

# STATUTORY AUTHORITIES SERVICE COMMISSION

## Annual Report



October 2018 to September 2019



# Annual Report

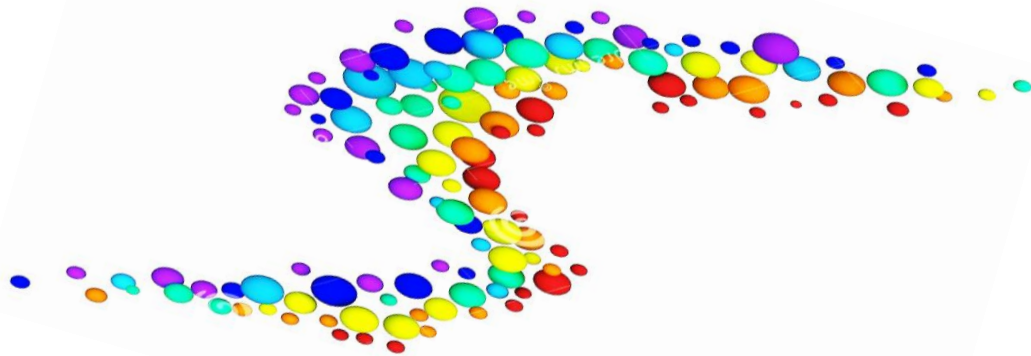


October 2018 to September 2019



## **OUR MISSION**

**To be the most efficient and effective public sector human resource agency, providing innovative service for our Authorities**



## **OUR VISION**

**An innovative body utilising best modern HR practices for the placement of qualified and competent personnel at our Authorities, in a timely manner**



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## **ABBREVIATIONS**

ACMP: Assistant Commissioner of Municipal Police

CEO: Chief Executive Officer

CPO: Chief Personnel Officer

HR: Human Resource

ICT: Information and Communication Technology

MRD&LG: Ministry of Rural Development and Local Government

OJT: On-the-Job Trainees

OLEP: Office of Law Enforcement Policy

PAR: Performance Appraisal Report

PRESA: Property and Real Estate Division

PSA: Public Service Association

PSC: Public Service Commission

SASC: Statutory Authorities Service Commission

SASCD: Statutory Authorities Service Commission Department

STMSFB: St. Michael's School for Boys

ZSTT: Zoological Society of Trinidad and Tobago



## FOREWORD

As Chairman of the Statutory Authorities Service Commission, I take great pleasure and satisfaction in submitting this Report on the work and activities of the Commission for the period October 2018 to September 2019.

The period under review challenged the commitment of the entire staff of the Commission to fulfill the basic execution of its mandate under the tireless leadership of its small but committed personnel. The Commission however, stood committed to delivering its services to the entities under its purview through efficient, timely and relevant responses.

As our Annual Report will reveal, the Commission, as a whole, continued to execute its work with commitment, vision and purpose under the guidance of dedicated, experienced and astute leadership. The period would be noted as a **milestone of progress** as the Municipal Police recruitment programme was launched, robustly supported by the SASC team and seamlessly implemented, to enhance community security across our Municipalities.

The Report will also reveal the practical approach of the Commission through the introduction of increased efficiency in the overall dispatch of its mandate and the readiness of its staff to execute its various functions, notwithstanding its size and the challenging environment under which they were required to work. I thank them all for their support.

I also express most sincerely my thanks to the members of the Commission for their continued support, their ready collaboration and their very useful and constructive insight which facilitated, in many respects, the execution of the responsibilities of the Commission.

On behalf of the Commission, I extend to all other persons and bodies who facilitated many aspects of our work, our sincere gratitude and satisfaction.

**Christopher R. Thomas**  
**Chairman**





## 1 MEMBERSHIP OF THE COMMISSION

The Members of the Commission were reappointed to serve for a period of three years, with effect from May 2019 consequent on the expiration of their first term. The current composition of the Commission is as follows:-

- Chairman Mr Christopher Thomas
- Deputy Chairman Mr Kenneth Parker
- Members  
Ms Irma Burkett  
Ms Catherine Dookie  
Ms Dulcie Ojah-Maharaj  
Mr Glenn Wilson



**From left to right – Mr Glenn Wilson, Mr Christopher R. Thomas, Mr Colm Imbert, Finance Minister, Ms Irma Burkett, Mr Kenneth Parker and Ms Catherine Dookie. Missing is Ms Dulcie Ojah-Maharaj.**



## 2. INTRODUCTION

The Annual Report of the Statutory Authorities Service Commission (SASC), on its administration for the year 1<sup>st</sup> October 2018 to 30<sup>th</sup> September 2019 is submitted pursuant to Section 66B of the Constitution of the Republic of Trinidad and Tobago which reads as follows:

*66B. Each Service Commission shall submit to the President, before 1<sup>st</sup> October in each year, a report on its administration, the manner and exercise of its powers, its methods of functioning and any criteria adopted by it in the exercise of its powers and functions in the previous year and the President shall cause the report to be laid within sixty days thereafter in each house.*

This report outlines the performance of the Commission over the reporting year, including its span of control, a statistical presentation of the matters handled, a comparison of statistics on such matters with that of the previous year and some comments on identified matters of general interest.

The goals of the Commission for the reporting year revolved around its legal mandate to provide for the efficient and effective human resource management needs of designated Statutory Authorities set in the context of the general objectives of the Organization's 2015 – 2018 Strategic Plan.



### **3. POWERS OF THE COMMISSION**

The Statutory Authorities Service Commission (SASC) is an independent body established by Act No. 16 of 1966 (now Chapter 24:01 of the Laws of Trinidad and Tobago). The Act was assented to on August 2, 1966 and the Commission operationalized on January 1, 1967. Section 5 of the Act gives the Commission the power to appoint persons to hold or act in offices under its purview and to transfer, promote, remove and exercise disciplinary control over persons so appointed. An “officer” is defined as a person holding a pensionable office in the service of a statutory authority, whose remuneration is paid on a monthly basis.

The SASC, as with other Service Commissions, has its origins in the British Civil Service tradition, which is based on the principle that the appointment, promotion, dismissal and discipline of officers should be insulated from political influence. The creation of Service Commissions was therefore seen as an important measure to promote impartiality in the Civil Service.

The Commission regulates its own procedures, with the consent of the Prime Minister, and has formulated regulations for this purpose – the Statutory Authorities Service Commission Regulations, Chapter 24:01, and its amendments.

There is no current Delegation in place with respect to any of the powers of the Commission. The Commission currently carries out all of its prescribed functions. However, the Commission is authorised to delegate certain functions, with the approval of the Prime Minister, as prescribed by section 5 (2) of the Statutory Authorities Act, Chapter 24:01 of the Laws of Trinidad and Tobago.



