

Response to the Recommendations in the Fourteenth Report of the Public Administration and Appropriations Committee on an examination of the implementation of the recommendations contained in the Twenty-Fourth Report of the Public Administration and Appropriations Committee from The Eleventh Parliament on the Processing of the Payment of Pensions and Gratuities of Retired Public Officers and Contracted Employees

The Fourteenth Report of the Public Administration and Appropriations Committee (PAAC) highlighted recommendations specific to the Personnel Department (PD) on the Processing of the Payment of Pensions and Gratuities of Retired Public Officers and Contracted Employees.

The specific recommendations and the respective responses from the PD are as follows:

Section: Participation of Ministries and Departments (M&Ds) in the PD's Training Workshop

1. **Recommendation:** *The PD should submit a copy of its 2023 pension and leave training workshop schedule to Parliament by September 29, 2023.*

Response:

The PD and the Treasury Division (TD) hosted the following Pension and Leave Training (P&L) workshops:

DATE	MINISTRIES/DEPARTMENTS	Location
April 24 th & 25 th , 2023	<u>Trinidad</u> <ul style="list-style-type: none"> • Office of the Prime Minister • Agriculture, Land and Fisheries • Digital Transformation • Parliament of Trinidad and Tobago • Energy and Energy Industries 	Old Fire Station Corner, Hart and Abercromby Streets, Port of Spain
April 26 th & 27 th , 2023	<ul style="list-style-type: none"> • Finance • Health • Housing and Urban Development • Judiciary of Trinidad and Tobago • Labour 	Old Fire Station Corner, Hart and Abercromby Streets, Port of Spain
May 8 th & 9 th , 2023	<ul style="list-style-type: none"> • National Security • Prisons • Fire • Police • Education • Public Administration • Public Utilities • Rural Development and Local Development 	Old Fire Station Corner, Hart and Abercromby Streets, Port of Spain
May 15 th & 16 th , 2023	<ul style="list-style-type: none"> • Social Development and Family Services • Sport and Community Development • Tourism, Culture and the Arts 	Old Fire Station Corner, Hart and Abercromby Streets, Port of Spain

DATE	MINISTRIES/DEPARTMENTS	Location
	<ul style="list-style-type: none"> • Trade and Industry • Works and Transport • Youth Development and National Service 	
May 18 th & 19 th , 2023	<ul style="list-style-type: none"> • Auditor General's Department • Elections and Boundaries Commission • Environmental Commission • Industrial Court of Trinidad and Tobago • Integrity Commission of Trinidad and Tobago • Personnel Department • Public Service Appeal Board • Service Commissions Department • Statutory Authority Service Commission • Office of the President • Inland Revenue Division • Cipriani Labour College • Ministry of Education 	CPO's Conference and Wellness Center, #3 Alexandra Street, St. Clair
May 22 nd & 23 rd , 2023	<p><u>Tobago</u> Tobago House of Assembly</p> <ul style="list-style-type: none"> • Office of the Chief Secretary • Education, Research and Technology • Finance, Trade and the Economy • Food Security, Natural Resources, the Environment and Sustainable Development • Health, Wellness and Social Protection • Infrastructure, quarries and Urban Development • Settlement, Public Utilities and Rural Development • Tourism, Culture, Antiquities and Transportation • Assembly Legislature • Office of the Prime Minister, Tobago Affairs, Central Administrative Services, Tobago (OPM-CAST) 	Shaw Park Cultural Complex, Milford Road, Lambeau, Tobago

The PD and the TD have agreed to continue the P&L training workshops on the provisional dates outlined below. However, the dates are yet to be confirmed by the TD.

Each Workshop will be able to accommodate up to a maximum 40 participants.

