

**STATUTORY
AUTHORITIES
SERVICE
COMMISSION**

**ANNUAL
REPORT**

October 2019 – September 2020



Annual Report



October 2019 to September 2020



VISION AND MISSION

Vision Statement

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

Mission Statement

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



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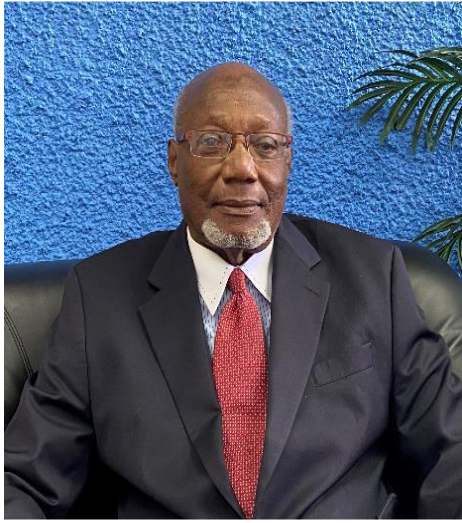


ABBREVIATIONS

ACMP: Assistant Commissioner of Municipal Police
AP: Associate Professional
CEO: Chief Executive Officer
CPO: Chief Personnel Officer
HR: Human Resource
ICT: Information and Communication Technology
JSC: Joint Select Committee
MRD&LG: Ministry of Rural Development and Local Government
MP: Municipal Police
MPC: Municipal Police Constable
OJT: On-the-Job Trainees
OLEP: Office of Law Enforcement Policy
PAR: Performance Appraisal Report
PRESD: 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



The fiscal year 2019/2020 was in some defining respects a challenge for the Statutory Authorities Service Commission (SASC).

However, despite these challenges, the SASC was able to adjust and continue to carry out its mandate, with the support of the Department's committed and capable Management and Staff. During this period, the Commission faced the real need for flexibility in its work and membership and the Staff responded with dedication and very helpful service.

The major circumstance was the unexpected and continuing widespread of the COVID 19 Pandemic. The spread of this National and by extension global affliction was in many respects novel, intrusive and very fearsome in its implications.

Adjustments had to be made to address and respond to that situation. This development required practical responsibilities and attitudes in work and productivity at all levels. The membership of the Commission commendably addressed the novel situation in very practical terms, largely through

virtual working, a new attitude and disposition and practical methods to ensure optimum work delivery.

In spite of all these challenges, and as our Annual Report will disclose, the Department was still able to successfully continue the implementation of significant projects including the Recruitment Exercise for the Municipal Police Service and the review of critical Human Resource policies via ongoing efforts to provide robust human resource complements, in all the entities under our remit. The continued development of strong working relationships and collaboration with all our stakeholders ensured congruity, resilience and responsiveness.

As Chairman, I was most pleased at the willingness, flexibility and collaboration of the professional membership and the entire administrative staff through committed and dedicated leadership which enabled the Commission to continue meeting its mandate.

I thank most sincerely the membership of the Commission, the commitment of our administrative leadership and the entire SASC Department's staff for the vigour and attitude that they employed during this difficult and challenging year.

I also wish to commend all parties who assisted the Commission in the pursuit of its work.

Christopher R. Thomas
Chairman



1. MEMBERSHIP OF THE COMMISSION

The Members of the Commission are currently serving their second term in office, with effect from May 2019. 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, Honourable Minister of Finance Mr Colm Imbert, 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 1st October 2019 to 30th September 2020 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 1st 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 documents critical features and achievements of the Commission over the reporting fiscal year 2019-2020, including its span of control, a statistical representation of the matters addressed, a comparison of indicators on such matters with that of the previous year and some commentaries on general matters of wide-ranging interest.

The priorities of the Commission for the reporting period encompassed its legal mandate to provide for the efficient and effective human resource management needs of designated Statutory Authorities.



3. POWERS OF THE COMMISSION

The Statutory Authorities Service Commission (SASC) is an independent body which was 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 was 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. The Act does not give jurisdiction to the Commission to exercise any management control over the Authorities under its remit. Other legislation such as the Municipal Corporations Act further empowers and/or restricts the Commission in the prosecution of its mandate.

The Statutory Authorities Service Commission, 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.

By Cabinet Minute No. 497 dated March 14th, 2019, approval was granted for the delegation of certain functions conferred on the Statutory Authorities Service Commission pursuant to the Heads of the Statutory Authorities under its purview and in accordance with section 5 (2) of the Statutory Authorities Act, Chapter 24:01 of the Laws of Trinidad and Tobago.

In alignment with the Department's Policy, Mission and Vision, the Commission delegated particular functions to the entities under its purview, in order to provide a further measure of efficiency in their day-to-day operations. This delegation of selected functions allows the Chief Executive Officers and Heads of Statutory Authorities to make necessary short-term staff arrangements without having to seek the Commission's permission for same. The delegated functions are listed hereunder:

- Acting appointments up to Range 54, for a period not exceeding three months;
- Appointments on a temporary basis, not exceeding three months on the expiration of that person's first appointment on a temporary basis by the Statutory Authorities Service Commission to that Office;
- Confirmation of appointments.



Additionally, it is noteworthy that the Commission has retained the undermentioned powers:

- First Permanent Appointments;
- Promotions;
- First Temporary Appointments (inclusive of temporary appointments where the Order of Merit List exists);
- Transfers; and
- Disciplinary Control.

The Commission, therefore, assumes a monitoring role in respect of the functions delegated. Subsequently, on January 23rd 2020, the Commission issued Instruments for the Delegated Powers to the Heads of Statutory Authorities and Municipal Corporations under its jurisdiction. The Authorities/Agencies, as seen in the Legal Notices Nos. 161 and 162 dated August 20th 2019, are listed hereunder:

➤ **Statutory Authorities Service Commission Delegation of Powers Order, 2019
Legal Notice No. 161 dated 20.08.19**

- ✚ The Chief Executive Officer/ Deputy Executive Officer,
Port of Spain Corporation
- ✚ The Chief Executive Officer/ Deputy Executive Officer,
San Fernando City Corporation
- ✚ The Chief Executive Officer/ Deputy Executive Officer,
Point Fortin Borough Corporation
- ✚ The Chief Executive Officer/ Deputy Executive Officer,
Arima Borough Corporation

➤ **Statutory Authorities Service Commission Delegation of Powers Order, 2019
Legal Notice No. 162 dated 20.08.19**

- ✚ The Director,
National Lotteries Control Board
- ✚ The Manager,
St. Mary's Children's Home



- ✚ The Manager,
St. Jude's School for Girls

- ✚ The Manager,
St. Dominic's Children's Home

- ✚ The Curator,
Zoological Society of Trinidad and Tobago

- ✚ The Secretary
Agricultural Society of Trinidad and Tobago

- ✚ The Secretary/Executive Officer,
Sugar Industry Labour Welfare Committee



4. AUTHORITIES UNDER THE PURVIEW OF THE SASC

The following Statutory Authorities were under the purview of the Commission during the year 2019/2020:

