



*Government of the Republic of Trinidad and Tobago*



# *OFFICE OF THE PRIME MINISTER*

*Administrative Report - Oct 2011 – Sept 2012*

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## **FOREWORD**

*In accordance with Act No. 29 of 1999, Section 66D of the Constitutions which states, in part, that:*

***“66D “a body listed at (A) to (D) in 66A(1)(a)<sup>1</sup> shall submit to the President before 1<sup>st</sup> July, in each year a report on the exercise of its functions and powers in the previous year, describing the procedures followed and any criteria adopted by it in connection therewith and the President shall cause the report to be laid within sixty days thereafter in each House.”***

*It gives a concise report in relation to the administration, the manner of exercise of powers, methods of functioning on any criteria adopted in the exercise of powers and functions.*

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<sup>1</sup> Such bodies are “government Ministries; “Municipal Corporations”; “Statutory Authorities”; and “Enterprises owned or controlled by or on behalf of the State or which receive funding from the State of more than two thirds of its total income in any one year”.

# *1.0 ABOUT US*

*VISION*

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*MISSION*

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*CORE VALUES*

# **OFFICE OF THE PRIME MINISTER**

## **1.0 ABOUT US**

The Office of the Prime Minister (OPM) continues to be guided by the Government's Policy Framework and its drive for Sustainable Development. In this regard, this Office continues to pursue the Government's goals to restore and develop Trinidad and Tobago into a more developed and safe environment, where the people are more innovative and the society becomes a more caring one.

The seven (7) Pillars of this administration are to facilitate the sustained development of Trinidad and Tobago, with the OPM taking the lead role. The goals of the OPM are focused on five (5) of these pillars, namely:

**PILLAR 1:** People-Centered Development – We need everyone and all can contribute

**PILLAR 4:** Information and Communication Technologies – Connecting Trinidad and Tobago and building the New Economy

**PILLAR 5:** A More Diversified, Knowledge Intensive Economy – Building on the native genius of our People

**PILLAR 6:** Good Governance – People Participation

**PILLAR 7:** Foreign Policy – Securing our place in the World

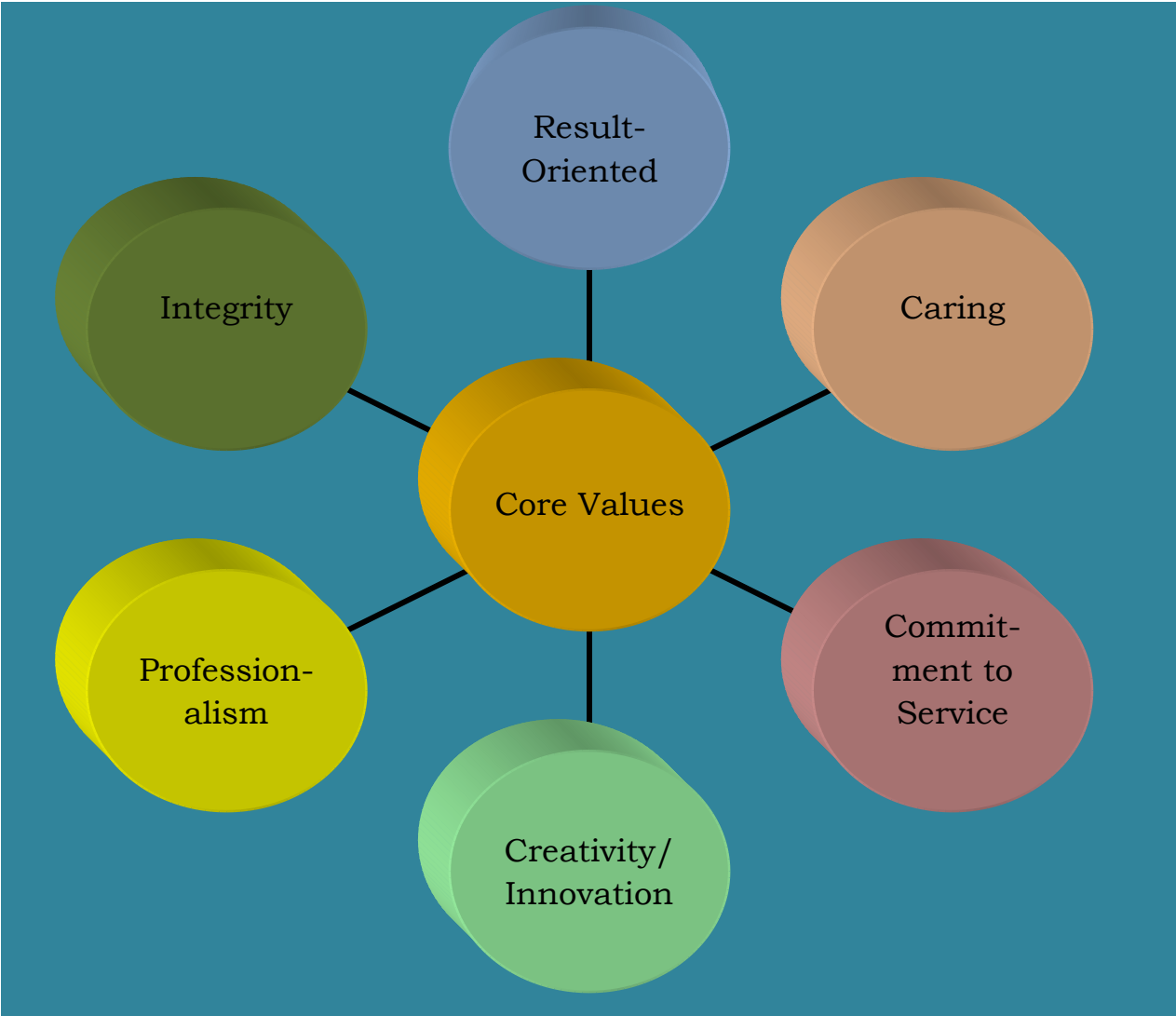
## **1.1 VISION**

*A responsive, results oriented organization, governed by integrity and justice; committed to continuously exceeding all established performance standards.*

## **1.2 MISSION**

*To champion and support governance of Trinidad and Tobago, via efficient, effective and transparent service delivery.*

# 1.3 CORE VALUES





The core values or guiding principles of Office of the Prime Minister (OPM) are:-

- **Results oriented:** is holistically defined as having a clear focus and practice of following through and achieving established goals.
- **Integrity:** depicts a sense of positive values as exhibited by traits such as honesty and consistency of character.
- **Professionalism:** involves utilizing skill, good judgment, polite behaviour and expediency in performing a job or task.
- **Creativity/Innovation:** Creativity is the act of turning new and imaginative ideas into reality which involves two processes: thinking and producing. “Innovation is the production or implementation of a new idea. If you have ideas, but do not act on them, you are imaginative but not creative.
- **Commitment to Service:** is the nucleus of almost all successful organizations. Commitment ignites action. To commit is to pledge one’s self to a specific purpose or line of conduct. It also entails practicing your beliefs consistently.
- **Caring:** is a feeling exhibiting concern and empathy for others. It is the act of respecting and acknowledging the feelings of others.

## *2.0 ORGANIZATIONAL STRUCTURE*

*CORPORATE STRUCTURE*

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*DIVISIONAL PROFILES*

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*SERVICES PROVIDED AND SPECIAL PROJECTS*

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*REPORTING FUNCTIONS*

## **2.0 ORGANIZATIONAL STRUCTURE**

### **2.1 CORPORATE STRUCTURE**

The Office of the Prime Minister continues to provide the best administrative, professional and technical support to the Prime Minister. In this regard, this report on the administration of the OPM is in respect of the period October 2011 to September 2012 and the Divisions/Units that provide required internal support and services in the Office of the Prime Minister. These Divisions/Units are:-

- Cabinet Secretariat
- Corporate Services Division
- Facilities Management
- Health and Safety
- Office of the Prime Minister's Security Unit
- Policy, Strategy and Performance Management
- Communications and Media Relations Unit
- Financial Assistance (Studies) Unit
- Information Technology Unit
- Freedom of Information
- HIV/AIDS Co-ordination
- National Security Council (NSC) Secretariat
- Unemployment Relief Programme (URP)

## 2.2 *DIVISIONAL PROFILES*

*Cabinet Secretariat*

*Corporate Services Division*

*Facilities Management*

*Health and Safety*

*Office of the Prime Minister's Security Unit*

*Policy, Strategy and Performance Management Unit*

*Communications and Media Relations Unit*

*Financial Assistance (Studies) Unit*

*Information Technology Unit*

*Freedom of Information*

*HIV/AIDS Co-ordination*

*National Security Council (NSC) Secretariat*

*Unemployment Relief Programme (URP)*

## **2.2.1 CABINET SECRETARIAT**

1. Section 75(1) of the Constitution of the Republic of Trinidad and Tobago provides that “there shall be a Cabinet for Trinidad and Tobago which shall have the general direction and control of the Government of Trinidad and Tobago and shall be collectively responsible therefor to Parliament”.
2. The Cabinet meets in regular session on the Thursday of every week. However, Special Cabinet Meetings may be convened by the Prime Minister at any time at short notice. To assist in the exercise of its function, Cabinet may appoint Sub-Committees and Advisory Committees which make recommendations to Cabinet.
3. The Cabinet Secretariat, headed by the Secretary to Cabinet, provides specialized administrative support to the Cabinet and also provides secretariat support to the following Sub-Committees which meet on the Monday of every week at the Office of the Prime Minister:
  - The Finance and General Purposes Committee (FGPC)
  - The Parliamentary Questions Committee (PQC)
  - The Official Overseas Travel Committee (OTC) (established in February 2012)

The Secretariat is also the traditional communication link between Ministries/Departments and the Cabinet, as well as between the Public Service and the President and Parliament.