#### 4. AUTHORITIES UNDER THE PURVIEW OF THE SASC

The following Statutory Authorities are under the purview of the Commission during the year 2018/2019:

1. Agricultural Society of Trinidad and Tobago
2. Arima Borough Corporation
3. National Lotteries Control Board
4. Point Fortin Borough Corporation
5. Port of Spain City Corporation
6. San Fernando City Corporation
7. St Dominic's Children's Home
8. St Jude's School for Girls
9. St Mary's Children's Home
10. Zoological Society of Trinidad and Tobago
11. \*Sugar Industry Labour Welfare Committee

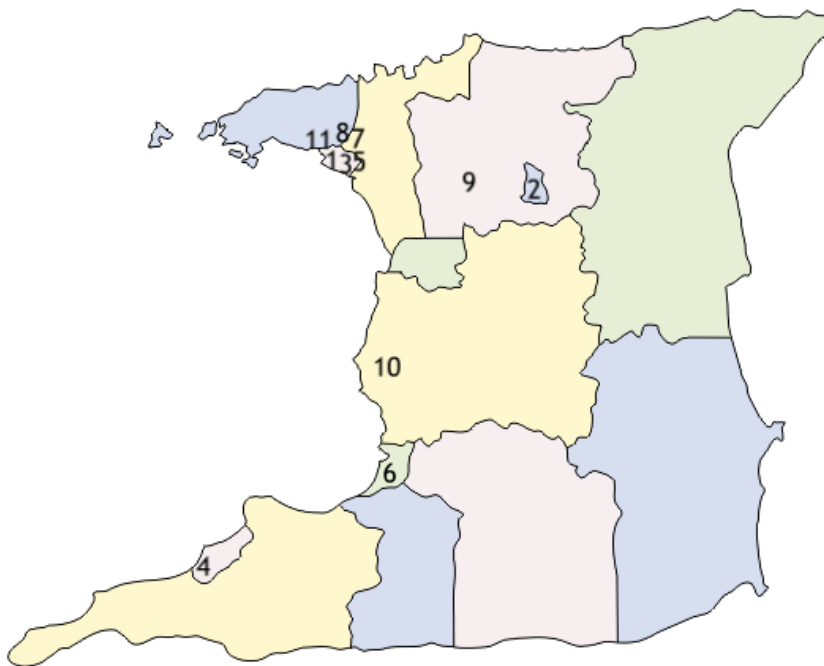


Figure 1 Areas in Trinidad where Entities are Located



## 4.1 Closure of Entities

Cabinet by Minutes –

- No.557 dated 12<sup>th</sup> April, 2018; and
- No. 2162 dated 13<sup>th</sup> December, 2018  
agreed on the closure of the St Michael’s School for Boys (SMSFB) and the Sugar Industry Labour Welfare Committee (SILWC) respectively.

The Commission was advised in mid-December that the SMSFB would be closed on December 31, 2018. At that time the Anglican Church also informed the Office of the Prime Minister Gender and Child Affairs Division (OPM G&CAD) it would be closing the school on December 31, 2018 and all necessary arrangements should be made for the staff on the Establishment of the SASC.

Given the short timeframe, it was not possible to complete all the necessary procedures required to facilitate the closure. As a result, the staff that were under the purview of the SASC were informed to report to OPM G&CAD. While the church closed the school at the end of December 2018, Cabinet by Minute No. 2326 dated 21<sup>st</sup> November, 2019 agreed to the transfer of six (6) officers to the St. Jude’s School for Girls and two officers to be transferred to similar vacant position within the SASC. The Commission has effected this decision. Cabinet also agreed that the remaining offices were to be abolished and the CPO would negotiate the terms of the VSEP packages for the remaining staff. This matter is still outstanding as at the end of the reporting year 2019.

\* In the case of the closure of SILWC, Cabinet in agreeing to the closure of the entity, also agreed to the appointment of a Team to formulate a Plan of Action for the dissolution of SILWC. The composition of the Team included stakeholders from the following Agencies:-

- Other Statutory Authorities
- Ministry of Housing & Urban Development
- Ministry of Rural Development & Local Government
- Personnel Department



## 5. THE STRATEGIC PLAN 2019 - 2021

Though the economic climate has changed, SASC's focus and objective continue to be applicable given the present requirements of the Commission. When viewed through the context of limited financial resources, it becomes imperative to operate efficiently. In order to provide quality service while adhering to financial regulations, the SASC plans to –

- Situate itself as part of the Government's development thrust, particularly in the area of local government reform.
- Create a more resourceful organisation so that the various functions of the SASC will continue unaffected through adverse circumstances.
- Upgrade the staffing of the Commission, through re-training and recruitment of personnel with competencies in human resource management and information technology.
- Provide suitable accommodation and equipment so that staff can perform their functions efficiently and effectively.
- Collaborate with the entities under its purview and related Ministerial agencies to uplift the efficient delivery of its services to all stakeholders.

In the pursuit of its Strategic Plan, the Commission focused both on its external relations with the Entities and Authorities within its purview, their related relationships and on its internal processes.





## 6. SASC’s OPERATIONAL OVERVIEW

### 6.1 Meetings

The Commission held forty two (42) Statutory Meetings during the period October 2018 to September 2019. In addition to those meetings, the Commission held discussions/meetings with the Authorities, Ministries/Departments and Union to solidify relations; establish work relationships; resolve administrative and managerial issues and conduct the effective discharge of its mandate. The Commission also met with representatives of the Government, the Executive representatives of the Municipal Police, the Heads and representatives of the Authorities within the purview of the Commission and through its Chairman representation with the Public Service Association (PSA). Our outreach meetings were frank and transparent.

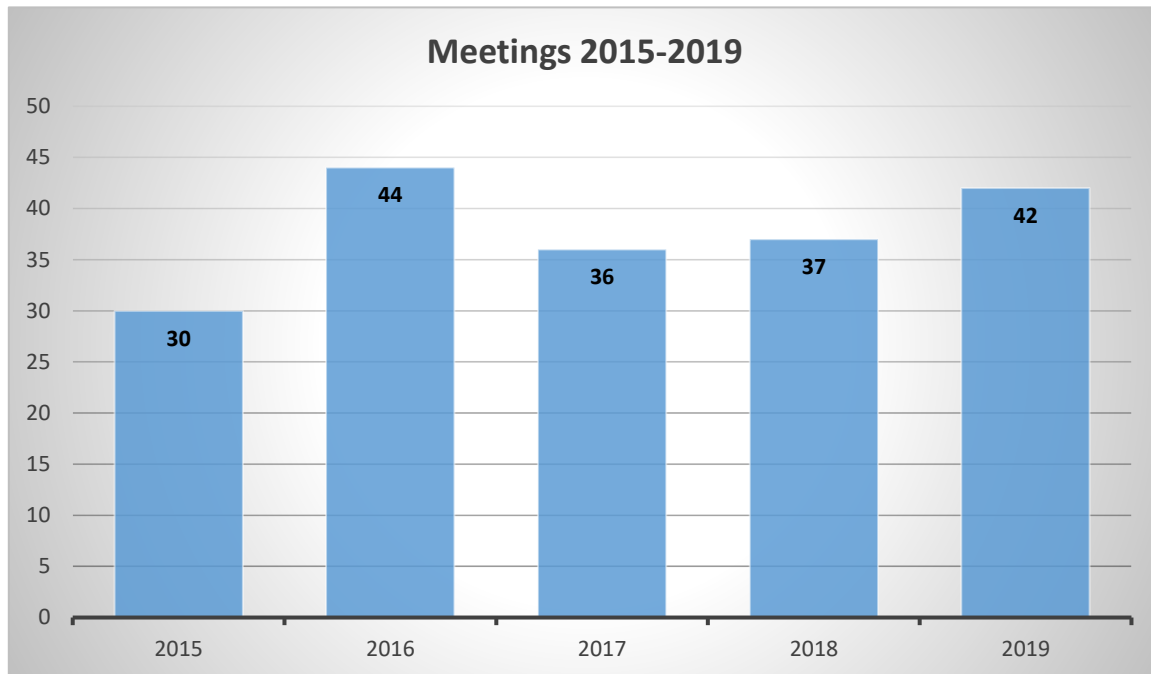


Figure 2 Number of Meetings from 2015 - 2019

These meetings were very fruitful in that the Commission was able to discuss areas of mutual interest including:-