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 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
(closed with effect from March 5th 2020)

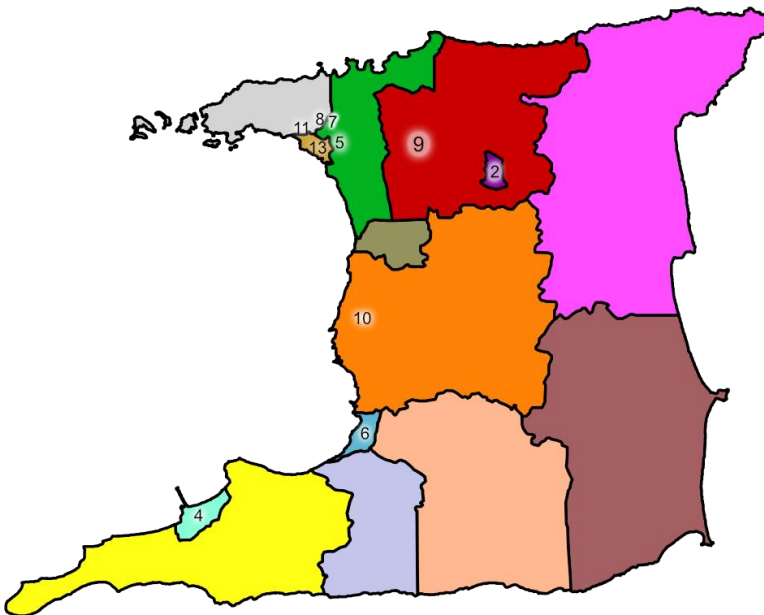


Figure 1 Areas in Trinidad where Entities are Located



4.1 Closure of Entities Updates

Closure of Sugar Industry Labour Welfare Committee (SILWC)

Further to the Cabinet's decision for the dissolution of the Sugar Industry Labour Welfare Committee (SILWC), Cabinet, by Minute No. 426 dated March 5th 2020, agreed to the transfer of forty-five (45) positions on the staff establishment of the SILWC to other Authorities under the purview of the SASC, and the abolition of said offices when they become vacant. Notwithstanding the transfer of staff, a request was made by the Permanent Secretary, Ministry of Housing and Urban Development to retain permanent and temporary officers until 30th September 2020 to facilitate the finalization of outstanding matters at this Agency.



5. THE STRATEGIC DIRECTION

Though the economic climate has changed, the SASC's focus and objectives continue to be applicable, given the present requirements of the Commission. When those requirements are viewed through the context of limited financial resources, the importance of operating efficiently takes on even greater significance than usual. In order to provide quality service while adhering to greater financial strictures, the SASC continues to strive to:

- Position itself actively 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 and seamlessly 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 Direction, the Commission focused both on its external relations with the Entities and Authorities within its purview and on its internal processes and procedures, towards improved efficacy.



6. SASC's OPERATIONAL OVERVIEW

6.1 Meetings

The Commission held forty-three (43) Statutory Meetings during the period October 2019 to September 2020. Additionally, discussions/meetings were held with Authorities, Ministries/Departments and other key stakeholders, to cement existing associations and partnerships and to continue building work relations to resolve administrative and managerial issues, all in alignment with its mandate. The Commission also held consultations with representatives of the Government and the Executive Management team of the Ministry of Rural Development and Local Government, the Ministry of National Security and the Ministry of Public Administration; representatives of the Municipal Police Service, Public Service Commission; the Personnel Department (Chief Personnel Officer); and the Senior Management of the Authorities and Agencies under the remit of the Department.

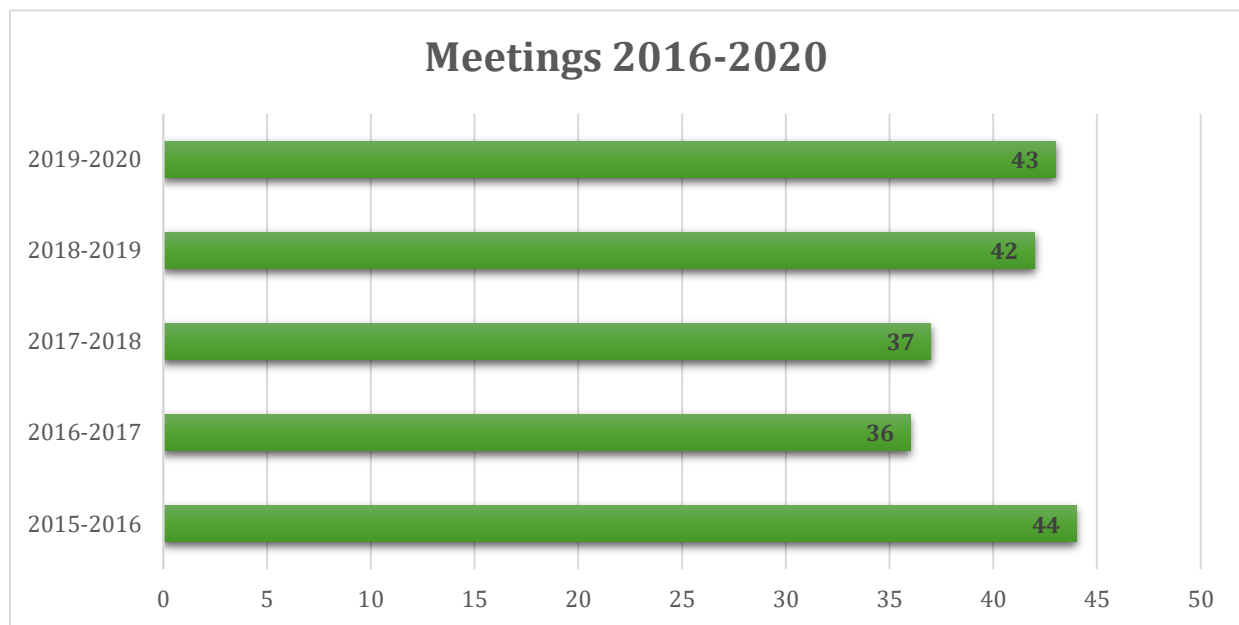


Figure 2 Number of Meetings from 2016 to 2020

The meetings were cordial and instructive, as the Commission engaged its key stakeholders in active consultations on areas of mutual interest, in an attempt to build a cohesive vision for the future. Some of the areas discussed include:

- Divergent requirements in the recruitment policies of the SASC and PSC for Municipal Police Recruits



- Multiple authorities utilized for recruitment by the SASC and PSC (Municipal Police Regulations vs Constitution Chapter 1:01)
- Challenges faced by the Commissions in recruiting Municipal Police Officers
- The Proposed Obligatory Service
- Implementation of strategies (disciplinary action) for enforcing compliance for timely submission of Performance Appraisal Reports (PAR); and
- Sensitization of entities on the delegated functions, performance appraisals, discipline, review of job descriptions and the image enhancement and priorities of the SASC.