4. The Secretary to Cabinet is supported by:

- 1 Deputy Secretary to Cabinet
- 1 Cabinet Affairs Officer II
- 5 Cabinet Affairs Officers (Ag.)
- 2 Professional Support
- 1 Administrative Assistant (Ag.)
- 1 Clerk IV
- 2 Clerk III (Ag.)
- 2 Clerk II (Ag.)
- 1 Clerk I
- 2 Clerk Stenographer III (Ag.)
- 1 Clerk Typist II
- 3 Office Assistants
- 2 Data Entry Operators
- 1 Records/Information Officer
- 1 Messenger
- 2 Chauffeur/Messenger
- 1 Motor Vehicle Driver
- 1 Micrographic Equipment Operator
- 1 Records Assistant

5. The main functions of the Secretariat are as indicated hereunder:

- (i) the preparation of the Cabinet Agenda for the approval of the Prime Minister and circulation thereof to Ministers of Cabinet
- (ii) the preparation of the respective Agendas for the Meetings of the FGPC, the PQC and the OTC and circulation to members
- (iii) the preparation of the recommendations of the FGPC and the OTC which are included in the Cabinet Agenda
- (iv) the recording of the decisions of Cabinet which involves the preparation of the relevant Cabinet Minutes

- (v) the dissemination of the Cabinet Minutes to the relevant Ministries/Departments for implementation/information
- (vi) the implementation of certain decisions of Cabinet that require the signing of legal documents by the President or the Secretary to Cabinet
- (vii) the storage and management of the Cabinet records which date back to 1956
- (viii) responding to queries and providing guidance to Ministers/Permanent Secretaries and other senior public officers with respect to Cabinet Notes and procedures and policies of Cabinet and Government
- (ix) the provision of advice to Ministries/Departments on established guidelines relating to the preparation and/or submission of Notes for Cabinet.

6. In order to fulfill its mandate, the Cabinet Secretariat is divided into the following Sections:

- **the Despatch/Registry Section** – responsible for the receipt of Cabinet Notes, collation and despatch of the Cabinet Agenda as well as the FGPC, the PQC and the OTC Agendas and dissemination of Cabinet Minutes to Ministries/Departments.
- **the Minutes Section** – responsible for recording the decisions of Cabinet and the preparation of Minutes for confirmation by Cabinet and for signature by the Secretary to Cabinet. This section is also responsible for the preparation of the recommendations of the FGPC, the PQC and the OTC.
- **the Implementation Section** – responsible for pursuing implementation of certain decision of Cabinet, in particular, those requiring the preparation of legal documents by the Ministry of the Attorney General for signature by the President or the Secretary to Cabinet. This section also provides secretariat support services to the FGPC and the PQC.

- **the Records Section** – responsible for the management of the Cabinet records dating back to 1956. This involves the electronic capture and storage of all the documents in the Electronic Document Management System and retrieval of same under the said System. The documents are also stored in Bound Volumes and on microfilm.

## **2.2.2 Corporate Services Division**

The Corporate Services Division continues to provide human capacity as well as institutional and administrative support services to the Office of the Prime Minister. The Division has supervisory over site for the following Units:-

- General Administration
- Human Resource Management
- Procurement and Office Management
- Registry and Records Management
- Accounts

### **General Administration**

The General Administration Unit is responsible for providing administrative support in preparing:-

- Cabinet Notes
- Notes for the Prime Minister
- Responses to questions posed in the House of Representatives and the Senate
- Responses to requests for information under the Freedom of Information Act
- Secretarial Support to the Ministerial Tenders Committee
- Secretarial support to the Sport and Culture Board of Management
- Action and responses to concerns and enquiries from citizens



The Director is supported by the following staff:-

- 1 Administrative Officer V
- 1 Administrative Officer IV
- 1 Administrative Officer II
- 1 Administrative Support
- 2 Clerk Typists
- 2 Administrative Assistant (OJT)

### **Human Resource Management**

The core function of the Human Resource Unit is to adopt, implement and maintain strategic human resource management principles and practices in the Office of the Prime Minister.

The Unit has the responsibility of not only continuously improving and developing the capacity and capabilities of the human resources but also for implementing human resource management policies and the performance management system in the Office of the Prime Minister.

Additionally, this Unit is responsible for the Human Resource Planning, Training and Development and Employee Relations for Public Officers and Contract Personnel of the Office of the Prime Minister.

The Human Resource Management Unit staff comprised:

- 2 Senior Human Resource Officer
- 2 Human Resource Officer III
- 3 Human Resource Officer II
- 2 Human Resource Officer I
- 1 Administrative Assistant
- 2 Clerks I
- 2 Clerk Typists I
- 2 On-the-Job Trainees

## **Procurement and Office Management**

The functions of the Procurement and Office Management Unit span such activities as management of a fleet of vehicles, procurement of goods and services and Office Management.

The Procurement and Office Management Unit is headed by an Administrative Officer IV, supported by: -

- 1 Administrative Officer II
- 1 Administrative Assistant
- 2 Clerk III's
- 1 Clerical Assistant (month to month)
- 3 Clerk Typists
- 3 Messengers (1 Head Messenger and 2 Messenger I's)
- 5 Receptionists
- 2 Motor Vehicle/Drivers
- 5 Maids (2 Maids II and 3 Maids I)
- 1 Maintenance Officer (month to month)
- 1 Cleaner (One (1) officer has not yet assumed duty)

The daily functions involved the following:-

- Distribution of newspapers
- Maid services
- Reception services
- Courier services
- Delivery of cheques
- Purchase of goods and services via invoice orders
- Delivery of correspondence (nationwide)
- Office maintenance (independently and in collaboration with UdeCoTT)
- Telephone services and maintenance
- Vehicle maintenance
- Management of imprest cash **(\$1,000.00)**
- Management of Invoice Order books, gas books, vehicle log books.
- Inventory of furniture, equipment and supplies

- Issue of ID badges
- Issue of laptop, cellular phones, wireless internet equipment, Ipads, PBR Permits etc. to entitled officers. Collection of same when officers exit the Office of the Prime Minister
- Board of Survey for Furniture, Equipment and Vehicles
- Renewal of leases
- Processing of Citizen Initiative Fund matters
- Support to the Prime Minister's Residence
- Issue and Renewal of PBR Permits annually
- Preparation of Annual Estimates
- Responses to Auditor General Queries
- Staff parking arrangements
- Preparation for meetings including reservation of venue
- Preparation for visits (Official)

The following offsite Units are managed for offices of the Office of the Prime Minister:-

- #9 Mary Street, St. Clair
- Nicholas Towers, Independence Square, Port of Spain
- Telly Paul Building, New Street, Port of Spain (Cabinet Records)
- Jobco Building, Frederick Street, Port of Spain (Accounts Unit)
- Commission of Enquiry (1990), New Street, Port of Spain
- Commission of Enquiry (CLICO), Richmond Street, Port of Spain
- Commission of Enquiry, Caribbean Court of Justice, Henry Street, Port of Spain
- Albion Court, Victoria Avenue, Port of Spain (National Security Council Secretariat)
- Unemployment Relief Programme Office, El Socorro, San Juan
- Divine Echoes, Monroe Road, Cunupia
- #86 Maraval Road

Storage Facility is maintained at:-

- Trade Zone, El Socorro (Records and other storage)

## **Registry and Records Management**

The Registry and Records Management Unit is responsible for the creation and maintenance of systems and procedures for the control and flow of records to and from the various Divisions/Units of the Office of the Prime Minister, as well as for the retention and disposal of such records. This Unit is the repository of the documents, correspondence and files within the Office of the Prime Minister, with the exception of those managed by the Cabinet Records Section, Cabinet Secretariat.

The Registry and Records Management is headed by an Administrative Officer IV and is supported by:-

- 1 Clerk IV
- 1 Clerk II
- 2 Clerks I

## **Finance and Accounts**

The Finance and Accounts Unit is responsible for the processing of salaries and other remuneration of employees, payments in respect of goods and services received by the Office of the Prime Minister, monitoring expenditure and ensuring that all transactions are carried out in accordance with the Exchequer and Audit Act Chapter 69:01 and the Financial Instructions of 1965.

The Finance and Accounts Unit is headed by an Accountant Executive II and supported by:

- 1 Accountant II
- 1 Accountant I
- 6 Accounting Assistants
- 6 Clerks II
- 3 Clerks I
- 2 Clerk Stenographers I
- 3 Clerk Typists I
- 1 Messenger I
- 1 Driver

## **Financial Operations**

The Office of the Prime Minister is funded through the system of Parliamentary appropriations which authorizes the Ministry of Finance and the Economy to issue a General Warrant at the beginning of the Financial Year. The Warrant authorities issues from the Consolidated Fund under various Sub Heads which are disbursed through the Ministry of Finance.

Cheques can only be issued from the Exchequer Account on the receipt of the Grant of Credit approved by the Comptroller of Accounts.

### **2.2.3 Facilities Management**

The Facilities Management (FM) Unit of the Office of the Prime Minister (OPM) located at Nicholas Tower, Independence Square, Port of Spain was developed in 2010 to manage the assets of the OPM and to further ensure the development and implementation of the OSHA safety programme.

The Facilities Manager is supported by:-

- 1 Business Operations Assistant
- 1 Health and Safety Officer

The Unit is charged with the responsibility of ensuring the functionality of the physical environment, its systems and other processes necessary for the efficient operation of the OPM including staff accommodation.

It is mandated to:-

- Co-ordinate the approach to planning and acquiring accommodation for the Office of the Prime Minister and its respective Divisions;
- Develop and review the accommodation strategies and report on progress made towards the space utilization within the Ministry; and
- Make periodic checks on all of the Ministry's buildings to ensure optimal operability of plant and equipment.

## **2.2.4 Health and Safety**

The Health and Safety Unit continues to ensure that the Office Prime Minister provides a workplace environment in compliance with Occupational Safety and Health Legislation and best practices. Additionally, the programmes provided are multi-faceted and geared towards ensuring that the OPM meets its moral and statutory obligations as well as to provide the necessary support to staff.

The management of Health and Safety has a long term programme that seeks to provide continuous support for the OPM. Being consistent with efforts at prudently providing HSE advice and interventions is the catalyst for achieving the organization's objectives. These programmes are expected to be continuously adjusted over time in the effort at effectively managing HSE at the OPM.

## **2.2.5 Office of the Prime Minister's Security Unit**

The OPM's Security Unit continues to play a pivotal role in the Office of the Prime Minister and remains committed and resolute in achieving high standards and best practice. The Unit name was changed and restructured in 2011. The name was changed from Executive Security Service to the Office of the Prime Minister's Security Unit.