- training of Municipal Police Recruits
- accessing funding for Training of Municipal Police Trainees (training materials, tuition, uniforms, firearm training, bullet proof vests)
- attaining funding for promotions



- comments and deliberations by the Inter-agency team for the amendments to Municipal Police Regulations
- completion of the Master Seniority List
- improvement in the submission of Performance Appraisal Reports which afforded the Commission to treat with a number of outstanding appointments

The Zoological Society of Trinidad and Tobago (ZSTT) which would have previously declined the Commission's invitations to meet, has been more receptive to communicating with the Commission. These meetings enabled the Commission to address some of the outstanding issues, including the absence and untimely submission of Performance Appraisal Reports, appointments by management without consultation with the Commission, negation of appointments made by the Commission, rejection of appointments by the Commission and replacement of persons to positions not approved by the Commission.

## 6.2 Joint Select Committee

The Commission submitted responses to the Joint Select Committee of Parliament on the "Inquiry into the Efficiency and Effectiveness of Service Commissions" in May, 2018 and July 2018. These submissions were a follow-up to previous submissions and queries, for which the Commission was granted an extension of time in order to complete issues addressed.

The Chairman, Members and representatives of the SASC Department attended by invitation of the JSC a Pre-Inquiry sitting which served to communicate the role and relevance of the Commission on matters pertaining to its functions.



## 7. OVERVIEW OF ACCOMPLISHMENTS

### 7.1 Deliberations

The Commission held deliberations on two thousand, nine hundred and eleven (2,911) matters as compared to two thousand, two hundred and thirty four (2,234) in 2018. This represents an increase of 30% (677 matters) over 2018. The increase in matters can be attributed to the submissions of outstanding PARs in 2019, which reflect a significant improvement.

### 7.2 Filling of Vacancies

For the year 2019, the Statutory Authorities Service Commission filled four hundred and seventy three (473) vacancies. Approvals were granted for two hundred and seventy six (276) permanent appointments and one hundred and ninety-seven (197) promotions. Of this total, forty four (44) were for the following ranks of Municipal Police:

- Police Inspectors (1)
- Police Sergeants (1)
- Police Corporals (42)

Interviews for the rank of Corporal were held between August 2018 and October 2018, prior to promotions. There were one hundred and ten (110) eligible Municipal Police Constables invited to participate in the interviews. A Merit List consisting of ninety-seven (97) candidates was created from which forty-two (42) promotions were made.

**The completion of the Master Seniority List operated as an effective catalyst for the filling of vacancies.**

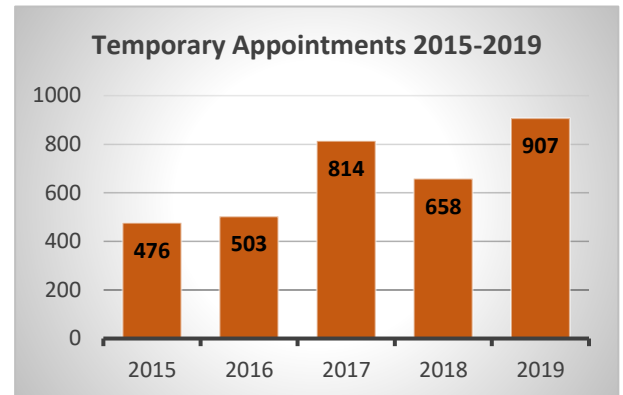


Figure 3 Temporary Appointments 2015 - 2019

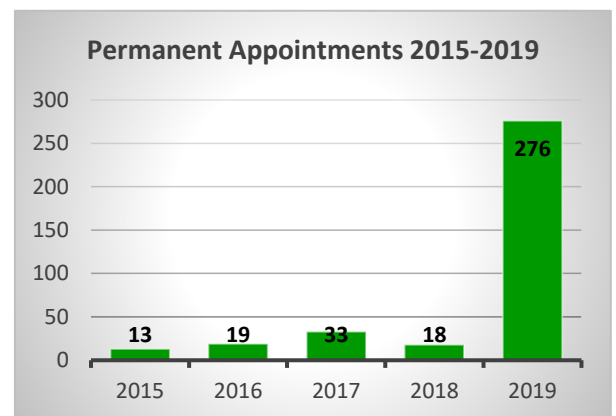


Figure 4 Permanent Appointments 2015 - 2019

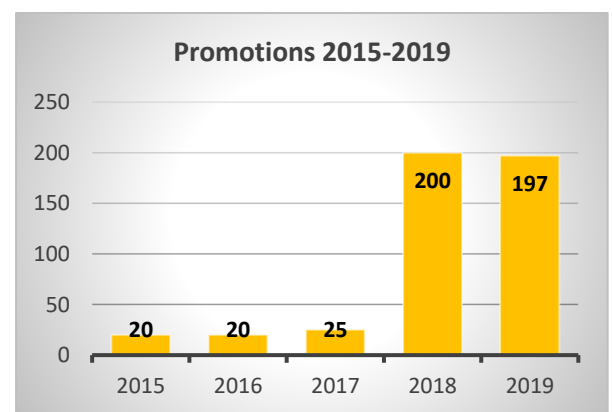


Figure 5 Promotions 2015 – 2019



### 7.3 Existing Vacancies

The Homes falling under the purview of the SASC continue to be of concern for the Commission as the Job Descriptions are still under review. As such, appointments have not been made to fill the existing vacancies at the Homes.

The filling of Administrative, Clerical and other vacancies is being addressed. The filling of professional vacancies such as Engineers, Doctors and Nurses continues to be challenging for the Commission, as the remuneration packages offered by the Entities under its purview are not very competitive.

Additionally, there have been no changes in respect of the ZSTT. Moreover, no recommendations for the filling of vacancies at that establishment have been proposed. Efforts are being renewed to meet with the Board of the ZSTT. Table 1 details the number of positions at each entity and a comparison of the number of vacancies in 2017 and 2018.