6.2 Joint Select Committee

In February 2020, the Statutory Authorities Service Commission outlined in detail to the Joint Select Committee (JSC), the reporting relationship between the Chief Executive Officers of the four (4) Corporations under its purview, in accordance with the remit of the Commission, as outlined in Section 5 of the SASC Act Chapter 24.01. Also outlined in that section, was the Delegation of Authority power as well as the Human Resource functions of appointment, transfer, promotion, discipline and dismissal of officers, as necessary.

Further, in May 2020, the JSC of Parliament invited comments from the Ministry of Rural Development and Local Government on the “Inquiry into the Efficiency and Effectiveness of Service Commissions.” A request was also made by the Ministry of Rural Development & Local Government for the Commission to submit comments on the following recommendation of the Joint Select Committee, viz.:

“That the Ministry examine the feasibility of placing all Municipal Corporations under the ambit of one service commission. This institution adjustment may result in greater efficiency and effectiveness in the movement of human resources among the Corporations. In this regard consideration should be given to building institutional capacity of the Statutory Authorities Service Commission to fulfil this responsibility.”

The Statutory Authorities Service Commission was pleased to facilitate the request for recommendations in that regard. By way of its response, the Commission noted and agreed with the recommendation of the JSC to have all Municipal Corporations under the ambit of one Commission, namely the Statutory Authorities Service Commission. The Commission is of the view that this institutional shift will bring about a greater level of efficiency and effectiveness of Human Resource practices across the Corporations and for the following reasons:

- From a legal perspective, the support for the SASC to treat with the Local Government Bodies was originally outlined in the Municipal Corporations Act, Section 35 of the Municipal Corporations Act, 1990 (Act No. 21 of 1990). The Act was subsequently amended by Section 7 of Act No. 8 of 1992. As such, the Commission deems the recommendation of the JSC consistent with the tenets of the Act in its original form, and;
- Within the previous year, the Statutory Authorities Service Commission had embarked on a drive of restructuring its operations to allow for greater efficiency and effectiveness. The Department employed key strategic initiatives to bolster its operations, some of which included:
 - The delegation of certain functions to the Entities under its remit;
 - The creation of a Monitoring Unit;
 - The implementation of an Electronic Document Management System; and
 - The continued upgrade of its Information and Communication Technology Infrastructure

Whilst the Department has successfully managed its current workload with its present complement of positions (33), from a practical standpoint, the human resource capacity would need to be strengthened to support the placement of all the Corporations under its remit.

7 OVERVIEW OF ACCOMPLISHMENTS

7.1 Deliberations

The Commission deliberated on three thousand, three hundred and forty- one (3341) matters for 2020 as compared to two thousand, nine hundred and eight (2,908) matters in 2019. This represents an increase of 14.8% (433 matters) over 2019.

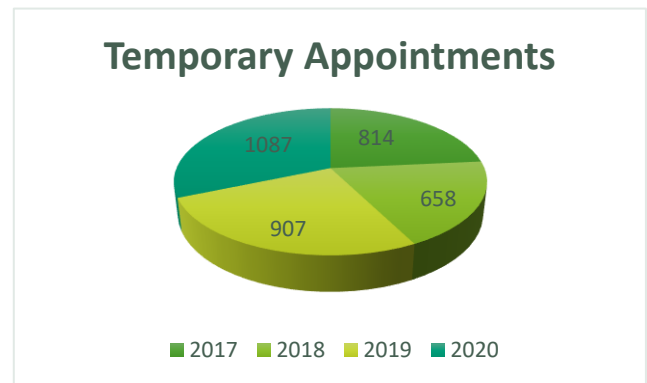


Figure 3 Temporary Appointments 2017 - 2020

7.2 Filling of Vacancies

For the fiscal year 2020, the Statutory Authorities Service Commission filled three hundred and sixteen (316) vacancies. One hundred and seventy-four (174) approvals were granted for permanent appointments and one hundred and forty-two (142) for promotions.

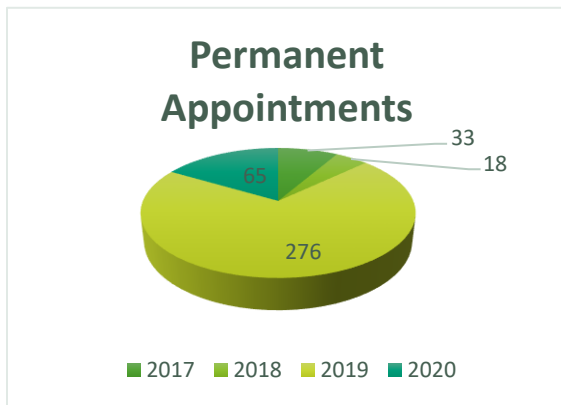


Figure 4 Permanent Appointments 2017 – 2020



Figure 5 Promotions 2017 - 2020

7.3 Existing Vacancies

During the reporting period, the St. Mary’s Children’s Home, the St. Jude’s School for Girls and the St. Dominic’s Children’s Home (for half of the period) were all under the purview of the SASC, however, with critical job descriptions still under review by the Chief Personnel Officer, existing vacancies at those institutions could not be filled.

The Sugar Industry Labour Welfare Committee was closed and staff had to be accommodated elsewhere. Every effort was made to fill and transfer the vacancies at SILWC to other Authorities in need of extra support staff.

Most of the appointments made during this period were in the Clerical, Municipal Police, Technical and Secretarial streams. The filling of professional vacancies such as Engineers, Doctors and Nurses challenged the Commission, as remuneration packages offered by the Entities under its purview were neither competitive nor attractive.



There has been some improvement in relations with the Zoological Society of Trinidad and Tobago (ZSTT). Although there were no recommendations for the filling of vacancies at that establishment, the SASC did receive recommendations for promotions to the offices of Zookeeper II and III and the SASC was able to facilitate same. Efforts continue to be made 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 over the period 2019 to 2020.

Entity	No. of Positions on the Establishment	No. of Vacancies 2018	No. of Vacancies 2019	No. of Vacancies 2020
Port of Spain Corporation	496	149	141	121
San Fernando City Corporation	258	64	48	41
Arima Borough Corporation	200	53	45	28
Point Fortin Borough Corporation	175	64	44	13
Sugar Industry Labour Welfare Committee	75	16	17	6
National Lotteries Control Board	36	7	8	5
Zoological Society of Trinidad & Tobago	44	29	30	28
Agricultural Society of Trinidad & Tobago	4	1	0	1
St. Dominic's Children's Home	102	48	42	42
St. Mary's Children's Home	75	18	23	26
St. Michael's School for Boys	54	13	16	16
St. Jude's School for Girls	25	8	10	17
Total	1544	470	424	344

Table 1 Number of Positions/Vacancies on the Establishment of the Entities



7.4 Temporary Appointments and Acting Appointments

In 2019/2020, the Statutory Authorities Service Commission approved two thousand six hundred and thirty-three (2,633) temporary and acting appointments. One thousand five hundred and forty-six (1,546) were acting appointments and one thousand and eighty-seven (1,087) were temporary appointments.

