised is required from Permanent Secretary on a needs basis for the fiscal year 2022/2023.</p>

21. MINISTRY OF AGRICULTURE, LAND AND FISHERIES			
List of Position (Title)	Vacant Position	Approximate length of Vacancy	Position Filled
Assistant Director	Vacant	N/A	1 – Officer acting
Senior Project Analyst	2 – Vacancies	Fiscal years 2021 and 2022	1 – Officer acting
Project Analyst II	2 – Vacancies	Fiscal years 2021 and 2022	
Project Officer III	1 – Vacancy	Fiscal years 2021 and 2022	
Project Officer II	2 – Vacancies	Fiscal years 2021 and 2022	
Project Officer I	2 – Vacancies	Fiscal years 2021 and 2022	

21. MINISTRY OF AGRICULTURE, LAND AND FISHERIES

List of Position (Title)	Vacant Position	Approximate length of Vacancy	Position Filled
Assistant Project Officer (on contract)	2 – Vacancies	6 months	2 – Filled
Clerk Stenographer I/II	Vacant	Fiscal years 2021 and 2022	
Clerk Typist I	-	N/A	1 – Filled
Checker	-	N/A	1 – Filled

22. MINISTRY OF SPORT AND COMMUNITY DEVELOPMENT

Position	Filled	Vacant	Total Number of Positions	Remarks
Technical Director		1		Position vacant since March 2020
Deputy Technical Director	1			
Facilities Manager	1	2		
Assistant Facilities Manager	1			
Project Officer	1	1		Position vacant since 18/07/2016
Senior Quantity Surveyor		1		Positions vacant since 02/01/2014
Site/Lands Manager		1		
Project Manager		1		Position vacant since 16/12/2021
Project Support Officer	1			
Business Operations Assistant II		1		
Special Project Coordinator	1			
Business Operations Assistant I	1			
Facilities Technician	1			
Totals	6	8	14	
Short Term Staff				
Operations and Maintenance Manager	1			

22. MINISTRY OF SPORT AND COMMUNITY DEVELOPMENT				
Position	Filled	Vacant	Total Number of Positions	Remarks
Support Staff				
Drivers	1			
Clerk I	1			
Clerk II	1			
Totals	4			

23. MINISTRY OF TOURISM, CULTURE AND THE ARTS (PROJECT MANAGEMENT UNIT)							
Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
Project Manager	1	1	0	1	1	0	9 months
Project Support Officer	1	1	0	0	1	1	1 Year, interviews to be held in January, 23
Facilities Manager	1	1	0	0	1	1	1 year, interviews to be held in January, 23
Facilities Officer	2	2	0	0	2	2	1 year, interviews to be held in January, 23
Business Operations Assistant II	2	2	0	0	2	2	1 year, Business Operations Assistant I, is being utilized

24. MINISTRY OF TOURISM, CULTURE AND THE ARTS (TOURISM TRINIDAD LIMITED)							
Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
Manager, Research, Strategy and Marketing	1	1	1	1	0	1	4 months vacant. Position became vacant in August 2022. New employee to assume in January 2023.

24. MINISTRY OF TOURISM, CULTURE AND THE ARTS (TOURISM TRINIDAD LIMITED)							
Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
International Promotions Specialist	3	3	1	1	2	2	4 years vacant. One new hire to assume in January 2023.
Domestic Promotions Specialist	1	1	0	1	1	0	Employee started in October 2022.
Manager, Investment and Business Development	1	1	1	1	0	0	
Investment and Incentive Officer	2	2	1	1	1	1	4 years vacant.
Manager, Destination Development	1	1	1	1	0	0	Position was vacant from November 2021 – March 2022
Tourism Development Officer	2	2	1	2	1	0	
Visitor Experience Officer	2	2	1	0	1	1	4 years vacant. Recruitment in process.
Senior Project Officer	1	1	0	0	1	1	4 years vacant. Employee to assume in January 2023
Project Officer	1	1	0	0	1	1	4 years vacant. Recruitment to commence in January 2023

25. MINISTRY OF YOUTH DEVELOPMENT AND NATIONAL SERVICE							
Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
PROJECT MANAGEMENT UNIT							
Project Monitoring Coordinator (Short-Term)	1	1	1	1	1	1	Position vacant 10 months – Feb. to Nov. 2021 (filled in Dec. 2021)

25. MINISTRY OF YOUTH DEVELOPMENT AND NATIONAL SERVICE

Position Title	Number of Positions		No. of Filled Positions		No. of Vacant Positions		If Vacant, State Length of <u>Each</u> Vacancy
	2021	2022	2021	2022	2021	2022	
Assistant Project Coordinator (Establishment)	1	1	1	1	1	1	
Engineering Assistant III	3	3	1	1	2	2	2 vacant; suppressed by CM#2277-2009/08/02
Quantity Surveying Assistant III	1	1	0	0	1	1	suppressed by CM#2277-2009/08/02
Construction Superintendent	1	1	0	1	1	0	Position filled in March 2022
Senior Civil Engineering Technician	1	1	0	1	1	0	Position filled in March 2022
Senior Quantity Surveying Technician	1	1	0	1	1	0	Position filled in April 2022
Clerk IV (Establishment)	1	1	1	1	1	1	
Clerk/Typist (Establishment)	1	1	1	1	1	1	
Project Engineering Technician (S/Term)	2	1	2	1	–	–	2 positions in 2021 1 position in 2022
RESEARCH AND PLANNING UNIT							
Senior Planning Officer	1	1	1	1	0	0	
Planning Officer II	2	2	1	1	1	1	1 position vacant since 2021 2 positions vacant as at September 2022
Project Analyst I	1	1	1	1	0	0	
Statistical Analyst II	1	1	1	0	0	1	1 position vacant since
Clerk Typist	1	1	1	1	0	0	