Entity	No. of Positions on the Establishment	No. of Vacancies 2017	No. of Vacancies 2018	No. of Vacancies 2019
Port of Spain Corporation	496	208	149	141
San Fernando City Corporation	258	107	64	48
Arima Borough Corporation	200	101	53	45
Point Fortin Borough Corporation	175	91	64	44
Sugar Industry Labour Welfare Committee	75	14	16	17
National Lotteries Control Board	36	9	7	8
Zoological Society of Trinidad & Tobago	44	28	29	30
Agricultural Society of Trinidad & Tobago	4	2	1	0
St. Dominic's Children's Home	102	44	48	42
St. Mary's Children's Home	75	16	18	23
St. Michael's School for Boys	54	13	13	16
St. Jude's School for Girls	25	7	8	10
<b>Total</b>	<b>1544</b>	<b>640</b>	<b>470</b>	<b>424</b>

Table 1 No. of Positions/Vacancies on the Establishment of the Entities



#### 7.4 Temporary Appointments and Acting Appointments

In 2018/2019, the Statutory Authorities Service Commission approved two thousand two hundred and forty three Temporary and Acting appointments. Of these, one thousand three hundred and thirty six were acting appointments and nine hundred and seven were Temporary Appointments.

#### 7.5 Statistical Breakdown

The statistical breakdown of the actions taken by the Commission during the period 1<sup>st</sup> October, 2018 to 30<sup>th</sup> September, 2019 is given in Table 2 below. For comparative purposes, the numbers applicable to the previous years, October 2016 to September 2018, are included:

	2018/2019	2017/2018	2016/2017	2015/2016
Appointments	276	18	33	19
Promotions	197	200	25	20
Acting Appointments	1336	1083	2,132	780
Temporary Appointments	907	658	814	503
Confirmations	73	93	21	34
Transfers	11	18	19	0
Others	52	91		
Secondment				
To the Public Service	3	5	1	1
From the Public Service	2	2	4	1
Disciplinary Matters	16	17	22	36
Separations from Office:				
Compulsory retirements	16	30	27	27
Voluntary retirements	-	3	5	4
Retirements with permission	2	0	0	0
Retirements on medical grounds	-	0	2	0
Resignation	12	12	8	4
Abandonment of Office	3	1	2	5
Obituaries	0	1	2	5
<b>TOTAL</b>	<b>2911</b>	<b>2234</b>	<b>3,130</b>	<b>1438</b>

Table 2 Action taken by the Commission



A further breakdown of the figures relating to “Appointments”, “Promotions”, “Acting Appointments” and “Temporary Appointments” approved by the Commission in the reporting year, based on categories of staff, is given. (Table 3)

Category	Appointments	Promotions	Acting Appointments	Temporary Appointments
Managerial		3	34	
Professional	1	2	8	3
Administrative		14	58	7
Clerical	37	51	501	417
Secretarial	1		51	64
Accounting/Auditing		47	207	
Technical	19	35	319	96
Municipal Police	198	43	143	212
Manipulative	2	2	15	108
<b>TOTAL</b>	<b>276</b>	<b>197</b>	<b>1336</b>	<b>907</b>

Table 3 Appointments

## 7.6 Municipal Police

In 2016 Cabinet approved an increase in municipal police force for the municipal Corporations. SASC under whose purview includes four Corporations (Port of Spain, Arima, San Fernando and Point Fortin) began its recruitment drive in 2018. In 2018 SASC trained 103 Municipal Police Constables and in 2019 trained 115. The Pre-training exercises included Background Investigation, Medical Examination, Dangerous Drug Testing, Psychological Evaluation and Voice Stress Analysis. Training was conducted at the old Marabella South Secondary School. The Commission extends its sincerest gratitude to all agencies involved in the recruitment process and other related activities.



Left – right: Minister Kazim Hosein, Minister Stuart Young and CoP Gary Griffith



Municipal Police  
Graduation Ceremony





### 7.7 Information and Communication Technology (ICT)

Upgrading IT infrastructure is an important aspect of the SASC's thrust in becoming a more efficient organisation. In this regard an assessment of the SASC's IT infrastructure was done by the IT Specialist in 2019 and recommendations are being considered for the coming fiscal year.

### 7.8 Office Accommodation for the SASC Department

The SASC's office accommodation is inadequate and attempts to secure more suitable accommodation thus far have been unsuccessful. However the Commission has been working closely with PRES D to secure more suitable accommodation.

### 7.9 Status of Performance Appraisal Reports (PARs)

A major factor in the realisation of the Commission's mandate is the submission of the Performance Appraisal Reports (PARs) by the Entities, in a timely fashion. There has been a significant improvement in the submission of PARs by Heads of Authorities, for officers of the various entities. This has enabled the Commission to perform more effectively, as approvals are now being done on a more timely and up-to-date basis. The Commission commends the Authorities on the improvements made in the required submission of PARs.

Notwithstanding the success achieved with the PARs, there is still a delay by some Entities. This has resulted in delays in approval of select acting appointments and the promotions of senior officers. This had a direct effect on the acting and promotion of persons in the lower offices. It should be noted that the ZSTT continues with the non-submission of PARs for persons appointed at this institution. Additionally, the ZSTT has not submitted any recommendations for the appointment/promotion or replacement of officers at the ZSTT.

## 8. INTERNAL PROCESSES

The internal processes of the Commission have been generally addressed at the last meeting of the Joint Select Committee and continue to be of priority for the Commission. These include vacancies and appointments; the exercise of disciplinary procedures; inadequacy of staff accommodation; performance appraisal reports; the master seniority list; delegation of authority by the Commission and review of job descriptions.

Notably, the issue of separation of the four Corporations of the Commission is a question of policy which is beyond the purview of the Commission. The other matters are hereunder addressed:-



## 8.1 Delegation of Authority

In accordance with Section 5 (2) of the Statutory Authorities Act, Chapter 24:01 of the Laws of Trinidad and Tobago, the Commission is empowered to delegate areas of its authority with the approval of the Prime Minister. The Act stipulates:-

***“5 (2) the powers conferred on the Commission may with the approval of the Prime Minister be delegated by directions in writing to any other person or authority”.***

In this regard, the Commission obtained approval from the Prime Minister to delegate some of its functions through Legal Notices 161 and 162 of 2019. The delegated functions are as follows: -

- i) acting appointments up to Range 54 for a period not exceeding three (3) months;
- ii) appointments on a temporary basis for periods not exceeding three (3) months, on the expiration of that person’s first appointment on a temporary basis by the Statutory Authorities Service Commission to that office;
- iii) confirmation of appointments.

The Commission expects to strengthen the delegated function through monitoring and other mechanisms. The Commission in this light, established a Monitoring and Evaluation Unit within the Department.

In keeping with the Legal Notices, the Commission established a policy document *“The Statutory Authorities Service Commission’s Guidelines and Procedures for the Exercise of Delegated Functions”* which provides guidelines for the exercise of each function, as well as specimens of relevant documentation.

Measures for the requisite training of staff at the SASC Department for the Monitoring of the Delegation is being prepared and training for the Entities will take place at its soonest convenience.

## 8.2 Guidelines for Procedures for Staffing

The Statutory Authorities continue to experience difficulties in treating with certain Human Resource (HR) matters. In a bid to address those matters, the Commission approved guidelines for the procedures for staffing. These guidelines sought to standardise and clarify a number of issues that were ambiguous to the HR personnel at the entities. For instance, the Return of Personnel forms were not being done in a proper manner and there were issues in identifying vacancies.