7.5 Statistical Breakdown

The statistical breakdown of the actions taken by the Commission during the period 1st October, 2019 to 30th September, 2020 is given in Table 2 below. For comparative purposes, the numbers applicable to the previous years, October 2017 to September 2019, are included:

	2019/2020	2018/2019	2017/2018	2016/2017
Appointments	174	276	18	33
Promotions	142	197	200	25
Acting Appointments	1546	1336	1083	2132
Temporary Appointments	1087	907	658	814
Confirmations	28	73	93	21
Transfers	127	11	18	19
Others	154	52	91	-
Secondment:				
To the Public Service	0	3	5	1
From the Public Service	1	2	2	4
Disciplinary Matters	15	16	17	22
Separations from Office:				
Compulsory retirements	34	16	30	27
Voluntary retirements	7	0	3	5
Retirements with permission	3	2	0	0
Retirements on medical	0	0	0	2
Resignations	18	12	12	8
Abandonment of Office	2	3	1	2
Obituaries	3	2	3	0
Total:	3,341	2,908	2,234	3,130

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 in Table 3 below:

Category	Appointments	Promotions	Acting Appointments	Temporary Appointments
Managerial		1	27	
Professional			31	6
Administrative	1		43	
Clerical	59	13	792	517
Secretarial	1	5	56	68
Accounting/Auditing		4	170	5
Technical	2	11	318	77
Municipal Police	109	106	72	362
Manipulative	2	2	37	52
TOTAL	174	142	1546	1087

Table 3 Appointments

7.6 Municipal Police

The induction training for the third and final batch of Municipal Police Constables, from the established list of candidates created from the 2018 selection process, commenced on 3rd December 2019. One hundred and twenty-five (125) trainees entered into the non-residential training programme which was conducted at the Old Marabella Secondary School. The Pre-training exercises included Background Investigation, Medical Examination, Dangerous Drug Testing, Psychological Evaluation and Voice Stress Analysis

The eighteen-week programme was impacted by the emergence of the Covid-19 Pandemic. Despite the challenges, one hundred and fifteen (115) Municipal Police Constables, successfully graduated and took the oath of office on Monday 11th May 2020.

Further training initiatives, supported by the Statutory Authorities Service Commission were conducted beyond the induction of the officers, with the objective of enhancing the professionalism of the Municipal Police in serving its communities. These programmes included:

- Firearms Training
- Disciplinary Process
- First Aid
- First Responder
- U-Turn System



The training programmes pertaining to Firearms, First Responder and the U-turn Systems were facilitated by the Trinidad and Tobago Police Service's Inter-Agency Task Force and the Police Academy.

Despite the recent appointments, there remains a shortfall of approximately fifty (50) vacancies for the position of Municipal Police Constable in the four Municipal Authorities under the purview of the SASC. As a consequence, the position was advertised in June 2020.

Screening of applicants was held from 10th June 2020 to 13th June 2020.

A breakdown of the outcome of the screening process is as follows:

- 903 applicants were successful
- 165 applicants were unsuccessful
- 411 applicants were absent
- 2 applicants were removed from the process due to the submission of fake documents

The successful candidates wrote the entry examination for the office of Municipal Police Constable on the 27th June 2020.



Municipal Police Constable Graduation Ceremony, Batch 2 of 2019



Municipal Police Constable Graduation Ceremony, Batch 2 of 2019



7.7 Information and Communications Technology (ICT)

During the reporting period October 2019 to September 2020, the ICT Unit at the SASC made significant improvements in the areas of infrastructure and networking. The data storage capacity was increased to enable the retention and retrieval of more data and the telephone system was upgraded, which contributed to better internal and external communications.

The SASC's website was made functional and available to the public. The website is updated regularly. There is an email address on the homepage, whereby information can be exchanged with our website visitors.

To further bolster and strengthen the SASC's capacity and efficiency, an Electronic Document Management System (EDMS) has been implemented. The main purpose of the EDMS is to provide a comprehensive solution for managing the creation, capture, indexing, storage, retrieval, and disposition of records and information assets of the organization. The training of the SASC staff to use the system was conducted by a consultant. As we make significant strides in this technology, it is expected that in the near future all files at the SASC will be stored and protected on this system.

In conclusion, with the effects of the COVID-19 pandemic on the global economy, working from home (remotely) is a trend to which most of the staff at the SASC had to rapidly adjust. In this regard, the ICT Unit ensured that mobile devices and collaboration software were made available to staff. With the ease of plugging in and connecting from just about anywhere, working from their home has become a safe, simple and convenient option for staff members.

7.8 Office Accommodation for the SASC Department

The SASC office accommodation continues to be a challenge with increasing demands for additional space for staff and supplies. The Department has made requests to the Property and Real Estate Services Division (PRESD) to secure more suitable accommodations and is working closely with that division to ensure the requirements are met.

7.8.1 Procurement – Municipal Police Training Supplies

The Office Management Section facilitated the arrangements for the training of 150 Trinidad and Tobago Municipal Police Constables (Batch 2/2019). The section was responsible for the procurement of Municipal Police Constable Training Booklets, manuals, materials and supplies (stationery, minor equipment, phone cards, meals etc.), medical services (psychological evaluations and background investigations), the provision of Internet services, workshops, uniforms and accessories, awards and provision of all supplies for the graduation ceremony.



Additional purchases were incurred as a result of the Covid-19 Pandemic which included the procurement of face masks, infrared thermometers, hand sanitizer dispensers, disinfectant supplies, partitions and screens as safety measures for all trainees.

In spite of the challenges brought on by the pandemic, procurement for the training supplies was successfully effected.

8. INTERNAL PROCESSES

The internal processes continue to be of paramount importance to the Commission. A significant number of appointments have been made; entities have been trained in Performance Management through the Department's Outreach Training; Training of Staff of the Department in Monitoring and Evaluation of the Delegation of Authority; Training of Heads of Entities and their staff in the exercise of the Delegation of Authority and the implementation of the Electronic Document Management System (EDMS) have all been effected.

It is noteworthy that a recommendation was made by the Joint Select Committee to place all Municipal Corporations under the ambit of one Service Commission, specifically the Statutory Authorities Service Commission. This institutional adjustment, if brought to fruition, will engender greater efficiency and effectiveness in the exercise of human resource management practices among the respective corporations.

8.1 Delegation of Authority

The Commission made the decision to delegate the exercise of some of its functions to the Statutory Authorities under its purview according to Section 5 (1) of the Statutory Authorities Act, Chap. 24:01, Legal Notice Nos. 161 and 162.

The Entities were given the required training in the Exercise of the Delegated Functions. The training was conducted by the Statutory Authorities Service Commission Department for the Chief Executive Officers and Deputy Chief Executive Officers and relevant staff from the Authorities and Statutory Authorities Service Commission Department prior to the Heads of Authorities receiving their Instruments of Delegated Powers.