**PROPOSED SCHEDULE OF WORKSHOPS IN
PROCESSING OF PENSION AND LEAVE RECORDS FOR OCTOBER-NOVEMBER, 2023**

GROUP	PERIOD	TIME	LOCATION	MINISTRIES/DEPARTMENTS
1	23 rd - 24 th October, 2023 25 th October, 2023	9:00am to 3:00pm	<u>TRINIDAD</u> CPO's Conference and Wellness Center #3 Alexandra Street, St. Clair Treasury Division, Independence Square, Port of Spain	-Office of the Prime Minister -Office of the Attorney General and Legal Affairs - Agriculture, Land and Fisheries -Digital Transformation - Parliament -Energy and Energy Industries
2	30 th – 31 st October, 2023 1 st November, 2023	9:00am to 3:00pm	CPO's Conference and Wellness Center #3 Alexandra Street, St. Clair Treasury Division, Independence Square, Port of Spain	-Finance -Foreign and CARICOM Affairs -Health -Housing and Urban Development -Judiciary -Ministry of Labour
3	6 th – 7 th November, 2023 8 th November 2023	9:00am to 3:00pm	CPO's Conference and Wellness Center #3 Alexandra Street, St. Clair Treasury Division, Independence Square, Port of Spain	- National Security - Prisons - Fire - Police - Education - Planning and Development - Public Administration - Public Utilities - Rural Development and Local Development -14 Municipal Corporations
4	14 th – 15 th November, 2023	9:00am to 3:00pm	CPO's Conference and Wellness Center #3 Alexandra Street, St. Clair	-Social Development and Family Services -Sport and Community Development -Tourism, Culture and the Arts

GROUP	PERIOD	TIME	LOCATION	MINISTRIES/DEPARTMENTS
	16 th November, 2023		Treasury Division, Independence Square, Port of Spain	-Trade and Industry -Works and Transport -Youth Development and National Service
5	20 th – 21 st November, 2023 22 nd November, 2023	9:00am to 3:00pm	CPO's Conference and Wellness Center #3 Alexandra Street, St. Clair Treasury Division, Independence Square, Port of Spain	-Auditor General's Department -Cipriani Labour College -Elections and Boundaries Commission -Environmental Commission -Industrial Court -Integrity Commission of Trinidad and Tobago -Office of the Ombudsman -Personnel Department -Public Service Appeal Board -Service Commissions Department -Statutory Authority Service Commission -Office of the President -Inland Revenue Division
6	28 th – 29 th November 2023 30 th November, 2023	9:00am to 3:00pm	<u>TOBAGO</u> Personnel Department Treasury Department Shaw Park, Milford Road, Lambeau Road, Tobago	- Office of the Chief Secretary - Education, Research and Technology - Finance, Trade and the Economy - Food security, Natural resources, the Environment and Sustainable development - Health, Wellness and Social Protection - Infrastructure, quarries and Urban Development - Settlement, Public Utilities and Rural Development - Tourism, Culture, Antiquities and Transportation - Assembly Legislature - Office of the Prime Minister (Tobago Affairs), Central Administrative Services, (Tobago) OPM-CAST

Note: - The CPO also has an intent to record and edit, where necessary, the training sessions and have them available on the Personnel Department’s website.

2. **Recommendation:** *The PD should submit a report to Parliament by September 29, 2023, on a list of M&Ds who were present and absent from each module of its P&L processing training workshops held in 2023 thus far, including the reasons provided by those who choose to be absent and the outcomes of each training workshop.*

Response:

Hereunder is a list of Ministries/Departments who participated in the training during the period April to May 2023.

ATTENDANCE REPORT

DATE	MINISTRIES/DEPARTMENTS	NUMBER OF PERSONS
April 24 th & 25 th , 2023	<u>Trinidad</u> <ul style="list-style-type: none"> • Office of the Prime Minister • Agriculture, Land and Fisheries • Digital Transformation • Parliament of Trinidad and Tobago • Energy and Energy Industries 	39
April 26 th & 27 th , 2023	<ul style="list-style-type: none"> • Finance • Health • Housing and Urban Development • Judiciary of Trinidad and Tobago • Labour 	38
May 8 th & 9 th , 2023	<ul style="list-style-type: none"> • National Security • Prisons • Fire • Police • Education • Public Administration • Public Utilities • Rural Development and Local Development 	30
May 15 th & 16 th , 2023	<ul style="list-style-type: none"> • Social Development and Family Services • Sport and Community Development • Tourism, Culture and the Arts • Trade and Industry • Works and Transport • Youth Development and National Service 	20
May 18 th & 19 th , 2023	<ul style="list-style-type: none"> • Auditor General’s Department • Elections and Boundaries Commission • Environmental Commission • Industrial Court of Trinidad and Tobago • Integrity Commission of Trinidad and Tobago 	38