These guidelines were rolled out to the Entities in a Staff Training Module. This was provided in-house to the Authorities, and has been of considerable help to them in the submissions of recommendations for the SASC's consideration.

### 8.3 Review of the Regulations

The Statutory Authorities Act and the Statutory Authorities Service Commission Regulations, Chapter 24:01 of the Laws of Trinidad and Tobago were created and came into effect in January, 1966. Though there have been amendments to the Act in 1979, 1983, 1987, 1990 and 2011, it is not aligned with the contemporary work environment. Furthermore, the Municipal Police Regulations 2014 which was published in the Gazette by Legal Notice No. 300 of 2014 mirrors the Trinidad and Tobago Police Service Regulations. As such, there are several provisions of the 2014 Regulations which do not pertain to the operations of Municipal Police Service. Thus, the Municipal Police Regulations of 2014 further compounds the issues arising out of the SASC Regulations.

Moreover, by virtue of the 2014 Regulations, the powers bestowed upon the Assistant Commissioner, Municipal Police (ACMP) are aligned with those of the Commissioner of Police and the Assistant Commissioner of Police. However, the Chief Executive Officers (CEO) of the Corporations continue to hold the highest office in the Corporations. Thus, there is a need for clarification of the roles of the ACMP, the CEOs of the Corporations and the Commission. Furthermore, the position of the ACMP is a contract position and the Municipal Police Regulations 2014 are silent on who would be responsible for the functions of the ACMP when the position is vacant.

The Commission held meetings with the relevant stakeholders with respect to the Municipal Police Regulations 2014. The creation of an Inter-Agency team comprising Members of the SASC and staff of the SASC Department, the ACMP the Public Service Commission (PSC) Ministry of Rural Development and Local Government (MRD&LG) representatives of the Municipal Police and a representative from the office of the Chief Personnel Officer (CPO) met on several occasions, in order to make constructive recommendations for the amendments needed for the Municipal Police Regulations of 2014. The Commission also held separate meetings to treat with the amendments of the Statutory Authorities Act and SASC Regulations. This collaboration between the SASC and the Municipal Police has been fruitful and positive to the overall implementation of the new frameworks for the Municipal Police.

### 8.4 Improvements in the Disciplinary Process

An officer has been assigned to deal with Disciplinary matters and the additional Legal staff obtained from the Ministry of Education (through the Returning Scholar's Programme) to support





the State Counsel II, has led to improvements in the treatment of Freedom of Information requests, Pre-Action Protocol Letters and policy drafting and Disciplinary matters in general. Though efforts have been made to improve the efficiency of the Commission in the exercise of its disciplinary control, there are several factors which affect the efficient execution of disciplinary matters as follows:-

- i. The matter is not reported to the Commission in a timely manner;
- ii. The person appointed to conduct the investigation after a significant period of time has elapsed, indicates that due to his/her workload, the investigation cannot be done and a new investigator has to be nominated and appointed;
- iii. The person appointed to conduct the investigation submits a report that is inconsistent with the SASC Regulations, and a request has to be made for it to be re-done. In some instances the matter has to be discontinued because of a breach of natural justice, or time lapse;
- iv. When Performance Appraisal Reports are not completed in keeping with the regulated procedures, this impedes the disciplinary process.

The Commission has hosted meetings with relevant stakeholders with a view to resolving some of these issues and reinforcing the need for effective compliance.

Additionally, certain disciplinary functions in respect of Municipal Police officers are now under the purview of the ACMP, in keeping with the Municipal Police (Amendments) Regulations 2015.

The table below depicts a breakdown of the disciplinary proceedings against officers from the Statutory Authorities during the year under review.

<b>Disciplinary Matters</b>	<b>Amount</b>
Orders of suspension	1
Orders of Interdiction	1
Persons against whom disciplinary charges were preferred	2
Officers found guilty of court charge	0
Matters discontinued/no further action	0
Penalties from court charges	0

Table 4 Discipline Matters



## 8.5 Disciplinary Tribunal

The Disciplinary Tribunal was appointed in February, 2018 to hear three (3) disciplinary matters. One matter was re-assigned to the ACMP [pursuant to the Municipal Police (Amendment) Regulations 2015, with the appointment of the Assistant Commissioner Municipal Police. The second matter was deferred for legal advice and the other matter was heard. The Commission is awaiting the report of the Tribunal.

## 8.6 Public Relations of the Commission

The Commission continues to extend itself as far as possible to develop a cordial working relationship with the Entities under its purview, the various Ministries and Departments and the PSA. During fiscal year 2019, the Commission held meetings which allowed the Commission to hear the views and concerns of the Entities.



Staff Activities



## 9. CHALLENGES

### 9.1 Authorities Usurping the Powers or Refusing to Accept Decisions of the Commission

There has been consistent efforts of the Commission to improve the relations with the ZSTT. This proved to be successful in 2019 when a working meeting was called between the Board of Management of the ZSTT and the SASC whereby matters for improvement and expediency were discussed. Since then some outstanding issues were resolved.

### 9.2 Performance Appraisal Reports

Notwithstanding the successes achieved with the PARs, there is still a delay by some Entities. This has resulted in delays in the approval of certain acting appointments and the promotions of the more senior officers. This has a direct effect on the acting and promotion of persons in the lower offices.

### 9.3 Non-Acceptance of the Master Seniority List

The creation of the Master Seniority List which was based on the Jacqueline Solomon Sankar case, was challenged by the Public Service Association. The Association raised issues of compliance with the Commission and this impeded the Commission in carrying out its mandate to appoint and promote in a timely manner. In 2019, the SASC and the PSA met to further discuss this ongoing matter in an amicable manner.

### 9.4 Staffing issues at St. Dominic's Children's Home

Staffing issues at St. Dominic's Children's Home continue to affect its operations. The Home has been placed under the Office of the Prime Minister, Gender and Child Affairs. This move has resulted in contention between staff and management at the school. The matter of the transfer of staff is receiving the attention of the SASC, OPM, CPO and the PSA.

### 9.5 Legal

The Commission lacks the expertise of a Legal Draftsperson and is financially strained in the hiring of same. As a result, the Commission has to rely on the office of the Attorney General. In the interim, the Commission continues to work on reviewing both its Act and Regulations as well as the Municipal Police Regulations of 2014.



Furthermore, the Commission is dependent on external agencies for the timely provision of information and recommendations in respect of the amending of the Regulations. Progress has been made through continuous collaborative efforts between the SASC and its Entities pertaining to the amendments of the Regulations and Guidelines for the efficient function of the service.

## 10. ADVERTISEMENT

The position of Corporation Secretary, All Authorities was advertised on the SASC’s website in July 2019. The details are outlined in Table 5 below.