The Chief Executive Officers and the Deputy Chief Executive Officers were given their instruments for the Delegation of Functions at a special roll out event hosted by the Statutory Authorities Service Commission. The Delegation of Authority became effective from the 23rd January, 2020 and gives the Heads the authority to approve the following-:

- i. Continued Temporary Appointments
- ii. Acting Appointments
- iii. Confirmations

The Statutory Authorities Services Commission retains the power to approve the following:

- i. First Temporary Appointments and Acting Appointments
- ii. Temporary and Acting Appointments above Range 54
- iii. Appointments
- iv. Promotions
- v. Transfers
- vi. Discipline

A Monitoring Section was created at the Statutory Authorities Service Commission Department to assist the Authorities with monitoring and auditing the submissions from the Heads of Authorities with respect to the exercise of the Delegated Functions.

The Monitoring Section is comprised of four (4) officers who are responsible for-:

- i. Updating the Establishments for all Statutory Authorities at the Statutory Authorities Service Commission Department;
- ii. Visiting the Statutory Authorities to reinforce the guidelines given to the Authorities with respect to the Exercise of Delegated Functions;
- iii. Monitoring and offering guidance on the maintenance of Establishments;
- iv. Serving as liaisons between the Authorities and the Statutory Authorities Service Commission Department with respect to other Human Resource matters; and
- v. Maintaining the Statutory Authorities Seniority List.



During the months of February and March 2020, the Authorities were visited by the officers of the Monitoring Unit. The table following illustrates:

Name of Authorities	No. of Visits
Port of Spain Corporation	2
Arima Borough Corporation	2
St. Mary's Children's Home	2
St. Jude's School for Girls'	1
National Lotteries Control Board	2
San Fernando City Corporation	0
Pt. Fortin Borough Corporation	1

Table 4 Number of Visits by Monitoring Unit

Other plans to visit the Authorities were temporarily halted in March 2020 due to the Covid-19 pandemic restrictions. Further interventions with the Entities were conducted via telephone and email by the Monitoring Section, who were mostly working from home. A third visit was requested by the Chief Executive Officer, Port of Spain Corporation and was facilitated during the month of April 2020.

The following were some of the findings and challenges on our visits -:

- i. All the Authorities needed to improve on the maintenance of their establishments.
- ii. Performance Appraisal Reports needed to be updated to at least 31/12/18.
- iii. The Delegated Functions had not been exercised by all the Authorities.
- iv. Continuous training was needed.

The Commission received a report on the first quarter of 2020 (23rd January 2020 to 31st March 2020), in March 2020 and a report on the second quarter (1st April, 2020 to 30th June 2020) in September 2020. The report for the third quarter, 1st July 2020 to 31st October 2020, was submitted to the Commission in the following fiscal year.

It was noted that some of the Entities were slow in submitting their returns to the Statutory Authorities Service Commission Department which, together with the restrictions presented by COVID-19, hindered the timely completion of reports to the Commission by the Monitoring Unit. Multiple staff changes, which took place both in the Entities and the Statutory Service Commission Department, also presented a challenge.

The Statutory Authorities were able to exercise the Delegated Functions for eight hundred and ninety-one (891) acting appointments and three hundred and forty-four (344) temporary appointments during the period January 23rd 2020 to September 30th 2020.



8.2 Guidelines for Staffing

There has been much improvement in the submission of the Return of Personnel forms whereby the Entities make their recommendations for the SASC's consideration. There are still some challenges with the Authorities as it relates to the correct identification of vacancies, filling in the Performance Appraisal information and, in some cases, the timely submission of the returns to the SASC Department for action to be taken in an expeditious manner. Recommendations have been made for training and re-training of the staff at the entities.

8.3 Review of the Regulations

The Municipal Police Regulations, otherwise referred to as Legal Notice 300/2014 with amendment Legal Notice 9/2015, has come under scrutiny with regards to its functionality. Some of the main topics of concern are as follows:

- i. The Municipal Police Association and the Hiring Process
- ii. Appointments
- iii. The Disciplinary Procedure with regard to the Role of the CEO, SASC and the ACMP
- iv. Secondment and its Interpretation
- v. Promotion of Officers- FOIA Requests and Legal Issues thereto
- vi. Performance Appraisal Point System
- vii. Merit List – Polemics
- viii. Possibility of Binding Recruits after Training
- ix. Differing Training and Recruitment Processes used by the PSC and the SASC.

Notably, the Statutory Authorities Service Commission recognizes that the onus is on the Municipal Police to proffer, through the line Ministry, any amendments to the Municipal Police Regulations.



8.4 Improvements in the Disciplinary Process

An Administrative Officer was assigned to deal with disciplinary matters, where efforts have been on-going to try and improve the process of treating with Freedom of Information requests and disciplinary matters in general. However, there are several factors which continue to affect the efficient execution of disciplinary matters: -

- i. The absence of an in-house Legal Officer, since the Public Service Commission has not filled the vacancy left by the appointment of the Department’s State Counsel II to act in a higher office in another Ministry. This led to delays in the timely processing of Freedom of Information requests, disciplinary and other legal matters. Our Legal Consultant has been assisting with current and pressing legal issues and advising the Commission in the interim.
- ii. The absence of a Verbatim Reporter during Tribunal Hearings creates undue delays with the closure of disciplinary matters since it is very time consuming to transcribe the recordings subsequent to the Hearings.
- iii. Delays with ongoing Tribunals were experienced due to COVID-19 restrictions during 2020.

The Human Resource Department continues to work diligently to resolve some of the issues which affect the disciplinary process.

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

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

Table 5 Disciplinary Matters



8.5 Disciplinary Tribunal

The Disciplinary Tribunal was appointed on 24th March 2020 to hear one (1) disciplinary matter. That matter is on-going.

8.5.1 Discipline Training

Training in the administration of discipline continued in the specific areas of tribunal hearings and officers so involved were provided with training in respect of their specific function in the disciplinary process. These functions included prosecutors, investigators and note takers. The training focused on the law, execution of prosecution strategies, adducing evidence, gathering evidence, and the rules and restrictions of applicable documents.

8.6 Internal Public Relations of the Commission

The COVID-19 Pandemic significantly impacted the overall environment in 2020. However, the Department continued to engage its external stakeholders in an effort to maintain cordial working relationships, continued partnerships and significant collaboration with the Entities under its purview, various Ministries and Departments, and other organizations. During fiscal 2019/2020, the Commission held meetings and consultations which provided the forum for stakeholder dialogue, engagement, participation and inclusion of the Entities under its remit.

The Staff Appreciation Day held on 18th November 2019 at the Port of Spain City Hall was a delightful and memorable event, which was well received by all in attendance.



Recognition and appreciation of our long serving employees/ retirees



Christmas 2019



Staff Activities

9. CHALLENGES

9.1 Overall Impact of the Corona Virus Disease on the Operations at the SASC Department

During the reporting period, the COVID-19 Virus caused unprecedented change to the operations at the Statutory Authorities Service Commission Department due to certain restrictions implemented by the relevant Agencies of Government. The Department was forced to operate differently and the staff was required to work remotely in order to perform their duties and responsibilities. The maintenance of acceptable work standards and output of the SASC was not possible without the dedicated work and contributions of its employees. As far as possible, mobile devices were provided to staff so that they would be able to continue performing their required tasks remotely, in keeping with the new protocols.