The Unit is mandated by Cabinet to provide all aspects of security at the Official Residence of the Prime Minister and Diplomatic Centre at La Fantaisie, St. Ann's and the premises of the Office of the Prime Minister. This security mandate includes preserving the security integrity of all buildings on the aforementioned premises and all plant, machinery and equipment housed within these buildings. It is also the responsibility of the Unit to ensure the safety and security of all members of staff and visitors within the perimeter boundaries of these premises.

### **Mission Statement**

To provide a consistent, on-going basis qualitatively superior security related services at the Official Residence of the Prime Minister and the Diplomatic Centre and the Office of the Prime Minister.

## **2.2.6 Policy, Strategy and Government Performance Management**

Cabinet Minute No. 308 dated February 02<sup>nd</sup>, 2012 led to the restructuring of the Strategic Services Division. The Division was renamed Policy, Strategy and Government Performance Management and the mandate was revised to provide evidence-based strategic and technical guidance for all matters relating to the Honourable Prime Minister and the Head of the Public Service. The Division would incorporate a new portfolio which includes government performance management and will be the overarching body to develop and monitor a robust Performance Management System for the following:

- Ministries (32)
- State Boards
- Regional Corporations (14) and
- Special Purposes Entities

In order to support the mandate, Cabinet Minute No. 308 dated February 2<sup>nd</sup>, 2012, approved the following positions:

- 1 Head, Policy, Strategy and Monitoring
- 1 Senior Economic and Policy Analyst
- 2 Senior Monitoring and Evaluation Officers
- 7 Monitoring and Evaluation Officers
- 3 Researchers
- 1 Assistant Researcher
- 1 Legal Researcher

## **2.2.7 Communications and Media Relations**

The Communications and Media Relations Unit provides communications support to the Honourable Prime Minister whenever necessary. The Unit also supports and provides full media coverage for all events hosted by the Honourable Prime Minister. Additionally, press releases, speeches, statements and messages are produced for transmission to stakeholders.

This Unit operates efficiently and is able to liaise with other divisions effectively. The staff is well skilled and provides a high level of competence.

The Press Secretary is supported by:

- 1 Advisor, Public Engagement
- 1 Communications Specialist
- 1 Communications Assistant

## **2.2.8 Financial Assistance (Studies)**

The mandate of the Financial Assistance (Studies) Unit (herein referred as The Secretariat) is to *lend technical and administrative support* to the Selection Committee. The Select Committee is an intermediary body to the approval process.

Initially, the composition of the Secretariat between the periods June - September 2010 were identified as the **Administrator, Assistant Administrator** and **Administrative Secretary**. Subsequently Cabinet acceded to recommendations for the expansion of the Unit to include the positions of an **Administrative Support Assistant**. Prior to the transfer of the Unit from the Ministry of Community Development to the Office of the Prime Minister the two (2) positions of Administrative Secretary and Administrative Support Assistant were vacant. These positions were filled in July 2012 satisfying the full staffing requirement identified by Cabinet.

There were four (4) identifiable components that impacted the Unit's operation. These components are in the area of:

- Processing
- Recording
- Archiving
- Reporting & Budgeting

**NOTE:** Every component of the listed above are intricately linked.



## **PROCESSING**

Processing is taken in the context of the receipt of an application to the disbursement stage. The unit also acts as administrators for the Ministry Of Health Bursary which is a parallel process to Financial Assistance (Studies) Programme. The Processing is structured to ensure proper records are established.

## **RECORDING**

The recording system is both manually and electronically. There are benefits of ensuring both process are available. Firstly, the physical files are kept for backup purposes and can easily be retrieved in the event the electronic database is unavailable. Secondly, the electronic database is easily transposable to any automated system and it aids in the ease of access of information.

## **ARCHIVING**

The archiving of files works in tandem to the recording of applications. Files are archived chronologically and alphabetically for historic purposes.

## **REPORTING & BUDGETING**

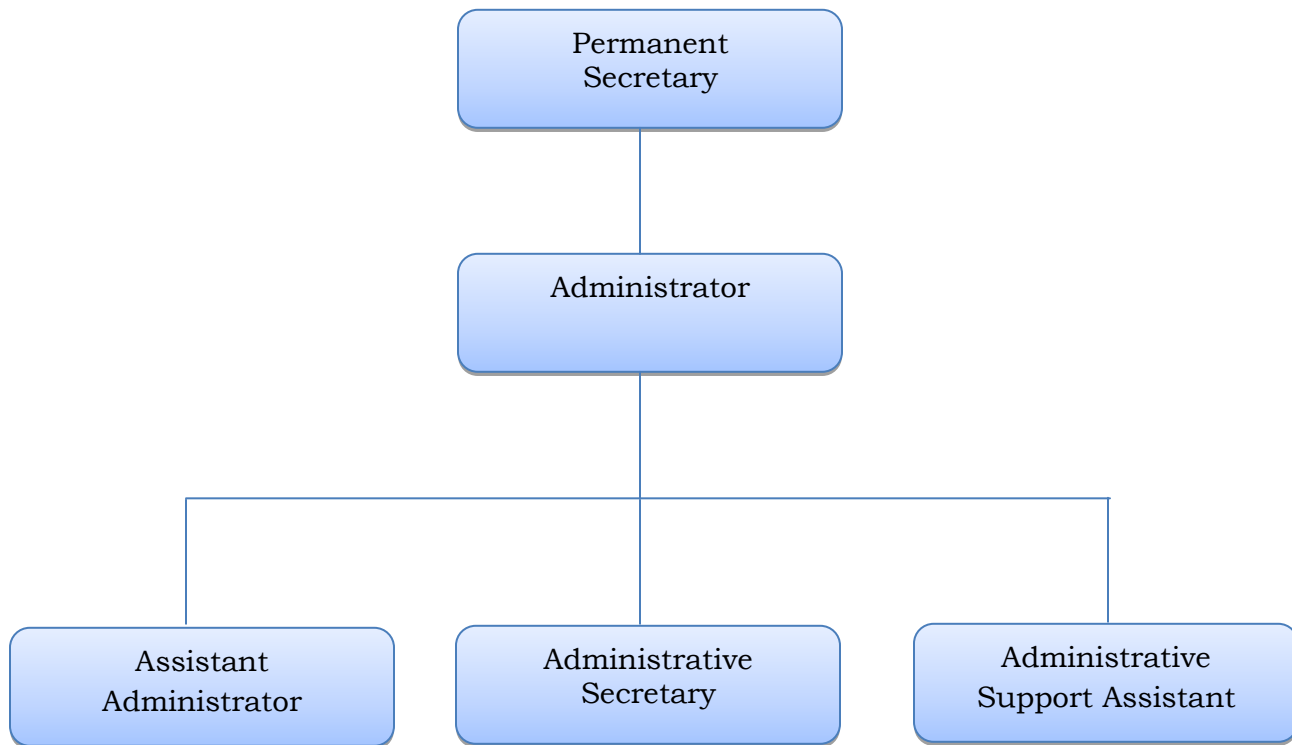
Reporting is very instrumental within the Secretariat as all stakeholders require a feedback at any given point in time. Reports are generated annually to be submitted to the Permanent Secretary or as requested for example, administrative, operational, parliamentary questions and work plans.

The Secretariat provides the relevant information to statutory bodies e.g. Equal Opportunity Commission, Integrity Commission and the Freedom of Information Unit or any other bodies requested.

Budgeting is also a key element in the functions of the Unit. The Administrator and Assistant Administrator are responsible for preparing the Draft Estimates each year for the budget allocation. Therefore, proper recording of applications, disbursement and management of the vote is required yearly for the preparation of the draft estimate.

# FINANCIAL ASSISTANCE (STUDIES) UNIT

## DEPARTMENTAL CHART



### Functions and Responsibilities of the Secretariat:

- Advertises for an intake of applications quarterly in March, June, September and December each academic year. The period between the advertisement and the deadline date for submission of application should be at least six **(6)** weeks;
- Receives **ALL** applications and prepares and submits to the Financial Assistance Selection Committee for consideration;
- Schedules and arranges interviews of applicants as recommended by the Financial Assistance Selection Committee;
- Prepares and submits the Financial Assistance Selection Committee's recommendations to Cabinet for consideration. Submits for the consideration of Cabinet any request outside of the policy;

- Ensures that applicants are updated on the status of their application;
- Makes all the necessary arrangements (relating to payments, agreements etc.) to enable the successful applicant to take up their awards; and
- Monitors and evaluates the programme in order to:
  - ✓ assess the overall impact of the programme;
  - ✓ ensure that there is consistency and transparency in the delivery of the service;
  - ✓ ensure that the opportunities for continuous improvements are maximized; and
  - ✓ ensure that recipients of financial assistance are fulfilling their obligations to the country.

**Other functions:**

- Prepares and submits reports requested by the Permanent Secretary, Office of the Prime Minister;
- Prepares and obtains approval of the Minutes of the meeting of the Financial Assistance Selection Committee;
- Responds to any question and/or queries by any recognized statutory interest group as requested by the Permanent Secretary regarding the programme;
- Responsible for maintaining and ensuring systems are in place for the overall management of the programme;
- Network with Ministry of Tertiary Education and Skills Training with regards to **GATE** and **HELP Loan** accessed by applicants; and
- Any other administrative function required for the success of the Unit.

## **2.2.9 Information Technology**

The major responsibility of the Information Technology Unit is to provide IT and telecommunication support to the Office of the Prime Minister, St. Clair and Nicholas Tower.

The Information Technology Unit comprised:-

- 3 Network Technicians
- 2 Information Technology Support Technicians
- 1 LAN Administrator

## **2.2.10 Freedom of Information (FOI)**

### **Background**

The Freedom of Information Unit (FOIU) was established in 2001 to administer the Freedom for Information Act, Chapter 22:02. It has been under the purview of a number of Ministries since its establishment among them, the Ministry of Public Administration and Information, the Ministry of Information, and the Ministry of Foreign Affairs and Communications. The responsibility for Freedom of Information Monitoring and as such, the Unit, was assigned to the Office of the Prime Minister on July 06, 2012.