DATE	MINISTRIES/DEPARTMENTS	NUMBER OF PERSONS
	<ul style="list-style-type: none"> • Personnel Department • Public Service Appeal Board • Service Commissions Department • Statutory Authority Service Commission • Office of the President • Inland Revenue Division • Cipriani Labour College • Ministry of Education 	
May 22 nd & 23 rd , 2023	<u>Tobago</u> Tobago House of Assembly <ul style="list-style-type: none"> • Office of the Chief Secretary • Education, Research and Technology • Finance, Trade and the Economy • Food Security, Natural Resources, the Environment and Sustainable Development • Health, Wellness and Social Protection • Infrastructure, quarries and Urban Development • Settlement, Public Utilities and Rural Development • Tourism, Culture, Antiquities and Transportation • Assembly Legislature • Office of the Prime Minister, Tobago Affairs, Central Administrative Services, Tobago (OPM-CAST) 	46

The Ministries/Departments absent from the training sessions during the period April/May 2023 are noted hereunder:

DATE	MINISTRIES/DEPARTMENTS	REASONS for Non-Attendance
April 24 th & 25 th , 2023	Trinidad <ul style="list-style-type: none"> • Office of the Attorney General and Legal Affairs 	Not able to attend
April 26 th & 27 th , 2023	<ul style="list-style-type: none"> • Foreign and CARICOM Affairs 	No response to enquiry as to reason for absence from training sessions
May 8 th & 9 th , 2023	<ul style="list-style-type: none"> • Ministry of Planning and Development 	No response to enquiry as to reason for absence from training sessions

Outcomes of the training workshops

The outcomes, thus far, from the training workshop are as follows:

- A contact listing of Human Resource Advisors (HRA) within the PD was created and circulated to participants. This is to facilitate a more robust communication channel between Ministries/Departments and the PD, to ensure that any queries with respect to increments are addressed comprehensively and within a more efficient timeline.
- A total of two hundred and eleven (211) participants were trained by the PD and TD in the principles and procedures to process and treat with matters pertaining to increments and pension and leave records.

Section: Trainee Participation in the Training Evaluation Questionnaire

3. **Recommendation:** *The Personnel Department should submit a status to Parliament by September 29, 2023 of implementation of the recommendations made by participants in subsequent training workshops.*

Response:

The comments provided by participants were related to the guidelines/principles applicable to the determination of increments. The comments as well as actions taken by the PD are detailed in the table provided below.

Participants Comments/Requests/Suggestions	Implementation of Recommendations
Utilization of additional case studies which relate to acting appointments and acting credits, and elaboration on the examples provided in the scenarios.	<p>The training content is currently under review by the PD. As such, upcoming training sessions will include an increased number of case studies.</p> <p>The sessions will also integrate the examples contained in the December 05, 2019, Guidelines for the Determination of Salary and Incremental dates on Promotion, Acting Appointment and Secondment of Officers in the Civil Service, including the Tobago House of Assembly and Statutory Authorities under the Statutory Authorities Act Chapter 24:01, to facilitate better comprehension.</p>
<p>An extension of the time allotted for the training sessions. Participants indicated that they would prefer a three (3) day training workshop comprising: -</p> <p>Two (2) days of training to be conducted by the PD and a one (1) day session by the TD.</p>	<p>The PD and TD agreed to facilitate a three (3) day training session to provide participants with a longer period of training and simulation.</p> <p>The TD's session will be conducted on one (1) day, while the PD's session will be conducted over a two (2) day period.</p>