The essential staff operated on a roster/shift system to facilitate reduced numbers in the Office and to ensure the maintenance of social distancing. In order to prevent the spread of COVID-19 infections, all necessary measures were put in place, including sanitization of workspaces, provision of face masks, equipping premises with sanitizing dispensers and temperature checks at strategic locations as well as the distribution of sanitizer to all members of staff.



9.1.1 SARS- CoV-2 Mitigation

The restrictions caused by the COVID-19 virus from March 2020 and ongoing slowed down the ability of the SASC Department to function at full capacity and, in so doing, affected the number of matters which could be submitted to the Commission for deliberation. The SASC's response to this unprecedented health crisis was guided by both National Policy and the Department's Internal COVID-19 policy. Significant adjustments were made to daily operations aimed at reducing in-person interactions through the use of technological solutions that were introduced to support efficient remote working. Effective 26th March 2020, Commission meetings were increasingly moved from in-house to a virtual platform. Further, IT resources played a key role in facilitating staff access to documents and systems and, most importantly, fostering communication. During the reporting period, there were no cases of COVID-19 among the staff of the SASC due to proactive mitigation efforts, awareness and sensitization of personnel, which continues.

9.2 Performance Appraisal Reports

There has been a great improvement in the submission of Performance Appraisal Reports from the Entities, but some are still late with their submissions. This affects the timely administration of temporary and acting appointments.

9.3 Discipline and Job Descriptions

The areas of Discipline and Job Descriptions continued to pose a challenge to the Commission, since both are dependent on the input of external entities, agencies and legal directives, which sometimes impede the actions which can be taken by the Commission. Some progress was made pertaining to the amendments of the Regulations and the Guidelines for a more efficient service.

9.4 Legal

The Commission is reliant on external agencies and the office of the Attorney General to address some legal matters. The resolution of those matters would have been subject to other priorities engaging those external agencies during the reporting period and would therefore not have been addressed in the timeliest manner.



9.5 St Dominic's Children's Home

The SASC was advised by the Permanent Secretary, Office of the Prime Minister (Gender and Child Affairs) that Cabinet, by Minute No. 409 dated 27th February 2020, agreed to the removal of the St. Dominic's Children's Home from the Statutory Authorities (Declaration) Order made under section 3(2) of the Statutory Authorities Act Chap. 24:01, to allow for the removal of the St. Dominic's Children's Home from the ambit of the Statutory Authorities Service Commission. Also, with immediate effect, the SASC was to cease all appointments, recruitment and promotion of staff of the Home.

In that regard, discussions were held between the Permanent Secretary, Office of the Prime Minister, the Chief Personnel Officer, the Public Service Association and the SASC in formulating a way forward to absorb staff at the St. Dominic's Children's Home in other entities under the purview of the SASC.

10. ADVERTISEMENT

The position of Assistant Curator, Zoological Society of Trinidad and Tobago (ZSTT) was advertised on the SASC website in 2020. The SASC received ten (10) applications in response to its advertisement for Assistant Curator, ZSTT. These applications have to be shortlisted before interviews can be held by a suitable panel.

The position of Municipal Police Constable was also advertised in June 2020 in the print media. More than one thousand applications were received and the shortlisted applicants wrote the entry examination for the office on the 27th June 2020.

11. FREEDOM OF INFORMATION REQUESTS

There were fourteen (14) 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 2020 are as follows;

Year	No. of Requests
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
2019/2020	14

Table 6 Freedom of Information Requests – 2011 - 2020

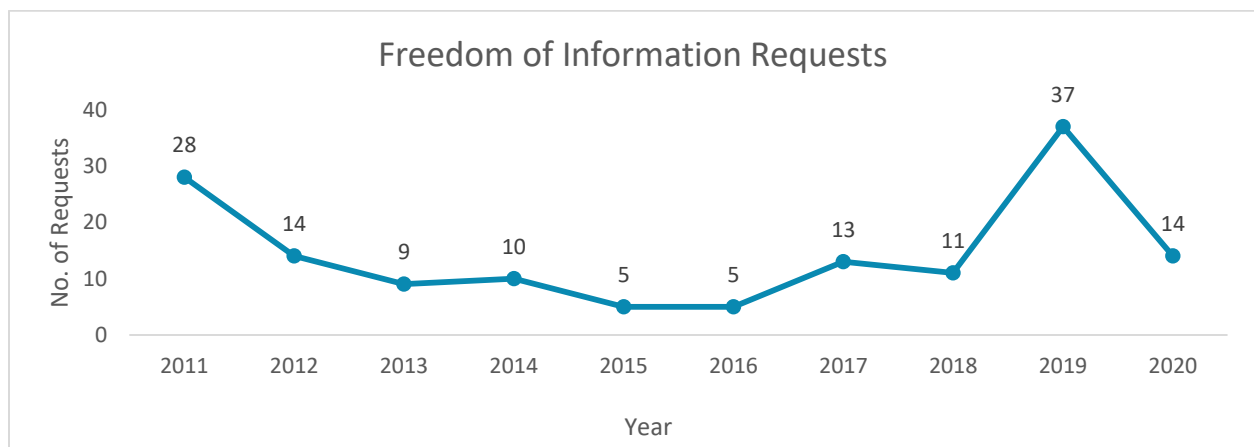


Figure 6 Freedom of Information Requests per Fiscal Year



12. HIGH COURT MATTERS

In 2019, only one (1) High Court matter was filed involving the Statutory Authorities Service Commission. In 2018 there were five (5) matters which are still ongoing. The details are outlined in Table 7.

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
5.	Mahase Dass	CV 2018-04180 Filed on 09/11/2018	Ongoing
6.	Videsh Seepersad	CV 2019-00195 Filed on 16/01/2019	Ongoing

Table 7 Number High Court Cases

12.1 Pre-Action Protocol Matters

In addition, there is one (1) Pre-action Protocol matter which is still ongoing.



13. ORGANISATION AND STAFFING

The SASC operational framework for staffing encompasses the objectives directed by the Department's Strategic Direction. This provides a mechanism for Heads of Sections, as well as those at the operational level, to have a clear understanding of the requirements for the effective and efficient achievement of the Commission's mandate.

The Organizational Structure of the SASC at **Appendix I**, outlines the Department's staffing complement. The establishment consists of thirty-four (34) positions. The composition of the current structure is outlined below: -

- Eight (8) positions are permanently filled.
- Three (3) of the permanently employed officers are acting in higher positions in other Ministries.
- Eighteen (18) officers hold temporary appointments.
- Three (3) Temporary Clerks I have been in continuous service for over eight (8) years.
- Ten (10) temporary employees are acting in higher positions; and
- Three (3) permanent officers from other agencies are acting in higher positions.

In 2020, four (4) vacancies were filled by the Service Commissions Department. Despite the new additions, the Department experienced a further measure of change due to six (6) separations, four (4) of which were at the Management level, as outlined below:

- Two (2) Executive Officers
- One (1) Administrative Officer IV
- One (1) State Counsel II
- One (1) Messenger



The chart below shows the promotions and separations that took place during the reporting period.