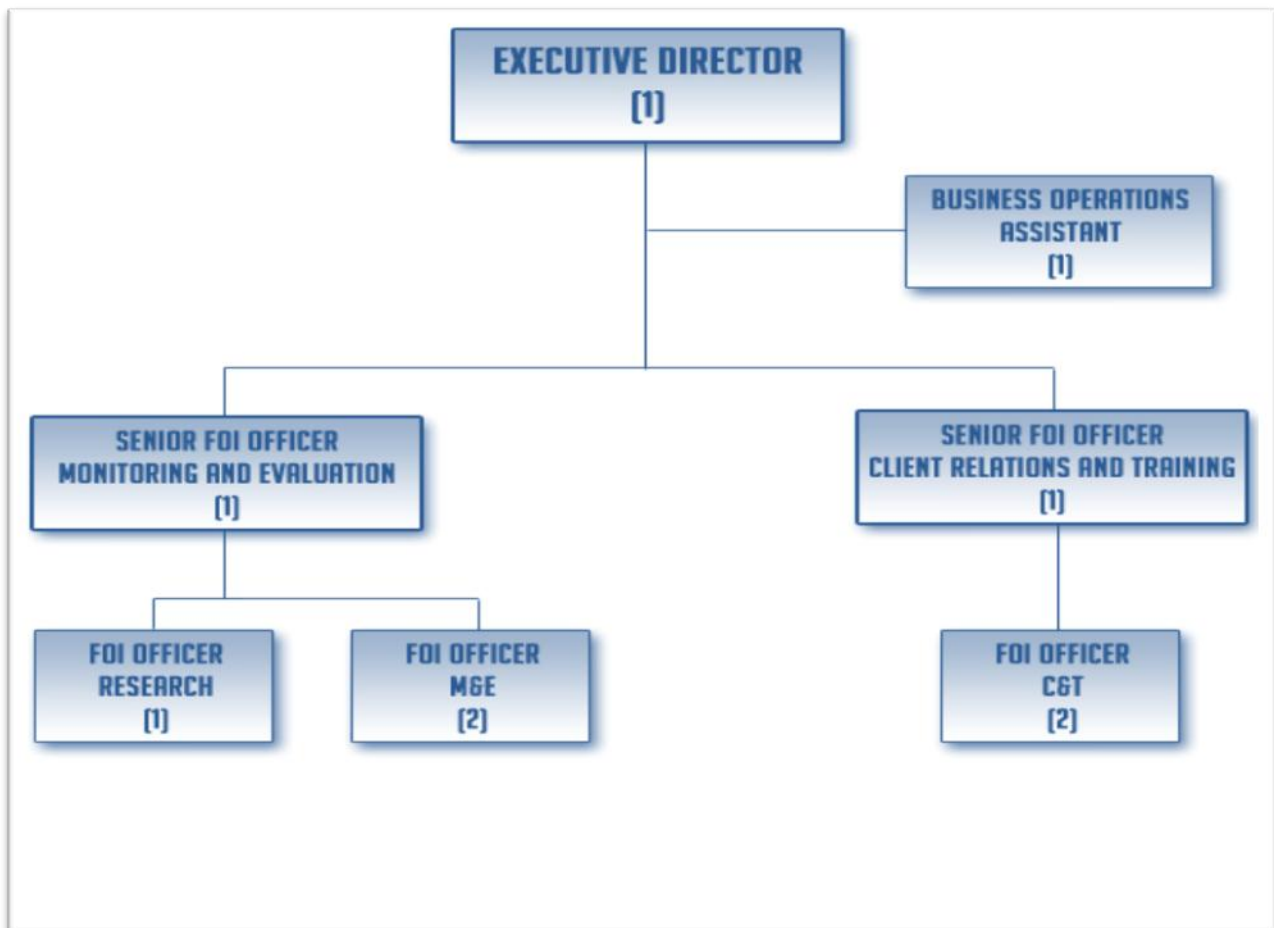
### **Mandate**

Its main mandate is to educate, train, monitor and evaluate public authorities and members of the public. The FOIU also has the responsibility for the implementation of the Data Protection Act (2011) given that this Act will lead to amendments to the Freedom of Information Act, Chapter 22:02. Only Parts I and II of the Act which deal with the twelve (12) General Privacy Principles and the establishment of the Office of Information Commissioner respectively, has been assented to by the President

## Objectives

- Inform public authorities on legal requirements of the Acts;
- Train and sensitize public authorities;
- Increase public awareness of the Acts;
- Monitoring and Evaluation of the Acts;
- Develop administrative systems to support the Acts;
- Efficient reporting to Parliament through annual reports; and
- Implementation of Data Protection Act.

## ORGANISATIONAL STRUCTURE OF THE UNIT



### **2.2.11 HIV/AIDS Co-ordination**

This project facilitates the operationalization of a five-year National Strategic Plan (2013-2018) for HIV awareness and prevention, the establishment of the HIV Secretariat of the Interim HIV Agency and provision of critical enablers for mounting an effective and sustained response to HIV. The mandate of the Interim HIV Agency is to provide leadership and co-ordination of the national response to HIV/AIDS.

### **2.2.12 National Security Council (NSC) Secretariat**

The National Security Council (NSC) Secretariat is responsible for co-ordinating policy on national issues and advising on matters relating to national security. The Council is chaired by the Prime Minister and comprises several Ministers of Government together with an Advisory Committee which includes Heads of key agencies in the country. The NSC Secretariat provides the necessary administrative support to the Council.

### **2.2.13 Unemployment Relief Programme (URP)**

The Unemployment Relief Programme (URP) was funded under the Unemployment Levy Fund and separated into four (4) Ministries namely:-

- Office of the Prime Minister
- Ministry of Local Government
- Ministry of the People and Social Development; and
- Ministry of Food Production

URP is part of the Office of the Prime Minister's overall strategy in developing the social and economic infrastructure of the country. The programme core purpose is to provide short-term employment opportunities with the widest possible participation. In this regard, cognizance is taken of poverty, crime, unemployment levels, gender sensitizing issues, women, community, entrepreneurship, age distribution and other relevant demographics within each region. The programme also focuses on skill enhancement of individuals in the various communities and improvement to the physical and social infrastructure. These programmes are managed by URP monthly paid contract officers and public officers from the Ministry.

### **Mission**

The mission of the URP has been advanced via the implementation of a variety of maintenance and construction projects under three components:

- The Core Programme
- The Women's Programme and
- Community Contract Projects Programme

Through these programmes, the URP addressed issues such as:

- ✓ Created short-term employment for the poor;
- ✓ Provided skill development and enhancement; and
- ✓ Developed social, economic and physical infrastructure of the communities.

### **The Core Programme**

This programme consists of construction and maintenance projects. The maintenance projects were designed to provide job opportunities to unemployed individuals, especially in underprivileged areas and to enhance the visual impact of the environment. Construction projects were aimed at improving community infrastructure.

## **The Women's Programme**

The Women's Programme was designed to provide sustainable job opportunities for women in underprivileged communities.

## **Community Contracts Projects Programme**

The aim of the Community Contracts Programme is twofold – to provide the underprivileged and marginalized persons with job opportunities in their community and to upgrade current infrastructure. It is a distinct and separate component of the overall programme. Projects are identified and selected based on a needs analysis and the benefits to be derived by the Community.

The Programme operates over twelve (12) Administrative Regions namely:-

- Diego Martin
- Port of Spain
- San Juan/Laventille
- Tunapuna
- Arima
- Sangre Grande/Mayaro/Rio Claro
- Couva
- San Fernando
- Princes Town
- Fyzabad
- Point Fortin
- Chaguanas



## **2.3 SERVICES PROVIDED AND PROJECTS**

### **2.3.1 Delegated Levels of Authority**

#### **2.3.1.1 Administrative Functions**

The Permanent Secretary, supported by the Corporate Services and Human Resource Management Unit continued to administer the functions devolve by the Chief Personnel Officer and functions delegated by the Public Service Commission.

#### **Function devolve by the Chief Personnel Officer**

##### **Monthly Paid Employees**

- Contract employment
- Secondment
- Duty Leave, Special Duty Leave
- Special Leave
- Accumulation of Leave
- No Pay Study Leave
- Leave of absence without pay
- Extension of Sick Leave, Injury Leave
- Leave to pursue course
- Compensation in lieu of uniforms not issued
- Compensation in lieu of annual vacation leave
- Separation Allowance

## **Functions Delegated by the Public Service Commission (PSC)**

The following functions are delegated by the PSC:-

- Acting appointments up to Range 68 for a period not exceeding six (6) months except in offices that require consultation with the Prime Minister.
- Appointments on a temporary basis for periods not exceeding six (6) months, on expiration of that person's first (1<sup>st</sup>) appointment on a temporary basis by the Public Service Commission to that office, except in offices that require consultation with the Prime Minister.
- Confirmation of appointments.
- Power to make transfers within the Ministry's division up to Range 68.
- Acceptance of Resignations.
- Noting of Retirements – compulsory and voluntary after age 54.
- The exercise of disciplinary control in respect of minor infractions set out in the Code of Conduct. Infractions and their related regulations are set out in Table below.

### **Regulation**

### **Acts of Misconduct/Discipline**

135(1)	Failure to attend to matters promptly within the scope of office.
135(2)	Lack of courtesy to a member of the public or other public officer.
135(3)	Willful failure to perform duties.
136(1)	Absence with leave or reasonable excuse from office.
136(2)	Failure to seek approval to leave the country.

<b>Regulation</b>	<b>Acts of Misconduct/Discipline</b>
137(2)	Failure to disclose activities outside Service.
149(1)(a)	Failure to perform duties in a proper manner.
149(1)(b)	Breach of written law.
149(1)(d)	Behaviour that is prejudicial to, or discredits, the Service.
149(2)(a)	Absence without leave from office or habitually irregular arrival/departure from office.
149(2)(a)	Persistently unpunctual.
149(2)(b)	Disobedience to orders.
149(2)(c)	Unfit for duty through drunkenness or use of drugs.
149(2)(d) and (f)	Neglect of duty.
149(2)(g)	Unlawful or unnecessary exercise of duty.

### **2.3.1.2 Financial Functions**

The Office of the Prime Minister is funded through the system of Parliamentary appropriations which authorizes the Ministry of Finance and the Economy to issue a General Warrant at the beginning of the Financial Year. The Warrant authorities issues from the Consolidated Fund under various Sub Heads which are disbursed through the Ministry of Finance.