Participants Comments/Requests/Suggestions	Implementation of Recommendations
An increased amount of time to be spent on practical exercises.	<p>Practical exercises and activities were integrated into the training sessions following the explanation of each principle.</p> <p>The participants requested more time to be spent on practical exercises, which suggests that they would prefer more practical exercises to be incorporated into the training sessions.</p> <p><i>With an additional day, more time will be available for participants to successfully accomplish/complete these exercises.</i></p>
Additional follow-up sessions.	Discussions are to be held between the PD and TD to determine the feasibility and necessity of follow-up sessions.
The CPO should extend invitations to Ministries/Departments to submit actual cases, before the sessions, for discussion during the workshop.	The case studies deliberated upon during the sessions consist of actual cases from Ministries and Departments that have been successfully resolved by the PD.
Hard copies of the training literature.	Presentations made at the sessions will be made available via email to participants who have registered and attended the training workshops once the training has concluded.
The workshops were excellent for beginners. However, there was a request for similar workshops to be tailored for experienced officers. The suggestion was made to segregate beginners from experienced staff. Additionally, it was recommended that the PD reassess the title of the training workshop , as the training primarily centred around incremental dates and points rather than focusing on P&L.	<p>The training objectives are designed to provide participants at various levels with the foundational tools to better equip themselves to treat with various issues.</p> <p>Case studies and scenarios selected in the training workshops are incrementally complex to allow each participant to grasp and apply the concepts. Although the training is heavily focussed on increments, it is a significant input in producing accurate and timely P&L records.</p> <p>The PD will include the course objectives in the invitation letters to participants to ensure that the appropriate persons are selected by the Ministry/Department.</p>

Participants Comments/Requests/Suggestions	Implementation of Recommendations
<p>Participants identified several technological challenges and also conveyed their dissatisfaction with the chosen venue, the Old Fire Station.</p>	<p>The PowerPoint (PPT) presentation developed for the workshop is being reviewed to address issues regarding the font and visual effects to be utilized during the presentation.</p> <p><u>Alternative venue</u></p> <p>The PD utilised the CPO’s Wellness and Conference Centre, located at the Personnel Department, St. Clair, for the 2nd Cohort of participants and will continue to use this venue for the upcoming increment segment of the training sessions.</p> <p>The TD will conduct its P&L segment of the training at the Treasury Building.</p> <p>Participants will be required to bring a flash drive on the day of P&L training to access a soft copy of specific training components.</p>
<p>Access to printed examples and answer sheets as handouts for further study</p>	<p>Upon conclusion of the workshop, printouts of examples, along with their corresponding answers, will be provided. Notwithstanding, it is expected that participants will review applicable regulations and circulars after the workshops to enable them to address similar issues.</p>
<p>Additional personnel to be trained</p>	<p>The CPO’s Wellness and Conference Centre has the capacity to comfortably host fifty-six (56) individuals.</p> <p>It is therefore estimated that four three-day workshops in Trinidad could accommodate a total of approximately two hundred and twenty-four (224) participants.</p> <p>A similar workshop at the Tobago House of Assembly (THA) could accommodate approximately forty-six (46) individuals.</p> <p>A total of five (5) sessions will collectively target an audience of approximately two hundred and seventy (270) persons. This will be an increase from the last training workshop that facilitated two hundred and eleven (211) persons.</p>

4. **Recommendation:** *The Personnel Department should submit a report to Parliament by September 29, 2023, whether there have been improvements in the percentage completion of post-training evaluation questionnaires.*

Response:

Report on Post-training evaluation questionnaires

I. Initial Training Session (June/July 2022):

- A (3) three-day virtual training session titled "Processing of Pension and Leave Records for Public Officers."
- Sessions held on: 26th June 2022, 28th July 2022 and 29th July 2022.
- The total number of targeted participants – Two hundred (200).
- Actual participation – One hundred and fifty-eight (158).

Feedback from Initial Training:

(feedback questionnaires were administered to the participants, after the session, via e-mail).

- Number of responses received - fifty-eight (58)
A completion rate of 36.7% of the participants.

II. Subsequent Training Sessions (April/May 2023):

- Six (6) face to face training sessions titled, "Processing of Pension and Leave Records for Public Officers."
- Sessions held in **Trinidad:**
24th- 25th April, 2023 – 39 participants;
26th- 27th April, 2023 – 38 participants;
08th- 09th May, 2023 – 30 participants;
15th-16th May, 2023 – 20 participants; and
18th-19th May, 2023 – 38 participants.

Total number of participants in Trinidad - 165

- Sessions held in **Tobago:**
22nd- 23rd May, 2023 – 46 participants.