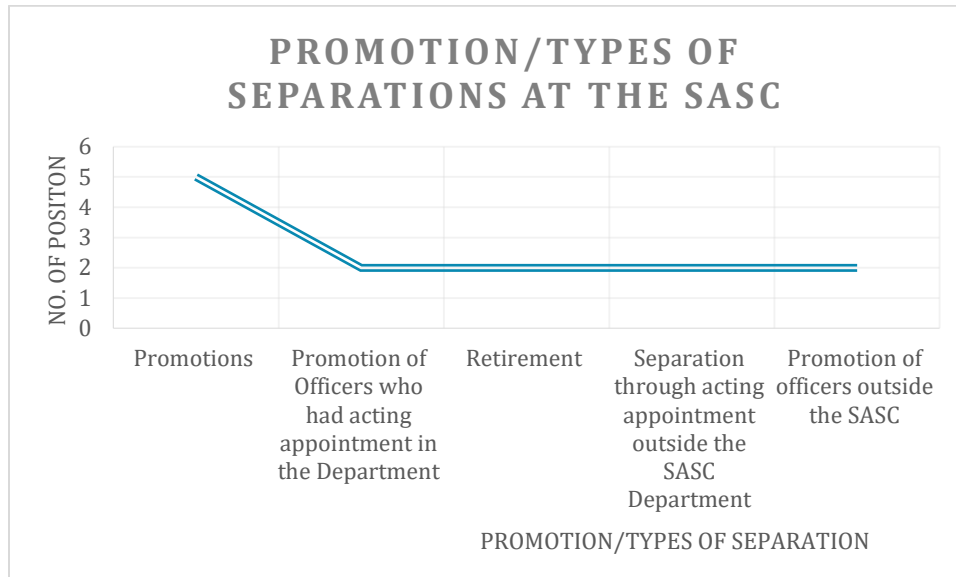


Figure 7 Promotions/Types of Separation at the SASC Department

Based on the preceding information, it is evident that the Department experienced some significant turnover, especially at the leadership level, which led to a loss of valuable institutional knowledge and experience. It did, however, open the opportunity for the entry of new personnel to the Department who brought years of experience in the Public Service, which contributed to the melding and generation of new ideas, perspectives and talent within the Department.

The current staff establishment of the SASC does not fully support the Department’s goal to achieve optimum levels of efficiency, as there is a need for certain specialized skills as well as additional personnel in critical areas of the Department. In order to fill the gap, the Department engaged two (2) on-the-job trainees (OJT) in the month of August 2020. They were assigned to the Registry and Office Management Sections.



Additionally, the Monitoring Section, which comprises one (1) Administrative Officer II, two (2) Clerks IV and one (1) Clerk III, was established. Further, three (3) short term employees were sourced from the Ministry of Labour and Small Enterprise Development to provide support to the Electronic Document Management System (EDMS) project. These interim measures greatly assisted the Commission to meet its mandate. This information is illustrated in the Organizational Structure at **Appendix I**.

13.1 Maximizing Resources

The SASC, in an attempt to ensure that its goals and objectives were met, was required to utilize creative approaches and methodologies to enhance the skills deficit that existed in certain critical areas in the Department. Some of the strategies applied included:

- i. Cross functional training of staff to ensure that rotation of staff when required (and especially at short notice) could be effectively implemented.
- ii. Use of Government Employment Services through the Ministry of Labour and Small Enterprise Development.
- iii. Use of the On-the-Job Training (OJT) and Associate Professional (AP) programmes.
- iv. Use of Short-Term Employment programmes.
- v. Increased use of ICT solutions.

13.1.1 Human Resource

The Commission has continued to contract a service provider (Human Resource Specialist) to provide Human Resource Consultancy support services to the Commission, to:

- review and edit draft Notes prepared for the Statutory Authorities Service Commission and provide feedback on their quality to the supervisory and non – supervisory staff involved in their preparation.
- coach and train the employees in the preparation of notes for the Statutory Authorities Service Commission, which is one of the main functions of the Department; and
- train staff of the SASC Department and the entities under its purview in the Exercise of the Delegated Functions.



13.1.2 Legal

In August 2020, the State Counsel II position on the establishment became vacant when the incumbent was released to assume duties in an acting appointment in another Ministry. This impacted negatively on the Department since being the only legal position on the Establishment, the State Counsel II played a critical role in the Department by providing legal advice on day-to-day legal issues and was responsible for representing the Department in Court matters. Due to the increasing awareness of our citizenry as it pertains to 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. As such and to fill the gap left by the exit of the State Counsel II, the Commission continued to employ a service provider (Legal Consultant) to provide legal service and guidance to the Commission. In addition, the Commission also contracted another Service Provider (Legal Assistant) to provide further assistance to the Legal Department. In August 2020, the Department also engaged, through the Ministry of Education, an Associate Professional in the Legal field to provide further support to the Legal Unit.

13.1.3 Information and Communications Technology (ICT)

Prior to the employment, on contract, of an Information Technology (IT) Infrastructure Specialist, the Statutory Authorities Service Commission Department contracted a service provider, not only to provide support for its IT infrastructure but also for the creation and administration of the Department's website (<http://sasc.gov.tt/>), thus enabling the Department to have an online presence for its stakeholders and members of the public.

The Commission also contracted three (3) short term employees to provide clerical support to the Electronic Document Management Systems (EDMS). In addition, the Commission contracted the services of a Consultant to provide training of the relevant staff who were engaged in the Electronic Document Management System (EDMS) project. This project, when completed, will benefit the organization as it will significantly decrease the time frame for the retrieval of information and records. It will also reduce the paper trail and will place the Department on the right path towards responding to the needs of its clients in a timely manner. Further, it is anticipated that it will impact positively on the delivery of services to all the Department's stakeholders and will contribute significantly to the achievement of our goal of improved quality service delivery to our citizenry.



13.1.4 Establishment of the Monitoring Section

During the reporting year, the SASC established a Monitoring Section tasked with the following:

- Auditing the level of compliance in relation to the Exercise of the Delegation of Authority by Heads of Departments of entities under the purview of the SASC.
- Providing training, support and advice to the officers in the Human Resource Sections of the various Agencies under our remit; and
- Preparing submissions and Reports to the Commission with regard to the compliance/non-compliance of Agencies as it pertains to their Exercise of the Delegated Function.

This placed emphasis on the need for the SASC staff to possess broader and wider human resource capabilities. As such, guided by the in-house Human Resource Consultant, training initiatives were sought focusing on staff preparation for departmental change and the achievement of our strategic goals,

13.1.5 Training

The SASC Training Plan 2019/2021, in congruence with the Government's National Development Strategy 2016-2030 -Vision 2030, developed training needs against the backdrop of the implementation of the newly established Monitoring Section and the introduction of the Electronic Data Management System within the Department.