Cheques can only be issued from the Exchequer Account on the receipt of the Grant of Credit approved by the Comptroller of Accounts.

## **2.3.2 PROJECTS**

The following projects are under the division of Policy, Strategy and Government Performance Management:-

### **2.3.2.1 Development of the Strategic Plan 2011-2013**

Building on work which began in and was reported on, in the 2010-2011 period, the Division finalized the development of the OPM's Strategic Plan 2011-2013.

The strategic goals were developed with the intent to work towards improving the performance of the Office of the Prime Minister and to ensure the development of the office as a flagship Ministry.

A monitoring and reporting tool, RACI (Responsible, Accountable, Consultation and Informed) was developed to assist in the effective implementation of the defined goals. The strategic plan was approved by Cabinet and subsequently launched on April 2012 and the first RACI report was completed in June 2012.

This was the first occasion that this exercise was embarked upon and completed in-house without engaging any consulting resources. This resulted in substantive savings to the office.

### **2.3.2.2 The Integrated Performance Management System (IPMS)**

The Honourable Prime Minister of the Government of the Republic of Trinidad and Tobago (GORTT) requested a comprehensive information technology system be developed to track all projects within the Ministries, State Boards, Regional Corporations and Special Purpose Entities.

As a result, the Policy, Strategy and Government Performance Management Division developed the Performance Management System concept paper outlining the framework to track all projects across all entities in the public sector. During the fiscal year 2011-2012, the Division completed the initial design of the Integrated Performance Management System (IPMS) inclusive of the data integration phase. The business software solution provided the transition from a proprietary based static data entry into open standard based data creation modules with analytical reports.

Further, the functional design of the IPMS was completed and over fifty (50) different types of reports were generated. These reports analyze the government performance from a myriad of areas including project management, financial management, operation management and resource management as well as a costing analysis of each entity.

During the period April 2012 to September 2012, the Division collected data from over twenty-two (22) out of the thirty-two (32) Ministries, sixty-four (64) out of a possible one hundred and sixty-three (163) State Boards and ten (10) out of the fourteen (14) Regional Corporations for the period June 2010 to present. This process was a very tedious task where the staff in the Division held several meetings with most Ministries and the Regional Corporations to explain the requirements of the data set. The Division appointed key members of staff to work at each entity in order to minimize the time constraints.

### **2.3.2.3 The Information Resolution Communication (IRC) Portal**

Following discussions with the Head of the Public Service and Permanent Secretary to the Honourable Prime Minister, the decision was made to develop a web Portal to support the functions and mandate of that Office. Several options were reviewed and it was determined that the website should allow for different functionalities including interaction among Permanent Secretaries, citizens and staff of the public service.

In this regard, the Division developed a concept paper for the Information, Resolution Communication (IRC) portal. Subsequently, a Request for Proposal (RFP) was developed and approved. Several proposals were submitted and a suitable provider was selected to develop the site.

The key functionalities of the Portal are:

- ✓ To act as branding tool for the Office of the Head of the Public Service and Permanent Secretary to the Prime Minister. Additionally to inform the citizenry of the essential role that Office plays in the structure of the Government.

- ✓ To serve as a resolution gateway by facilitating confidential communication between members of the public and the Head of the Public Service. This would allow for enhanced service delivery by the public service.
- ✓ The portal would also provide an avenue for consultation and feedback between the Head of the Public Service and public service institutions.
- ✓ It would also serve as a valuable information resource, containing a wealth of data about ministries, public entities, policies, legislation and government programmes.

It is envisioned that members of the public service, institutions and the population in general, would be able to find some level of redress and satisfaction through this portal.

## 2.4 REPORTING FUNCTIONS

The Table below outlines the reporting requirements to the central agencies in respect of human resource and administrative functions in monitoring the work of the Ministry. It identifies the reports required and the Receiving Agency.

Reporting functions for the financial period October 2011 to September 2012 are as follows:-

Document	Receiving Agency
Monthly Reports on devolve functions	Chief Personnel Officer
Annual Administrative Report	Cabinet Parliament
Quarterly reports on Delegated Functions	Director of Personnel Administration
<p><b>Cabinet Secretariat</b></p> <p>Section 81 of the Constitution provides as follows:</p> <p><b>“The Prime Minister shall keep the President fully informed concerning the general conduct of the Government of Trinidad and Tobago and shall furnish the President with such information as he may request with respect to any particular matter relating to the Government of Trinidad and Tobago”.</b></p> <p>Copies of Notes considered by the Cabinet and copies of the relevant confirmed Cabinet Minutes (weekly)</p>	President

# *PERFORMANCE HIGHLIGHTS*



## **3.0 Performance Highlights**

The following performance highlights showcase the Office of the Prime Minister's efforts and achievement:-

### **3.1 Health and Safety**

For the period in review the Health and Safety Unit undertook the following programmes:-

#### **Health and Wellness Programme**

This programme is currently in its final stage of development. A team comprised a cross section of officers of the OPM has been established to manage this Programme. The expected outcome of this element is to afford all segments of the OPM to be fully aware of and included in all aspects of the H&W Programme.

Staff has been screened by the NWRHA in areas of communicable diseases with the view to encouraging positive life style changes in staff that would redound to healthier staff and increase productivity.

#### **Training of Safety Wardens**

This exercise was completed in the period in question, training modules were developed and training conducted by the Unit at no cost to the OPM. This training would ensure that there is a cadre of Safety Wardens to assist with evacuation at the point of an emergency.

#### **Health and Safety Policy**

The OPM Safety Policy document was completed and distributed to management for comment. The expected outcome of this initiative is to adopt procedure to continuously improve safe operations at the OPM.

### **Accident Reporting and Investigating**

Workplace reporting accidents forms were drafted. These forms were submitted for approval before printing and distribution to staff.

This reporting would meet statutory requirement and assist in any investigation that becomes necessary to avoid recurrence.

### **Fire Certification**

This is a statutory requirement that is critical for life safety support at the OPM. A request has been submitted to the Trinidad and Tobago Fire Service (TTFS) for inspection of the building with the view to certifying the building for the period.

### **Emergency Response**

Procedures were established for efficient evacuation of the building based on the facilities vulnerabilities identified. A secondary Mustering location has been discussed to satisfy safe evacuation in cases of bomb response. The purpose of establishing these procedures is to have coordinated response that fosters safe and efficient evacuation of the building.

### **Vehicle Safety**

Vehicle safety is critical to ensure the safety of persons operating OPM vehicles on a daily basis. A check list has been developed to check the road worthiness of each OPM vehicle before it proceeds onto the road. This initiative would record the findings of the condition of the vehicles and would also inform the maintenance for all of the OPM vehicles.

### **First Aid**

A selected number of staff members were trained in First Aid. This cadre of trained personnel would act as responders to matters requiring First Aid attention and support to any external first responders.

### **3.2 HIV/AIDS Co-ordination**

The intent is to fully establish the HIV response as one that contributes to national development by **promoting the health and wellbeing of the population**. The following include projects and achievements for the year in review:-

#### **Creation of Interim HIV Agency and Secretariat**

Cabinet Minute #65 of January 1, 2012 approved the establishment of an Interim HIV Agency and Secretariat. The Interim HIV Agency and Secretariat have been established and three contract positions were filled in the Secretariat.

#### **Carnival HIV/ AIDS Awareness Campaign**

This campaign promoted HIV/AIDS awareness and condoms were distributed at carnival shows and other functions.

#### **Five Year HIV and AIDS National Strategic Plan**

Consultants reviewed the five-year (2012-2017) HIV and AIDS National Strategic Plan and met with stakeholders in the HIV/AIDS Community in Trinidad and Tobago to sensitize them about the project and request their input.

Two National HIV/AIDS Consultations were held to obtain feedback on the Draft NSP. An Expert Panel reviewed the Draft NSP and gave feedback/comments. A Technical Team is to meet with Consultants to finalize the document, so it can be presented to Cabinet in January 2013.

#### **Candlelight Memorial - July 2012**

A Candlelight Memorial and HIV procession was held in July for those who had passed away from HIV/AIDS. The OPM collaborated with NGOs such as Red Initiatives, Red Cross and Ministry of Health to provide information, raise awareness and screening for HIV.

### **Community Outreach Programmes**

Three (3) Community outreach programmes were held in the communities of Arima, San Fernando and San Juan, with the objectives of raising awareness about HIV and the promotion of HIV screening. These Outreaches were conducted in collaboration with the Ministry of Health, HIV Co-ordinators, the corporate sector and NGOs in the respective communities.

### **Capacity Building for NGOs**

Four (4) capacity building workshops were held for NGOs between August and September in the areas of Provider Initiated Testing and Counselling (PITC), HIV Sensitization (Stigma and Discrimination Reduction), Monitoring, Evaluation and Surveillance and Basic Research Skills. PITC focused on increasing NGOs' capacity for counselling and testing persons seeking HIV testing. HIV Sensitization targetted combatting HIV Stigma and Discrimination and provided NGOs with basic information on HIV/AIDS including prevention and transmission. The monitoring, evaluation and surveillance aimed to improve the quality of data collected and reported within the health care system. These three workshops were organized in collaboration with the Trinidad and Tobago Health Training Centre. The Basic Research Skills Workshop was facilitated by the Caribbean Health Research Council in September and aimed at strengthening the capacity of NGOs to conduct basic research.

### **The Global AIDS Progress Report**

This report is required every two (2) years and it highlights the progress and challenges in the response and assesses the gaps in achieving targets. The draft report for 2010-2011 was circulated to stakeholders in the government and NGO sectors and their comments were incorporated. The final document was submitted to UNAIDS Geneva.

### **3.3 Training and Recruitment**

#### **3.3.1 Human Resource Management**

During the period under review this Unit provided training for officers in the following areas:

- Performance Management
- Inventory Management
- Managing people through change
- Effective speech writing
- Supervisory Management
- Health and Safety
- Inventory Skills.