Total number of participants, in Trinidad and Tobago – 211

III. **Feedback from Subsequent Training:**

Feedback questionnaires were administered to the participants, after the session, via email.

- number of responses received - one hundred (100) - completion rate 47.4% of the participants.

The information above indicates a 10.7% increase in the receipt of post-training evaluation questionnaires in comparison with the previous training session in 2022.

5. **Recommendation:** *The Personnel Department should provide details on any additional feedback that has been received from the trainings held thus far in 2023 to Parliament by September 29, 2023.*

Response:

Participants suggested that the TD should consider conducting a live demonstration on the steps required to complete the P&L form, using a case study of a complex matter and a simple matter (i.e. someone who would have changed Ministries or had multiple acting appointments vs. someone who may not have acted and completed their term in office without any complications).

Section: Need for a Revised Compensation Classification Plan for the Civil Service

6. **Recommendations:** *The PD should provide a status update to Parliament by September 29, 2023, on the completion of the Public Service Job Evaluation Exercise, any preliminary findings and whether the report on the implementation of recommendations arising from this exercise will be submitted to the Cabinet by December 2023.*

Response:

The scope of this project incorporates the conduct of a Job Evaluation and Compensation Survey Exercise for Offices in the Civil Service, including the Tobago House of Assembly and Statutory Authorities subject to the Statutory Authorities Act Chapter 24:01.

The project is being executed in six (6) phases. These stages incorporate twenty-seven (27) required consulting project scope activities.

- Phase 1: Diagnostic Assessment
- Phase 2: Job Analysis
- Phase 3: Develop Job Descriptions
- Phase 4: Job Evaluation | Web-Based Job Evaluation
- Phase 5: Compensation Survey
- Phase 6: Transition/Implementation

Phase 1 and 2 have been completed. Phase 3, 4 and 5 are in progress. To date, the project has achieved significant progress, with seventy-five (75%) of the scheduled deliverables successfully completed. This encompasses the creation of job descriptions, with ninety (90%) of the job descriptions finished, and the job description validation process has attained a completion rate of

(forty-five) 45%. Concurrently, four hundred and sixty-one (461) job evaluations have been finalized. The Compensation Survey has been completed and the report will be delivered in the month of September to PD for review and approval.

Given the current phase of the project, which is focused on job description development and job evaluation, no preliminary findings have been identified or reported.

As the project has experienced setbacks namely, to date, the Consultant's non-completion of benchmark job descriptions and Ministries'/Departments' prolonged delay to "sign off" job descriptions to facilitate the evaluation of benchmark positions, the Consultant's Final Report would likely be delivered in the second quarter of fiscal 2024. Looking ahead, there is a positive indication that the report detailing the execution of recommendations stemming from this exercise will likely be submitted to the Cabinet in June 2024.

7. **Recommendation:** *The Personnel Department should communicate with Human Resource Units and P&L Units in all M&D to ensure accessibility to Circulars and guidance on the interpretation of said Circulars exists. This will improve the preparation of P&L records.*

Response:

Ministries and Departments can access circulars and other materials via the PDs website on the following link: <https://www.cpo.gov.tt/web/new/web/document-center/circulars>.

The PD provides guidance to all Ministries and Departments in interpreting the circulars. Ministries and Departments are required to submit in writing, requests for interpretation along with all pertinent details to the PD. This approach allows the Department to conduct thorough research and provide appropriate responses.

8. **Recommendation:** *The Personnel Department should also establish liaison officers to enable cross departmental/ministerial communication to provide timely responses to M&Ds via email or telephone. The resolution advice of any technical/difficulties issues which were not covered in previous PD Circular Memoranda should be shared with the entire Public Service.*

Response:

Technical Advisers/Specialists/Analysts assigned to the Compensation Management Division (CMD) of the PD liaise/consult with HR personnel within Ministries and Departments and provide any required assistance/advice, if necessary, on a daily basis. In addition, during the training sessions, the PD circulated to participants, the contact information of the technical staff within the Division.

The Committee is respectfully reminded that the PD may be unable to proffer advice to Ministries/Departments in a timely manner in instances where pertinent information is omitted from the initial submission.