<b>Position</b>	<b>Applications</b>	<b>Shortlisted</b>	<b>Suitable</b>	<b>Employed</b>
Corporation Secretary	<b>20</b>	<b>12</b>	<b>3</b>	<b>1</b>

Table 5 Positions Advertised and Filled

## 11. FREEDOM OF INFORMATION REQUESTS

There were 11 requests received during the year for information under the Freedom of Information Act, 1999. The requested information pertained to personal records and or other official documents. The number of requests received for the periods 2011 to 2019 are as follows:-

<b>Year</b>	<b>No. of Requests</b>
2010/2011	28
2011/2012	14
2012/2013	09
2013/2014	10
2014/2015	05
2015/2016	05
2016/2017	13
2017/2018	11
2018/2019	37

Table 6 Freedom of Information Requests – 2011 - 2019

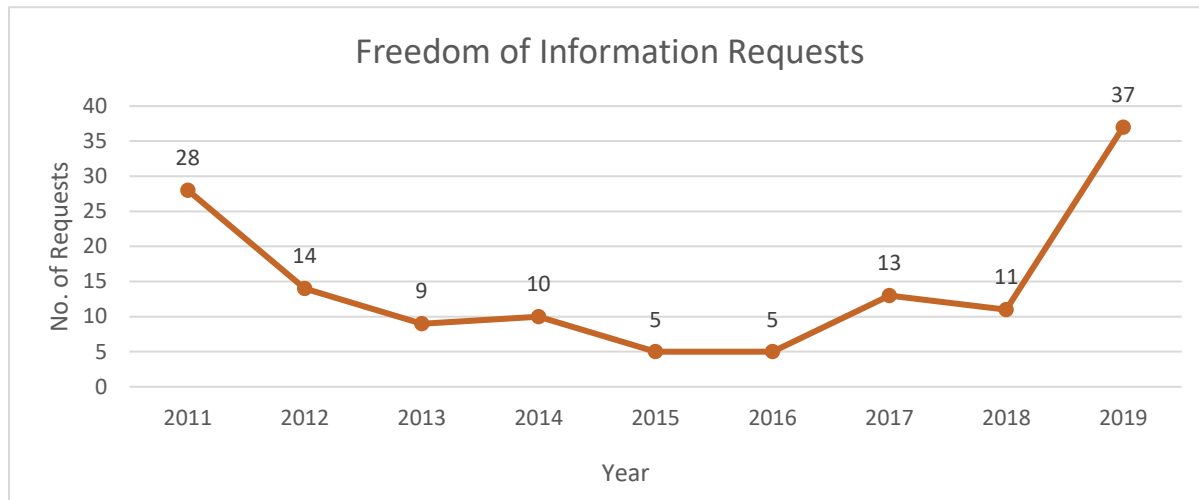


Figure 6 Freedom of Information Requests per Fiscal Year

## 12. HIGH COURT ACTION

In 2018, only four (4) High Court matters were filed involving the Statutory Authorities Service Commission. The four (4) matters are still ongoing. The details are outlined in Table 6.

No.	OFFICER	LEGAL ACTION	STATUS
1.	Angela Carr	High Court Action CV2017-03778 Claim filed on 1/11/2017	Ongoing
2.	Ricardo Borde	High Court Action CV2017-01426 Claim filed on 24/04/2017	Ongoing
3.	Michael Fraser	CV 2018-03546 Filed on 10/11/18	Ongoing
4.	Maria Maharaj	CV 2018-03230 Filed on 4/10/18	Ongoing

Table 7 No. of Cases

### 12.1 Pre-Action Protocol Matters

In addition there were 5 Pre-action Protocol letters. These matters are still ongoing.



### 13. ORGANISATION AND STAFFING

The Department’s Strategic Plan (2019 – 2021) emphasizes the importance of improving efficiency in its operations, in order to fully meet the Commission’s goals and objectives. The programmes to be implemented under the Plan seek to accomplish efficiency through, *inter alia*, attention to the services provided, the quality of the systems employed and marketing of the organization’s capabilities to ensure public confidence.

An analysis of the current staffing positions would give some idea of the organization’s capabilities. The establishment of the SASC consists of a number of lower level positions. The existing complement and composition of SASC staff is as follows:

Positions	Remarks
33	on the Establishment.
7	permanently filled
2 (of the 7)	are on board and performing
5	permanently employed officers are acting in higher positions
18	persons hold temporary appointments as Clerks I/Clerk Typists I/Maid
8	the temporary Clerks I have been in continuous service for over five (5) years
12	of the temporary employees are acting in higher positions
3	permanent officers from other agencies are acting in higher positions

Table 8 Complement and Composition of Staff

**Appendix I** details the organization’s structure. Notwithstanding the above, a number of these young officers are qualified at are tertiary level education and have been with the organization for more than five years, thus gaining invaluable experience. The Commission has been able to train and maintain a relatively fixed staff composition which has worked to its advantage.

In addition, during the reporting year the position of Procurement Officer has been created on the establishment of the Statutory Authorities Service Commission Department (SASCD) thereby increasing the number of positions to thirty three (33). The creation of this position is in keeping with the New Procurement Legislation. The SASC has sought and received the PSC approval for an officer to act in the office of Procurement Officer.

The mix of employees ideally should represent a formula for optimum levels of efficiency. Efficiency must presume attention to the accurate understanding of job content and of skill levels with job requirements. This is an ongoing focus of the SASC’s Management Team.



The International Human Resource best practice identified a ratio of one (1) Human Resource professional to every one hundred (100) employees. At present, the complement of Administrative and Clerical Staff assigned to schedules is approximately nine (9). This translates into a ratio of one (1) Schedule Officer to three hundred (300) Statutory Authorities officers. It should be noted that there are no HR professionals in this core HR function area.

To further balance the skill needs of the Department, SASC sourced four (4) On-the-Job Trainees (OJTs) and three (3) Associate Professionals in the areas of ICT, Legal and HR to complement the strength of the Team. This interim measure has assisted the Commission to meet its existing mandate more favourably.

The Commission is in the process of re-organising its processes. The Joint Select Committee of Parliament for Efficiency and Effectiveness of Service Commissions has been observing and recommending in previous Reports, that the Commission should consider delegation of its function to Heads of Authorities. The Commission has commenced the process in seeking the necessary approvals for the delegation of certain of its functions to the Heads of Authorities. This action would require the accompanying review and restructuring of the organization to meet changing demands, since the delegation of authority would mean an increase in its functions, to include monitoring, evaluation and reporting.

The above observations, expressed in terms of the needs of the Statutory Authorities Service Commission Department, may also be applicable to the pool of agencies under the Commission's purview. Several of these agencies have remained static over the years. It is not unusual for the Commission to find itself saddled with the task of assessing candidates for jobs at the Statutory Authorities on the basis of long outdated job descriptions and job requirements. This should not be the ideal situation, when the goal is to maximize the efficiency of agencies through better recruitment practices.

The Commission would therefore welcome initiatives designed to advance the institutional strengthening and capacity-building of statutory agencies.

### 13.1 Maximising Resources

The Commission had to find creative ways to supplement the shortfall in skills in certain critical areas as follows:-



### 13.1.1 Human Resource

The Commission has contracted the service provider (Human Resource Specialist) to supplement the shortfall in the Commission's specialized functional areas. The Commission was able to acquire an Associate Professional from the Ministry of Education's Returning Scholars Programme and an On the Job Trainee to supplement the HR Department for a period of one (1) year and two (2) years respectively.