The following Units were created:

- ❖ Public Information and Communication Unit
- ❖ Office of the Prime Minister Security Unit
- ❖ Interim HIV Agency and Secretariat

#### **3.3.2 OPM's Security Unit**

In February 2012, seven (7) persons assumed employment in the unit. Four (4) were identified for administrative and middle management positions. On the September 03, 2012 a further twenty-one (21) persons assumed employment to fill vacancies in the established structure.

All persons assuming employment in the unit underwent four(4) weeks of training, some of the areas of training include:-

- (a) Physical Training
- (b) Unarmed combat and self defense
- (c) Baton drills
- (d) Bomb threats
- (e) Vehicle and body search
- (f) Firearm training
- (g) Live firing exercise on the range at Teteron Barracks Chaguaramas

**Note:** Certified instructors from the Defense Force (Regiment), Police Service and Fire Service contributed significantly to the training programme. All participants were awarded Certificates of Participation on completion.

### **3.3.3 National Security Council (NSC) Secretariat**

New members of staff were trained in the use and operations of office equipment, application software manipulation, instructions on office procedure, security and policies.

### **3.3.4 Unemployment Relief Programme**

At the end of the Fiscal Year 2011-2012, this programme provided **11,132** short term job opportunities per fortnight respectively – for a total of **14,465** per fortnight. This represented **92.8%** achievement of the **15,500** per fortnight target. Approximately **46%** of those employed under the Core Programme was male.

Additionally, the programme provided **3,333** job opportunities per fortnight. This represented a **95.2%** achievement of the initial target of **3,500** per fortnight. With regards, to women in employment, approximately **54%** of job opportunities under the Core Programme were undertaken by women.

It is the view that this Programme has added value in terms of economic activity, employment generation, development of a class of small construction entrepreneurs and generally an upliftment of the physical infrastructure of many communities.

#### **The achievements for the fiscal year 2011-2012 were as followings:-**

- ✓ Provision of employment of over **27,000** persons from **38,000** registered persons.
- ✓ Completion of 91 Core Programme and 137 Community Projects – a total of 228 projects that impacted over **70,895** persons.
- ✓ Completed **11,760** metres on 155 box drains that impacted over **26,917** persons.

- ✓ Completed 24 retaining walls over 418 metres that impacted over **4,495** persons.
- ✓ Trained **1,517** persons on the Women's Programme.
- ✓ Graduated 393 trainees on the Agricultural Retraining Programme.
- ✓ Completed 52 small low cost houses, nine (9) jogging tracks, 17 road pavings and 14 boxdrains.
- ✓ The Tobago component of the Programme, the Women's Programme employed 400 persons per fortnight and the overall programme **1400** on a fortnightly basis.

### **3.4 Communications and Media Relations Unit**

During the period October 2011 to September 2012, the Communications and Media Unit supported and gave full media coverage at the following events by the Honourable Prime Minister:

- Statement by Prime Minister and Commonwealth of Australia Venue - Australia, Perth – October 25, 2011
- Statement by Prime Minister on State of Emergency (Media Alert) – November 07, 2011.
- Joint Statement on the meeting with the Mr. Eric Holder Jr.. Attorney General, United States of America - November 16, 2011
- Third meeting of Ministers responsible for public security in the Americas (Hyatt) – November 16, 2011
- Inaugural Session of the Third Meeting of Ministers responsible for Public Security (Hyatt) – November 17, 2011
- Prime Minister's visit to areas hit by floods – November 20, 2011
- Universal Children's Day - Re: World day of prayer and action for children – November 20, 2011

- Presentation of keys ceremony at the Ministry of Housing – November 30, 2011
- Visit of the President of Cuba – December 7, 2011
- Video Conferencing with CARICOM Secretariat re: Sub-committee on Cricket – January 1, 2012
- Official Visit to India - January 2 – 15, 2012
- Courtesy calls of the Ambassador to Japan and Ambassador to the United Mexican States – January 13, 2012
- Sod turning of the Children’s Hospital in Preysal, Couva
- Commissioning of services function for the new Scarborough General Hospital, Signal Hill, Tobago – March 15, 2012
- AMCHAM’s Annual General Meeting - March 21, 2012
- Courtesy Call of His Excellency Wang Zhaoguo, Vice Chairman- National People’s Congress, China - March 26, 2012
- Preparation of media release re: Tobago Internal Self-Government in the spotlight
- Launch of the 50<sup>th</sup> Anniversary of Independence at Queen’s Hall – April 2, 2012
- Preparation of portraits of past Presidents and Prime Minister’s - installed at the Diplomatic Center – April 16, 2012
- Bilateral talks with the President of Panama, His Excellency Ricardo Martinelli at the Diplomatic Centre (official 2-day visit) – May 12, 2012
- Preparations for Caribbean Investment Forum 2012 – May 14 – 15, 2012
- Attendance and address at the Caribbean Investment Forum (2-day Conference) at the Hilton – May 14, 2012



- Address at the Caribbean Organisation of Tax Administrators 22<sup>nd</sup> Annual General Assembly and Technical Conference - July 2012
- Statement re: Flooding in West Trinidad at the Diplomatic Centre
- Independence Day Message
- Produced/edited over 100 messages/speeches/press releases for the Prime Minister and Minister of State during this period, including specialized messages for T&T overseas High Commissions and Embassies for Golden Jubilee celebrations.
- Execution of 53 Post-Cabinet meetings during the period under review.
- Technical support for teleprompter use at speaking engagements by the Honourable Prime Minister
- Provided communications support before, during and after the hosting of all events at the Diplomatic Centre.

### **3.5 IT Unit**

During the period under review the achievements of the IT Unit were as following:-

1. Creation of department-specific shared drives.

#### **Department Specific shared drives**

- a. Each department has a shared storage space (a network drive) on the file server.
- b. The departmental shared drives are secure spaces for each department.
- c. Files can only be modified/deleted/copied by people within the department. Departments include: Human Resources Department, Registry, and Cabinet.

However, in 2012 there was a power outage that resulted in files being corrupted and lost from certain departmental drives.

It is recommended that a back-up plan be created (currently in planning stages – 2013) and external hard drives can be used as a secondary back up.

2. Set-up shared drive for Cabinet Secretariat to access their department's shared drives remotely.

### **Remote- access shared drive - Cabinet Secretariat**

It was institutionalized to allow Cabinet Secretariat to access the shared files at remote locations, such as the Diplomatic Centre.

However, due to the outage in 2012, the shared drive became inaccessible remotely and an alternative to access the drives via web browsers was created.

3. Set-up wireless internet specifically for Cabinet Ministers on the 3<sup>rd</sup> Floor.
4. Creation of Dynamic Host Control Protocol (DHCP) server.

### **Dynamic Control Protocol (DHCP) Server**

The Dynamic Host Configuration Protocol handles the assignment of IP addresses, subnet masks, default routers, and other IP parameters to client PCs that don't have a static IP address. Such computers try to find a DHCP server in their local network which in turn assigns them an IP address, gateway, etc. so that they can connect to the internet or other computers from the local network.

5. Deployment server was created.

### **6. The re-cabling of network infrastructure**

- 2 New Fibre optic cables were installed parallel to the old fibre optics.
- 3 The fibres have been installed but they have not been connected to the switches. The fibre optic cables are not being used currently.
7. A project was initiated for the interconnectivity of Nicholas Towers and OPM VOIP system - Documentation was developed.
8. The gradual roll out and upgrade to Windows 7.

9. The installation and configuring of new antivirus software.
10. The Creation of the Symantec management server which helps control and updates the antivirus.
11. Ongoing support duties to members of staff.

### **3.6 Records and Registry Unit**

#### **Electronic Document Management System (EDMS) (On-Base)**

The Roll-out of the Electronic Document Management System (EDMS) (On-Base) to the Divisions of the Office of the Prime Minister continued with the implementation of the Workflow Module. The Registry and Records Management Unit has a crucial role to play in the timely implementation of the workflow process, since it is in this Unit the majority of correspondence are received. It is therefore important for documents received to be scanned, OCR, indexed and routed immediately, in order to begin the workflow process. However, there are still some issues to be configured in the system which needs the input of the software provider that are still to be rectified

#### **On-Base Workflow**

On-base Workflow is an electronic document routing system that enables users to process work more efficiently, faster and more accurately than with the traditional paper process. It is beneficial whenever successive points of input or action are required in order to complete critical business tasks, processes or procedures. Most of all, it is a management tool to track the status of any correspondence at any time in its life cycle.

The Physical Records Management (PRM) has been configured. The PRM is a Management tool to track the physical location of records whether in-house or at the off-sight storage facility. Work is ongoing with this module.

Some of the **benefits of the EDMS** are identified hereunder:

1. Better, faster and higher-quality customer service is readily achievable because the use of imaging makes it possible to find documents quickly without leaving desks or workstations.
2. A measurable increase in staff productivity is attainable because management staff can monitor the level of performance by each member of staff.
3. Workflow allows for an instant distribution of correspondence to several senior officers for action.
4. Improved security as opposed to paper filing because the electronic system is capable of restricting access to sensitive documents.
5. Reduce storage space required and associated costs involved.

### **3.7 National Security Council (NSC) Secretariat**

Some major IT projects conducted during the period under review were as follows:

- Implementation of the network for a newly formed department
  - The installation and configuration of the full network infrastructure for the unit.
  - Configuration of remote connectivity for the network for the new unit.
- Deployment of the Altigen VOIP (Voice over IP) telephone system within the NSCS for more economical telephone communication between sites.
- Changeover from Symantec Endpoint Security to Kaspersky Endpoint Security at all sites.
  - Deployment of Kaspersky Endpoint Security as a more secure antivirus solution across the enterprise.
- Upgrade of network of an agency supported by the NSCS:
  - Upgrade of network from Server 2003 to Microsoft Server 2008.
  - Upgrade of firewall at that Agency.