Section: Establishment of a Monitoring and Compliance Division for the Personnel Department

9. **Recommendation:** *The Personnel Department should provide a status update to Parliament by September 29, 2023, on the establishment of its Monitoring and Compliance Division.*

Response:

The Chief Personnel Officer (CPO) by letter dated October 5, 2020 requested a review of the staff structure of the PD by the Public Management Consulting Division (PMCD) of the Ministry of Public Administration (MPA). It is in this context that the CPO requested the establishment of a Division which would be dedicated 'inter-alia', to monitoring MDAs' compliance with the Devolved Functions.

The CPO and the PMCD held extensive discussions with respect to this matter, which led to the development of a structure with attendant functions agreed to by both parties. It should be noted that the materialisation of this Division is part of a larger review exercise of the PD which is currently engaging the attention of the MPA.

In this regard, the CPO was informed that the Executive of the Ministry of Public Administration requested additional clarification from the PMCD, on certain aspects of the staff structure. The CPO is of the view the exercise ought to be completed by the end of November, 2023.

10. **Recommendation:** *The Personnel Department should submit a report to Parliament on the methods it intends to employ to assess and monitor compliance with its training provided at workshops in the interim while it awaits the establishment of its Monitoring and Compliance Division.*

Response:

The collaboration between PD and TD is essential for procuring feedback regarding the calibre of P&L Records being submitted by Ministries and Departments. This interaction would aim to determine the areas where enhancements have been observed, as well, as to identify areas that have remained unaffected or unaltered. This will determine the success of the training and whether further training will be required and in which specific areas. It will also identify the M&D that need further support.

In addition, it is proposed that six (6) months after the conduct of the workshops, a follow-up session will be held with participants to clarify any issue/s which may be of a concern with the application of the training within the Ministries/Departments.

Section: Vacancies at the Personnel Department

11. **Recommendation:** *The Personnel Department should provide a status update to Parliament by September 29, 2023, on its recruitment of HRA III and HRA I positions.*

Response:

Recruitment of HRA III

Interviews were held by the Public Service Commission Department (PSC) earlier in 2023 for the filling of vacant offices of HRA III in the PD. The CPO was a member of the panel that interviewed

over thirty (30) persons, at the end of which, only one (1) person was successful. This process was completed in May 2023. Consequently, one (1) person assumed duty as HRA III.

Recruitment of HRA I

The Director of Personnel Administration (DPA) issued a Notice of Vacancy and an Advertisement of Vacancy for the office of HRA I with a closing date of April 10, 2020. However, by Circular Memorandum P: 9/54/100 Vol. I dated April 30, 2020, the DPA advised that the closing date for the receipt of applications had been extended to June 30, 2020, as a result of the provisions of the Public Health (2019 Novel Coronavirus [2019-nCoV] (No. 12)) Regulations 2020.

Whilst the recruitment process commenced with the PSC, in 2023, the CPO has undertaken to continue the process under Regulation 13 (5) of the PSC Regulations with the permission of the Commission.

To date, the PD has completed the screening of five hundred and fifty-one (551) applications and submitted its Report to the PSC for its consideration. The PD is awaiting the decision of the Commission on the outcome of the screening exercise.

12. **Recommendation:** *The Personnel Department should also indicate whether the other technical positions were vacant in the organisation and the planned action being taken to fill those positions.*

Response:

Vacancies identified for other technical positions within the PD.

SHRA

Approval was granted by the PSC for the issuance of a Notice of Vacancy and Advertisement by the PD for the filling of vacant offices of SHRA in accordance with Regulations 13(5) of the PSC Regulations. These were issued on March 02, 2023 with a closing date of March 28, 2023. One hundred and fifty-two (152) applications were received and subsequently screened. A report on the outcome of the screening has been submitted to the PSC for consideration and the PD is awaiting the decision of the Commission.

HRA II

A total of five (5) persons were promoted/appointed as HRA II in the PD during the period April to June 2023. To date, there now exist three (3) vacancies in the office of the HRAII, as one officer who held the office of HRA II, PD, was promoted HRA III with effect from July 14, 2023.