### 13.1.2 Legal

There is only one legal position (State Counsel II) on the establishment which was filled in November 2016. The Commission continues to contract a Consultant to provide legal advice. Additionally, the Commission was able to source from the Ministry of Education – Returning Scholar's Programme an Associate Professional Legal for a period of one (1) year.

Due to the citizenry's increased awareness of their rights to fair and equal treatment as enshrined in the Constitution, the Commission has been experiencing a significant increase in legal and judicial matters. The Commission has to refer its judicial matters to the Office of the Attorney General. The Department would be better served, if it were to have the capability to handle all its Judicial and legal matters. Judicial review by the Attorney General's office proves to be a timely process which impedes response to such matters.

### 13.1.3 Information Communication Technology (ICT)

The Department sought and received Cabinet's approval for the employment of an Information Technology Specialist on contract for a period of three years. (Cabinet Minute Note No. 140 of January 25<sup>th</sup> 2018). The position was advertised, interviews were conducted and an Information Technology Specialist was recruited. Prior to the employment of the Officer on Contract, the Department contracted a service provider to provide IT support for its IT infrastructure.

### 13.1.4 Driver/Courier

The Commission secured Cabinet's approval for the appointment of a Driver/Courier for a period of three (3) years (Cabinet Minute Note No. 1000 of July 14<sup>th</sup> 2016). The position was advertised, interviews were conducted and a Driver/Courier was recruited.





### 13.1.5 Training

The Statutory Authorities Service Commission Department operates in an environment that is ever-changing, time and budget-sensitive. That notwithstanding, the citizenry expects premier service. The Department recognizes that it is obligated to ensure that its Staff is provided with the appropriate training and development opportunities to ensure that the department can provide the quality of service that is demanded of it.

The SASC's training strategies are aligned with the National Strategic Vision 2030, which calls to action Ministries and Departments to play their individual parts in enhancing overall national development, through fostering efficiencies in public institutions. Within the framework of national development, the Department has focused its training and development in the following key critical and strategic areas:

### 13.1.6 Enhanced Operational Efficiency

The Commission has successfully made advances to standardize the format for which the Entities submit recommendations to the Commission. Subsequently, the Commission provided training for all of the Human Resource personnel at each of the entities regarding same.

### 13.1.7 Succession Planning

The Department is small and has difficulties in attracting experienced personnel. The Department has been able to convert this disadvantage into an advantage. Approximately fifty percent (50%) of the staff are young and inexperienced but as stated above, the majority of them hold academic qualifications ranging from Certificate to Master of Science. As such, in addition to external training, the Department has implemented staff rotation to provide ongoing employee training and development.

This strategy has served to “up-skill” or “multi-skill” employees. Up-skilling involves extending an employee's knowledge of an existing skill, providing more experts within the Department's specific areas. Multi-skilling has allowed for training employees in new or related work areas to increase their versatility within the organization.

As such, staff with these diverse skillsets can perform a variety of tasks and transition more easily into other roles within the organization. This strategy has increased the Department's talent pool and supports succession planning by increasing the availability of experienced and capable employees to assume senior roles, as they become available.



Recognizing that its human resource capacity is its most valuable asset, for the period October 2018 to September 2019 in-house training was conducted for the Department by the Ministry of Public Administration and Communication, through the Public Service Academy, to supplement its training. The following training programmes were undertaken to develop knowledge, skills, competencies and attitudes to meet the organisation's statutory obligations effectively:-

<b>Training Activity</b>	<b>Participants</b>	<b>Provider</b>
Communication for effective customer service	Clerk I (2)	Ministry of Public Administration
Exercise of Delegated functions	All members	In House Human Resource Consultant
Business Etiquette	Clerk I (1)	Ministry of Public Administration
Supervisory Management	Administrative Officer II (1)  Administrative Assistant (1)	Ministry of Public Administration
Introduction to Public Service Accounting Procedures	Clerk II (1)	Ministry of finance
Salary Administration	Clerk II (1)	Project Ihris
Note Writing	Clerk I (1) Clerk III (3)	In House Human Resource Consultant
Discipline and conducting workplace investigations	State Counsel II (1) Administrative Assistant (1)	Port of Spain City Corporation

Table 9 Staff Training



## 14. FINANCE AND ACCOUNTS

The statements of Accounts for the fiscal year 2018/2019 were audited. The overall allocations for the year and the actual audited expenditure figures follow:

APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2019				
HEAD: 07 - STATUTORY AUTHORITIES SERVICE COMMISSION				
SECTION B - SUMMARY OF EXPENDITURE				
SUB-HEAD/ITEM/SUB-ITEM		ESTIMATES	ACTUAL	VARIANCE
		FINANCIAL YEAR	FINANCIAL YEAR	
		2019	2019	
		\$ c	\$ c	\$ c
<b>SUB HEAD</b>	<b>01 - PERSONNEL EXPENDITURE</b>	<b>4,631,300.00</b>	<b>3,925,469.57</b>	<b>705,830.43</b>
Sub Item	01 - Salaries and C.O.L.A	3,088,270.00	2,636,496.14	451,773.86
	05 - Government's Contribution to N. I. S.	300,000.00	219,906.60	80,093.40
	06 - Remuneration to Board Members	34,100.00	12,810.00	21,290.00
	08 - Vacant Posts - Salaries & C.O.L.A (without incumbents)	1,000.00	0.00	1,000.00
	23 - Salaries - Direct Charges	547,500.00	542,990.00	4,510.00
	24 - Allowances-Direct Charges	22,800.00	22,800.00	0.00
	25 - Remuneration to Members - Direct Charges	531,120.00	417,840.00	113,280.00
	27 - Government's Contribution to Group Health Insurance-Monthly Paid Officers	54,510.00	37,959.00	16,551.00
	31 - Government's Contribution to N.I.S. - Direct Charges	52,000.00	34,667.83	17,332.17
<b>SUB HEAD</b>	<b>02 - GOODS AND SERVICES</b>	<b>2,353,500.00</b>	<b>2,233,905.53</b>	<b>119,594.47</b>
Sub Item	01 - Travelling and Subsistence	67,000.00	62,425.30	4,574.70
	03 - Uniforms	9,100.00	6,239.55	2,860.45
	04 - Electricity	140,000.00	116,350.33	23,649.67
	05 - Telephones	74,000.00	61,730.47	12,269.53
	08 - Rent/Lease - Office Accommodation and Storage	740,400.00	708,599.89	31,800.11
	10 - Office Stationery and Supplies	81,500.00	80,902.93	597.07
	11 - Books and Periodicals	5,000.00	2,118.00	2,882.00
	12 - Materials and Supplies	25,000.00	24,647.07	352.93
	13 - Maintenance of Vehicles	20,000.00	17,637.69	2,362.31
	15 - Repairs and Maintenance- Equipment	2,000.00	1,490.00	510.00
	16 - Contract Employment	162,900.00	158,455.67	4,444.33
	17 - Training	7,000.00	6,694.31	305.69
	21 - Repairs & Maintenance -Buildings	22,000.00	21,600.43	399.57
	22 - Short -Term Employment	83,000.00	81,399.86	1,600.14
	23 - Fees	0.00	0.00	0.00
	28 - Other Contracted Services	553,680.00	544,347.13	9,332.87
	37 - Janitorial Services	100,700.00	94,369.50	6,330.50
	43 - Security Services	106,800.00	104,578.44	2,221.56
	57 - Postage	2,500.00	1,493.27	1,006.73
	60 - Travelling - Direct Charges	61,920.00	61,920.00	0.00
	62 - Promotions, Publicity and Printing	33,000.00	27,157.26	5,842.74
	66 - Hosting of Conferences, Seminars and Other Functions	45,000.00	44,215.71	784.29
	96 - Fuel and Lubricants	6,000.00	5,532.72	467.28
	99 - Employee Assistance Programme	5,000.00	0.00	5,000.00
<b>SUB HEAD</b>	<b>03 - MINOR EQUIPMENT PURCHASES</b>	<b>15,200.00</b>	<b>14,121.78</b>	<b>1,078.22</b>
Sub Item	01 - Vehicles (Replacement)	0.00	0.00	0.00
	02 - Office Equipment	4,500.00	4,197.13	302.87
	03 - Furniture and Furnishings	4,700.00	4,384.13	315.87
	04 - Other Minor Equipment	6,000.00	5,540.52	459.48
<b>SUB HEAD</b>	<b>09 DEVELOPMENT PROGRAMME</b>	<b>1,000,000.00</b>	<b>999,707.05</b>	<b>292.95</b>
<b>GRAND TOTAL</b>		<b>8,000,000.00</b>	<b>7,173,203.93</b>	<b>826,796.07</b>