### 3.8 Cabinet Secretariat

- (i) The Cabinet held 55 Meetings and made **3,326** decisions;
- (ii) The FGPC held 50 Meetings and made **1,132** recommendations to Cabinet;
- (iii) The OTC held 49 Meetings and made **432** recommendations to Cabinet;

Secretariat services were provided to the PQC on request (weekly)

- (iv) The Implementation Section pursued with the Ministry of the Attorney General and the Ministry of Local Government, the implementation of those decisions of Cabinet which required the preparation of legal documents for the signature and/or Seal of the President, or the signature of the Secretary to Cabinet, for example:
  - Documents vetted and transmitted to the President for his signature and/or Seal included:-
    - ❖ Instruments of Appointment to Statutory Boards
  - Proclamations in respect of:
    - ❖ the call out of the Trinidad and Tobago Volunteer Defence Force:
      - in aid of the civil power in the maintenance of peace and security over the period October 26, 2011 to March 31, 2012
      - to assist the Trinidad and Tobago Defence Force (Regiment) in battalion guard and combat service support duties over the period June 18 to September 17, 2012

- ❖ Parts I, II, III and IV of the Electronic Transactions Act, 2011
- ❖ Part VII of the Electronic Transactions Act, 2011
- ❖ Part I and certain sections of Part II of the Data Protection Act, 2011
- ❖ The Prorogation of the 2<sup>nd</sup> Session of the 10<sup>th</sup> Parliament (midnight June 26, 2011)
- ❖ The Commencement of the 3<sup>rd</sup> Session of the 10<sup>th</sup> Parliament (July 11, 2012)
- ❖ Certain sections and Schedule 4 of the Emergency Ambulance Services and Emergency Medical Personnel Act, 2009
- ❖ Certain sections and the Schedules of the Administration of Justice (Indictable Proceedings) Act, 2009
- Notification in respect of the festivals of Divali (October 26, 2011) and Eid-ul-Fitr (August 20, 2012)
- Consents of the President:
  - ❖ for the lease of land in the City of Port of Spain
- Documents signed by the Secretary to Cabinet included:
  - ❖ Notices/Orders in respect of the compulsory acquisition of lands for public purposes
  - ❖ Orders in respect of Special Events in Trinidad and Tobago under the Liquor Licences Act, Chap. 84:10 regarding, inter alia, Carnival, Borough Day Celebrations, Indian Arrival Day, Labour Day, Tobago Heritage Festival, Emancipation Day, Great Race Weekend, Independence Day and Republic Day
  - ❖ Notification of Pensionable Offices

- ❖ Orders in respect of the Variation of Duty on certain Goods
- ❖ Other Miscellaneous Orders/Regulations.

The Implementation Section also pursued with the Government Printer the publication of all legal documents which were required to be gazetted.

(v) The Records Section:

- digitized all Cabinet Notes received and Minutes generated, and maintained same in electronic storage for reference/retrieval
- processed 253 requests from Ministries/Departments for copies of Cabinet Minutes from previous years (processed within 24 hours of receipt of request).
- bound 54 Volumes of Cabinet Notes.

### **3.9 General Administration**

During the period under review the Unit continues to provide Administrative support in the preparation of:

- ❖ Notes for Cabinet in respect to General Administration matters as requested by the Permanent Secretary.
- ❖ Cover notes for Cabinet Notes submitted by Departments not represented by a Minister.
- ❖ Ministerial Minutes for Notes to the Honourable Prime Minister from Departments not represented by a Minister.
- ❖ Responses to Questions posed to the Honorable Prime Minister in Parliament.

❖ Responses to Request for Information under the Freedom of Information Act.

- Preparation of Flight insurance for Officers from the Office of the Prime Minister on Official Overseas Travel.
- Verification of Accountable Advances.
- Monitoring the use of the Individual Travel Card of the Office of the Prime Minister.
- Acknowledge and forward Requests for Assistance and Letters of Complaint to the relevant Ministries/Departments for attention.

### **Customer Relations Matters**

A total of **734** letters requesting assistance and other pieces of correspondence were received by the Office of the Prime Minister. The letters comprised complaints from members of the public, complaints from public sector organizations, public officers and community groups/charitable and cultural organizations. Of this number **600** were recorded as being received for action purposes, **134** were for information, filing and **34** were still to be dealt with.

With effect from June 25, 2012 the Ministry of National Diversity and Social Integration were assigned the responsibility for the Citizen Facilitation Unit. As such from 25 June 2012 to 30 September 2012, **88** letters were forwarded to the Ministry of National Diversity and Social Integration for attention.

### **Note for the Prime Minister and Note for Cabinet**

- (i) The Auditor General's Department, Elections and Boundaries Commission, the Integrity Commission and the Office of the President submitted a total of twenty-seven (27) notes to the Prime Minister for submission to Cabinet as follows:



<b>Notes from Agencies</b>	<b>Notes submitted to Cabinet</b>
Auditor General	6
Elections and Boundaries Commission	12
Integrity Commission	3
Office of the President	6
<b>Total</b>	<b>27</b>

- (ii) The Auditor General's Department and the Elections and Boundaries Commission submitted ten (10) notes to the Prime Minister for Ministerial approval.
- (iii) The Office of the Prime Minister submitted twenty-seven (27) Notes to Cabinet.

### **Parliamentary Questions**

A total of thirteen (13) questions were posed to the Prime Minister for which replies were provided.

### **Request for Information under the Freedom of Information Act**

A total of six (6) requests for information were received under the Freedom of Information Act. In all cases responses were sent to the persons requesting information.

### **3.10 Procurement and Office Management**

During the period under review the following Commissions of Enquiry continued:-

- Commission of Enquiry into the Events surrounding the attempted Coup in Trinidad and Tobago on July 27, 1990; and
- Commission of Enquiry into the Failure of CL Financial Limited, CLICO Investment Bank Limited, British American, CMMB and HCU.

In addition, the Accounts Unit was transferred from JOBCO Building to Nicholas Tower.

The storage transactions with both Henderson Shipping Service and Chapman's Self Storage and Records Management were ended. However, storage continues to be an issue as the area has outgrown the present office space and STORAGE capacity.

The car park facilities at #86 Maraval Road, Port of Spain is functioning and the car park grounds as well as a security booth are being maintained.

### **3.11 Registry and Records Management**

During the period under review, the following were accomplished:

#### **Number of Correspondence Received**

Number of Batches Scanned	3,740
Number of Documents Scanned	39,708
Number of Envelopes Dispatched	12,620
Number of Envelopes dispatched by Diplomatic Bag	95
Number of Envelopes sent by International Courier	122
Number of Envelopes sent by Local Courier	154
Number of Temp Files Opened	191
Number of Cabinet Note Numbers Issued	119
Number of New Files Opened	46
Number of Boxes sent to Records Centre	1,310

Additionally;

- (a) Use of the DHL Courier Service facilitated the urgent dispatch of Documents from the two Commissions of Enquiry that was set up to enquire into:
  - (i) The events surrounding the attempted coup in Trinidad and Tobago on July 27<sup>th</sup> 1990
  - (ii) The failure of CL Financial Limited, CLICO Investment Bank Limited, British American and the Hindu Credit Union

### **3.12 Freedom of Information Unit**

#### **Activities completed over the period October 2011 to September 2012**

Although the Freedom of Information Unit joined the Office of the Prime Minister late in the reporting period, the following activities were achieved during the period:

- Thirty- four (34) persons were assisted by the unit via telephone, email and in-office visits.
- The unit conducted a training session with the Designated, Alternate and Legal Officers of Ministry of Local Government and the Regional Corporations under its purview. This session was geared to educate the attendees on their roles and responsibilities under the Freedom of Information Act, as well as provide a brief overview of the Data Protection Act.
- Public Authorities were reminded of their statutory obligations under the FOIA such as the publication of public statements and providing relevant information to the Unit via the Quarterly Returns.

### **3.13 Financial Assistant (Studies) Unit**

#### **Activities for the period October 2011 to September 2012:**

1. Researched and wrote the Policy for the Financial Assistance (Studies) Unit. Liaised with the Selection Committee and Stakeholders e.g. Ministry of Public Administration, Ministry of Science, Technology and Tertiary Education and the Finance and General Purposes Committee (F&GP) for review and comment on the policy and revised accordingly.
2. Re-design application forms to encompass all relevant information that is basic bio data, financial status and course of study projected expenditure to facilitate in the equitable assessment of applications and is easily transferable to any automated solution.
3. Completed archiving of applications for the period 2002-2009.
4. Assisted in providing relevant information to Price Water-House Coopers for Forensic Audit requested by the Attorney General.

**Note:** The archiving of the applications noted at point **3** was instrumental in the completion of this exercise.

5. Preparation and updating of Ministry of Health Bursary contracts and renewed approximately eleven (**11**) Bursaries for the period.
6. Prepared and completed a status report on all Bursaries as requested by Ministry of Health.
7. Satisfied all queries and concern to the relevant stakeholders of the Ministry of Health Bursary that is, Ministry of Health, Recipients and their Guarantors.
8. Assisted Human Resource in the process for filling vacant positions within the Unit.

### **3.14 National Security Council (NSC) Secretariat**

The administrative support to the NSC comprised, inter alia, the following:

- Preparation of the agenda, minutes and documentation for meetings.
- Preparation of Specialist National Security Confidential Reports and Briefings for the Prime Minister and Minister of National Security.
- Disseminating Minutes of all meetings for information and appropriate action.
- Monitoring of decisions taken to ensure relevant action was taken.
- Entering data into analytical databases for record keeping, analysis and presentation.

### **3.15 OPM's Security Unit**

An overall assessment of the security systems at the Office of the Prime Minister was conducted to identify what systems already employed were functional for example, CCTV Cameras, and Access control system. This assessment confirmed that, with the exception of the walk through and baggage scanner, all other electronic security devices were nonfunctional. Recommendations were made along with a proposal that identified the urgent need for CCTV cameras, a video intercom and an electronic gate (remote control gate) at the basement entrance.

The unit continues to preserve the security integrity of the Office of the Prime Minister, the Prime Minister's Residence and Diplomatic Centre and is often called upon to assist in the security of staff at the Nicholas Towers compound in Port-of Spain.

A review of all equipment on charge to the unit was conducted and proposals were made for replacements where necessary and for the purchasing of new equipment. For example, assistance was given in the selection of a service provider for the installation of CCTV and Intercom System at the Office of the Prime Minister at #13-15 St. Clair Avenue, St. Clair.

Pertinent data was also provided as required by the National Security Adviser to the Prime Minister.