Section: Status of the National Policy for Contract Employment

13. **Recommendation:** *The Personnel Department should provide a detailed update and associated timelines to Parliament by September 29, 2023, on the competition and approval of the National Policy for Contract Employment.*

Response:

A final review of the draft National Policy for Contract Employment is currently being undertaken by the Honourable Minister of Public Administration. The CPO anticipates that the Policy will be submitted for Cabinet's consideration by December 2023.

Section: The Operationalisation of Integrated Global Payroll/Integrated Human Resource Information System's (IGP/IHRIS)

14. **Recommendation:** *The Personnel Department should submit to Parliament by September 29, 2023, a status update on the progress made to operationalise IHRIS.*

Response:

Cabinet, by Minute No. 1701 dated September 22, 2022 transferred the responsibility for the Integrated HR Information System (iHRIS) from the Ministry of Finance to the Ministry of Public Administration (MPA). The MPA now has primary responsibility for the implementation, roll-out and management of the electronic human resource information system for the Public Service. The Strategic Human Resource Management (SHRM) Council, constituted under the leadership of the Honourable Minister of Public Administration with strategic oversight of the HRM Modernization thrust for the Public Service, established a sub-committee, the iHRIS Oversight Technical Sub Committee. It comprises HR professionals and subject matter experts from the Central HR Agencies, that is, Personnel Department, Service Commissions Department and the Ministry of Public Administration and is charged with supporting the Public Service modernization/transformation agenda through E-HRM or the full operationalization and roll out of the iHRIS System. This Sub Committee will also support the on-going development of iHRIS and any technical matters that may arise under the SHRM Council.

Subsequently, a decision was taken by Cabinet to transition to a new system. The MPA is currently treating with the resourcing of administration, contractual and Project Management services to acquire and implement the new system.

The following actions were pursued by the iHRIS Oversight Technical Sub Committee under the direction of the SHRM Council:

- Detailed functional requirements based on the alignment to operational strategic responsibilities gathered, analysed and rationalised from key Ministries and Departments;
- Presentations by Oracle Team on the capabilities/functionalities/ possibilities of the iHRIS solution;
- An assessment of the capabilities on Oracle PeopleSoft version 9.2 was considered towards the implementation and upgrade of the current functional requirements, given the recent upgrade of the iHRIS hardware and partial module upgrade completed in 2019. However, even though Peoplesoft version 8.8 was upgraded to version 9.2, the iHRIS Production Team did not progress the implementation of the new capabilities, resulting in the limited operations of the HR modules being continued with version 8.8 functionality; and
- Detailed market intelligence/research exercise on the options available for the implementation of an appropriate alternate technology solution to meet the Government's modernization objectives, culminating with a report with the recommended approach, having considered the full range of alternatives.

15. Recommendation: *The Personnel Department should submit to Parliament by September 29, 2023, a status update on the expansion use of IHRIS to include recording and maintaining personal files across the public sector.*

Response:

The recommended approach, which included the investigation of Open-Source alternatives to meet the Government's functional requirements, was considered by the SHRM Council. The Council considered that before further effort is expended to pursue the recording and maintenance of personal files to support the business functions associated with the management of pensions and gratuities, it would be prudent to ensure that there is a deliberate selection of the platform to be used. In this regard, based on the recommendations of the SHRM Council, the MPA recommended the upgrade of the current on premise PeopleSoft HCM 9.2 solution to Oracle Fusion Human Capital Management (HCM) Cloud. As indicated previously, Cabinet approved the acquisition of a new system/upgrade, as recommended by MPA.

Consequent on Cabinet's approval for the switch from the current PeopleSoft HCM 9.2 to Oracle Fusion Human Capital Management (HCM) Cloud, the following actions should be noted:

- Toward ensuring continuity, the (current) iHRIS Project Team would remain functional and focussed on the operations and support of the current iHRIS payroll platform;
- As a matter of urgency, the MPA would pursue the recruitment of suitably qualified and experienced persons to staff an implementation team to address the upgrade to Oracle Fusion platform;
- The MPA will pursue the completion of the procurement of the Oracle Fusion upgrade by engaging the relevant processes (and functions) identified in the Procurement Act; and
- The MPA will hold discussions with the Ministry of Digital Transformation to pursue the option of housing the Fusion cloud at the proposed GoRTT data centre.