Table 10 Appropriation Account for the Financial Year 2019

Expenditure for the 2018/2019 financial year was contained within the actual releases approved by the Ministry of Finance and the Economy and was utilized for the purposes approved by the Parliament. The Department is not a Receiver of Revenue.

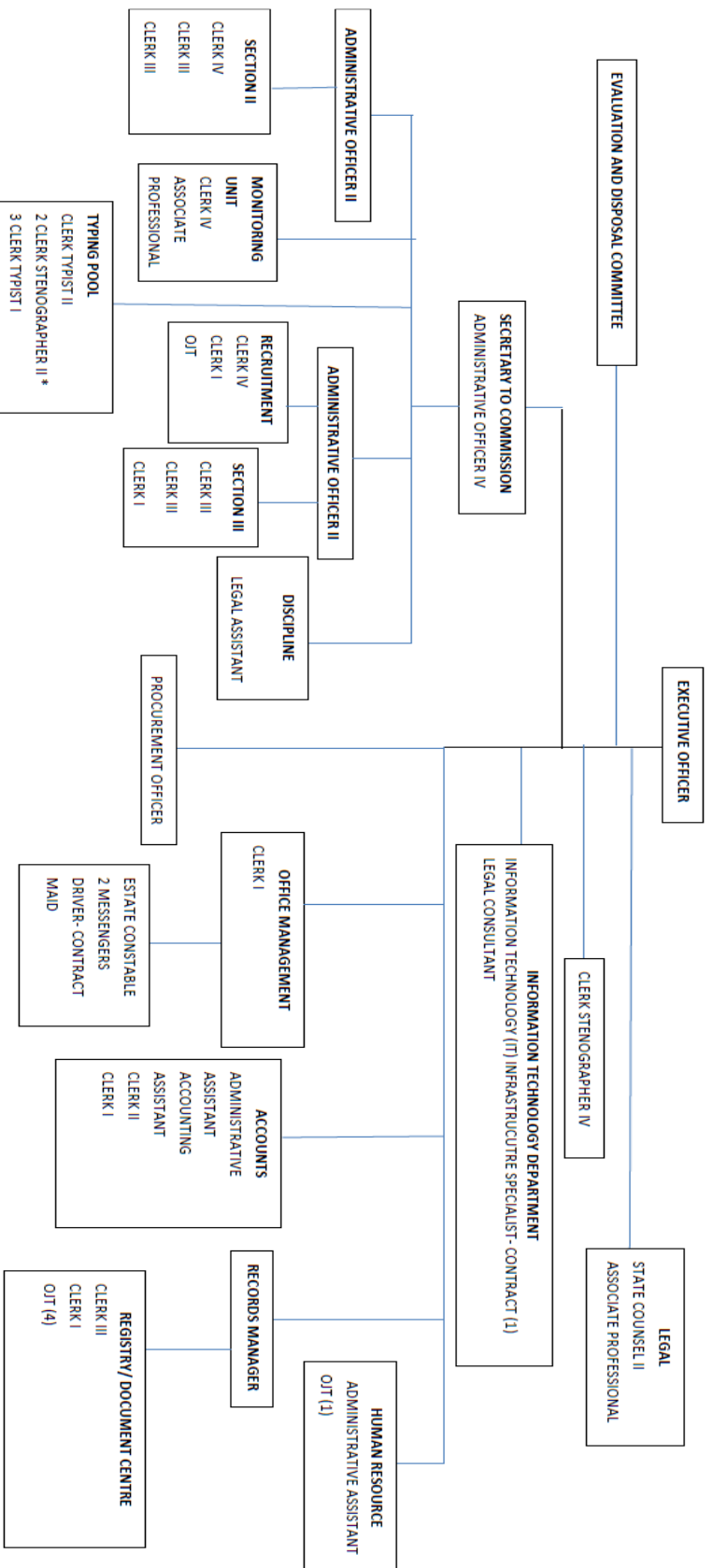


## ACKNOWLEDGEMENTS

The Commission's achievements this fiscal year could not have been possible without the assistance of a number of persons and entities. Mahatma Ghandi said that "*Satisfaction lies in the effort not in the attainment.*" At this juncture we want to salute the efforts of the following persons and entities for partnering with the SASC to provide an efficient and effective service.

- The Honourable Colm Imbert, Minister of Finance
- The Heads of the Statutory Authorities and Staff
- Senator the Honourable Kazim Hosein, Minister of Rural Development and Local Government
- The Honourable Stuart Young, Minister of National Security
- The Honourable Anthony Garcia, Minister of Education
- Ms. Desdra Bascombe, Permanent Secretary and staff, Ministry of Rural Development and Local Government
- Mr. Keith Renaud, Director, Office of Law Enforcement Policy
- Mr. Curtis Belford, Deputy Director, Office of Law Enforcement Policy
- Staff of the Office of Law Enforcement Policy
- Mr. Gary Griffith, Commissioner of Police
- Captain Hayden Pritchard Chief of Defence Force and Officer
- Mr. Brian Headley, Assistant Commissioner of Municipal Police
- Staff of Immigration Detention Centre
- Staff of Traffic Warden Division and Units
- Principal of the Marabella South Secondary School
- Ms. Nagir, Director, Ministry of Education
- Staff of Police Academy
- Staff of the Statutory Authorities Service Commission Department

# STATUTORY AUTHORITIES SERVICE COMMISSION DEPARTMENT ORGANISATIONAL CHART



\*The positions of Clerk Stenographer II are being used as Clerk Typist I

## APPENDIX I Organisation Chart