Provided supervision for various functions at the Office of the Prime Minister, Diplomatic Centre, Hilton Hotel, Hyatt Regency Hotel, Carlton Savannah Hotel, National Academy for the Performing Arts (NAPA), Queens Hall and Grand Stand, Queens Park Savannah.

### **3.16 Facilities Management**

During the period under review, the unit had the responsibility for maintaining the following facilities:

- **Head Office, 13-15 St. Clair Avenue**
- The **Commission of Enquiry into the 1990 Attempted Coup** which included the Commission's Secretariat office space and court room facilities at the Caribbean Court of Justice (CCJ)
- **The Accounts Unit**, JOBCO Building, Frederick Street,
- **Cabinet Record Center**, Telly Paul Building
- Levels **5, 6 &7 Nicholas Tower**, Independence Square, Port of Spain the
- **Mary Street Property**, St. Clair; and
- **Car Park Facility**, Maraval Road.

The following contractual arrangements were supervised over the period:-

<b>FACILITY</b>	<b>Type of contract/service provided</b>	<b>SCOPE</b>
<b>Nicholas Tower Level 5, 6 and 7</b>	Provide Janitorial Services	General janitorial/maintenance services.
	Security	Secure offices, equipment and personnel.
	Air Condition Maintenance	<ul style="list-style-type: none"> <li>• Maintain Server Room AC Units.</li> <li>• Other AC systems were the responsibility of the building owner.</li> </ul>
	Telecommunications	Telephone repairs, cable supply and internet services.
	Electrical	Re-lamping and minor electrical repairs carried out by the Ministry of Works.
	Parking Facilities	Arranging parking for staff and visitors.
	Accommodation	Arranging and managing the accommodation of the Ministry of Tobago Development within the floor space.
	Health and Safety	Instruction to staff and visitors re: emergency evacuation procedures.
<b>Head Office 13-15 St. Clair Ave.</b>	Air Condition Maintenance	Monitor the service contract awarded to Peakes Technologies (monthly maintenance and breakdown issues).
<b>Head Office</b>	Elevators Maintenance	Monitoring the service contract awarded to RBP Lifts



<b>FACILITY</b>	<b>Type of contract/service provided</b>	<b>SCOPE</b>
<b>13-15 St Clair Ave</b>		(repairs/malfunctions).
	Janitorial	Monitoring the janitorial functions inclusive of grounds and drains.
	Security	Providing adjustments and requested additional infrastructure.
	Electrical/Plumbing	Installation of fixtures/repairs to plumbing system.
<b>Cabinet Secretariat Telly Paul Building</b>	Electrical, Air Condition and Plumbing	Maintenance of fixtures faucets, washroom issues.
	Health and Safety	Oriented staff on policy and evacuation procedures.
<b>Accounts Unit JOBSCO Building</b>	Air Condition and Electrical	Liased with Landlord to effect repairs to breakdown.
	Relocation of Unit	Arranged and monitored the relocation exercise to Nicholas Tower.
<b>Secretariat to Commission of Enquiry into the Attempted 1990 Coup</b>	Air Condition, Electrical, Plumbing and Security Systems	Utilized Ministry of Works to effect minor repairs.
<b>Mary Street Property, St. Clair</b>	Renovations and Maintenance	Supervised the renovations of the structure in January 2012.
<b>Maraval Road Car Park</b>	Electrical/Plumbing	Maintenance to perimeter lighting and plumbing.

Additionally, the Facilities Management Unit serviced the occupation of the Ministry of Tobago Affairs, its Minister and supporting staff and the Minister of Transport at OPM (Nicholas Tower) until suitable accommodation was identified.

## 4.0 *FINANCIAL OPERATIONS*

*Budgetary Process*

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*Expenditure Versus Budget*

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*Internal Audit*

## **4.0 Financial Operations**

### **4.1 Budgetary Process**

The Office of the Prime Minister is funded through the system of Parliamentary appropriations which authorizes the Ministry of Finance and the Economy to issue a General Warrant at the beginning of the Financial Year. The Warrant authorities issues from the Consolidated Fund under various Sub Heads which are disbursed through the Ministry of Finance.

Cheques can only be issued from the Exchequer Account on the receipt of the Grant of Credit approved by the Comptroller of Accounts.

### **4.2 Expenditure versus Budget**

For the Financial Year October 01, 2011 to September 30, 2012 the Office of the Prime Minister was allocated Two Hundred and Forty Seven Million, Five Hundred and Eleven Thousand Dollars **(\$247,511,000.00)** to execute its mandate. Actual expenditure was Two Hundred and Forty One Million, Six Hundred and Ninety Two Thousand and Fifteen Dollars **(\$241,692,015.00)**.

**Actual Expenditure versus Budget – October 2011 to September 2012**

<b>Sub Head</b>	<b>Estimates Revised TT\$</b>	<b>Actual Expenditure TT\$</b>	<b>Variance TT\$</b>
01 - Personnel Expenditure	31,469,000.00	28,702,762.00	2,766,238.00
02 - Goods and Services	203,356,700.00	202,148,446.00	1,208,254.00
03 - Minor Equipment Purchases	904,300.00	839,682.00	64,618.00
04 - Current Transfers and Subsidies	9,281,000.00	7,503,271.00	1,777,729.00
<b>Total Recurrent Expenditure</b>	<b>245,011,000.00</b>	<b>239,194,161.00</b>	<b>5,816,839.00</b>
09 – Development Programme	2,500,000.00	2,497,854.00	2,146.00
<b>Total Expenditure</b>	<b>247,511,000.00</b>	<b>241,692,015.00</b>	<b>5,818,985.00</b>

Explanation for the causes of materials variances between Estimates and Actual Expenditure:-

- 01 – Personnel Expenditure – Vacant posts were not filled
- 02 – Goods and Services – Expenditure was less than anticipated
- 03 – Minor Equipment Purchases – Items ordered not supplied on time
- 09 – Development Programme – Expenditure less than anticipated




### 4.3 Internal Audit

The duties of the Auditor are governed by various legal provisions in Trinidad and Tobago. The constitution of the Republic of Trinidad and Tobago Chapter 1:01, chapter 8 Section 113(1) and Section 116(1-2) initiate these structures.

Internal Auditors must examine the records of their Ministry/Department in order to ensure that expenditure incurred and revenue earned conform to the Estimates of Expenditure and Revenue approved by Parliament and to ascertain the extent of compliance with existing policies and procedures as established by the Treasury. Additionally, they must also ensure that expenditures incurred under various votes are made in accordance with the Budgeted Allocations and that overall expenditure does not exceed releases granted.

The Internal Audit Unit was able to achieve well above 90% of its objectives. The operations of the Office of the Prime Minister can be viewed as quite satisfactory.

During the period under review the following audit were successfully completed:-

-  Audit and Exchequer functions – applications for Credit, Accounting documents and records, Vouchers, Schedules of accounts and registers and all supporting documents, Imprest Cash and Reconciliation Statements.
-  Expenditure – Stores and Inventory, Current and Previous Years paid and unpaid cheques, the Cheque Printing System, Payroll, 64 Pension and Leave Records and 70 Contract Gratuities.
-  Audit Report – Fiscal Year 2011 - 2012

## 5.0 *HUMAN RESOURCE DEVELOPMENT PLAN*

*Organizational Establishment*

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*Category of Employees*

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*Career Path Systems*

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*Employees Support Services*

## 5.1 Organizational Establishment

The following permanent/contract positions were filled for the period October 2011 to September 2012 in the Office of the Prime Minister:-

<b>TYPE OF POSITION</b>	<b>NO. OF POSITIONS FILLED</b>
<b><u>Permanent</u></b>	
Public Officers	27
<b><u>Contract</u></b>	
Executive Personnel	17
Office of the Prime Minister's Security	67
Procurement and Office Management	1
Policy, Strategy and Government Performance Management	11
Unemployment Relief Programme	31

## 5.2 Category of Employees

- Public Officers
- Contract Personnel
- Daily Paid Officers

### **5.3 Career Path Systems**

The Office of the Prime Minister is committed to ensuring that all employees have access to training and development opportunities which enables them to be suitably knowledgeable and skilled to carry out their role and to develop their talents that fit the overall goals of the organization.

Furthermore, the OPM continues to harmonize the individual and the organization to move in the direction of its overall strategic objectives. Thus, alignment occurs for improved performance and ultimately success. In this regards, the members of staff maintained their professionalism, support, and dedication and continues to work assiduously in keeping with international best practices in fulfilling the mandate and providing the best possible support to the Prime Minister as Head of Government.

### **5.4 Employees Support Services**

#### **Employee Assistance Programme (EAP) Policy**

The objective of this policy is to improve well-being and productivity by providing employees and their dependents who may be experiencing personal, behavioural, health or work related problems with the supportive services of a voluntary and confidential EAP.

#### **Eligibility**

The EAP shall be available to all public officers, daily-rated employees and contract employees as well as their dependents, i.e. spouse, cohabitant (in accordance with the Cohabital Relationships Act, Chapter 45:55), unmarried, dependent children (including legally adopted, wards and stepchildren) under the age of eighteen (18) years or up to the age of twenty-three (23) years.



## **Accessing EAP Services**

Employees may access EAP services through self-referrals or supervisory referrals.

## **Ethical Issues**

An employee's voluntary use of the EAP is strictly confidential. All records, contacts and referrals are treated as confidential.

# *CONCLUSION*

## 6.0 Conclusion

Over the period October 2011 - September 2012, the Units/Divisions/Secretariat within the Office of the Prime Minister, continued to provide the best administrative, professional and technical support to the Prime Minister.

It is to be noted that over the period under review the following Units and Divisions were transferred to the Office of the Prime Minister:-

- Unemployment Relief Programme
- Freedom of Information

**The Unemployment Relief Programme (URP)** is part of the Office of the Prime Minister's overall strategy in developing the social and economic infrastructure of the country whose core purpose is to provide short-term employment opportunities with the widest possible participation. Additionally, the Office of the Prime Minister is responsible for the administration of the URP as well as the disbursement of funds to the Programme.

**The Freedom of Information Unit (FOIU)** was established in 2001 to administer the Freedom for Information Act, Chapter 22:02. It was transferred to the Office of Prime Minister on July 6, 2012. This Unit continues to educate, train, monitor and evaluate public authorities and members of the public on the Freedom for Information Act.