As such, the SASC sought to:

- i. Increase efficiency and effectiveness through the implementation of the Delegation of Authority.
- ii. Increase efficiency and effectiveness by implementing an Electronic Data Management System (EDMS), thereby improving administrative support.
- iii. Improve the relationships and services provided to the public.
- iv. Improve staff morale and motivation.
- v. Link training programmes with succession planning.
- vi. Improve report writing skills.
- vii. Introduce monitoring and evaluation tools.



Members of staff, at all levels, were exposed to a range of training workshops. Whilst training was significantly impacted by restrictions associated with the COVID-19 virus, the Department was still able to host training in the following areas during the reporting year, as a measure to ensure the continuous development of the knowledge, skills and competency levels of staff of the Department:

- Electronic Data Management Systems
- Note writing
- Discipline and conducting workplace investigations
- Exercise of Delegated Functions
- Any Desk Software Application

13.1.6 Enhanced Operational Efficiency

With the onset of COVID-19 in 2020 and the accompanying restrictions implemented for the workplace, the SASC was required to quickly develop proactive strategies to ensure that, not only did the work of the Department continue at an acceptable level but that Staff of the Department remained safe in the process.

Rotation of the staff and remote working arrangements were introduced and enhanced through the implementation of the Any Desk Software, which proved to be a viable solution that contributed to relatively uninterrupted operations during the turbulence of 2020.

The IT Unit was able to quickly introduce and train staff to use this software to work remotely and to ensure that the work of the Department continued. This had a very positive impact as the Department was able to continue functioning efficiently whilst servicing all of its stakeholders.

13.1.7 Succession Planning

During the reporting year, several changes occurred in the operating environment of the SASC with the high turnover rate at the managerial level. The responsibility for the human resource management (HRM) function of recruitment and selection in the Public Service is handled by the Service Commissions Department. This poses a challenge to the efforts of proper succession planning and the sustenance of innovative programmes due to the frequent changes in leadership, especially because vacancies are usually advertised and filled not only from within the Department but from across the Public Service. The development of a formal succession planning model within the SASC however would ensure sustainability of SASC initiatives even in the face of turnover.



13.1.8 Staff Appreciation Day

The Statutory Authorities Service Commission Department held its Staff Appreciation Day and Award Luncheon on the 18th November 2019 for all members of staff at the Department as well as three (3) retirees who were recognized for their contributions towards the Department.

In this regard, the function was able to foster improved working relationships as the management's initiative to recognize the contributions of all Staff members was well received and improved the morale of Staff.

The Staff Appreciation Day and Award Luncheon conveyed a strong message of harmony which was expected to increase employee engagement, foster improved loyalty and increase overall productivity.

Members of staff were gifted tokens of appreciation and the officers who retired received tokens of recognition for their long and dedicated service to the SASC

The pictures shared below are just a few snapshots from the Staff Appreciation Day and the Department's Innovative Christmas Tree Competition amongst Members of Staff.

Staff Appreciation Day: Christmas Luncheon



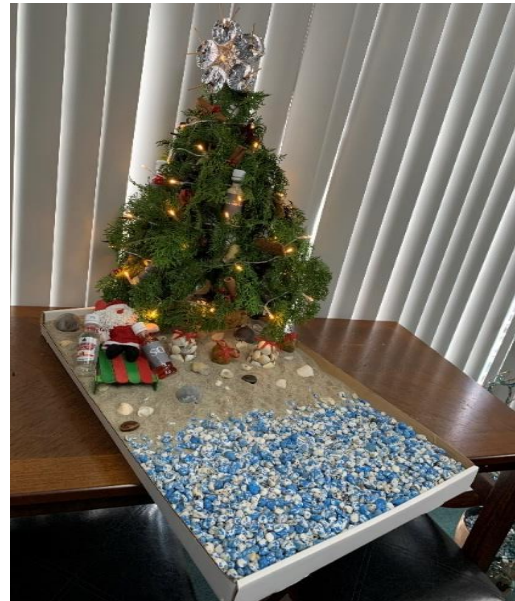
From left to right - Mrs. Nicolle Rocke Emille, Mrs. Gracelyn Bhol Jordan, Mrs. Karen Williams, Mrs. S. Lynch and Mrs. Utra Ali.



Ms. Gabriella Pancho and Mrs. Patrice Bernard – Charleau



Christmas Tree Competition





14. FINANCE AND ACCOUNTS

The statements of Accounts for the fiscal year 2019/2020 were audited. The overall allocations for the year and the actual audited expenditure are as follows:

APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR 2020				
HEAD: 07 - STATUTORY AUTHORITIES SERVICE COMMISSION				
SUMMARY OF EXPENDITURE				
SUB-HEAD/ITEM/SUB-ITEM	ESTIMATES		ACTUAL	
	FINANCIAL YEAR 2020		FINANCIAL YEAR 2020	
	\$	c	\$	c
01 - PERSONNEL EXPENDITURE	4,834,660.00		3,827,043.40	1,007,616.60
01 - Salaries and C.O.L.A	2,700,000.00		2,539,342.55	160,657.45
05 - Government's Contribution to N. I.S.	300,000.00		224,363.13	75,636.87
06- Remuneration to Board Members	64,050.00		9,150.00	54,900.00
08 - Vacant Posts - Salaries & C.O.L.A (without incumbents)	1,000.00		0.00	1,000.00
23 - Salaries - Direct Charges	969,000.00		543,240.00	425,760.00
24- Allowances- Direct Charges	138,500.00		22,800.00	115,700.00
25 - Remuneration to Members - Direct Charges	541,200.00		417,840.00	123,360.00
27 - Government's Contribution to Group Health Insurance-Monthly Paid Officers	54,510.00		36,294.00	18,216.00
31 - Government's Contribution to N.I.S. - Direct Charges	66,400.00		34,013.72	32,386.28
02 - GOODS AND SERVICES	7,627,445.00		5,107,659.00	2,519,786.00
01 - Travelling and Subsistence	82,500.00		80,319.28	2,180.72
03 - Uniforms	4,644.00		4,643.56	0.44
04 - Electricity	160,000.00		130,411.73	29,588.27
05 - Telephones	74,000.00		56,270.11	17,729.89
08 - Rent/Lease - Office Accommodation and Storage	740,400.00		645,895.58	94,504.42
10 - Office Stationery and Supplies	55,000.00		51,760.94	3,239.06
11 - Books and Periodicals	5,000.00		0.00	5,000.00
12 - Materials and Supplies	22,700.00		20,917.13	1,782.87
13 - Maintenance of Vehicles	10,000.00		0.00	10,000.00
15 - Repairs and Maintenance- Equipment	17,000.00		9,691.88	7,308.12
16 - Contract Employment	267,460.00		233,035.40	34,424.60
17 - Training	4,884,505.00		2,912,819.22	1,971,685.78
21 - Repairs & Maintenance -Buildings	12,000.00		2,432.13	9,567.87
22 - Short -Term Employment	226,000.00		196,395.53	29,604.47
23 - Fees	130,000.00		730.35	129,269.65
28 - Other Contracted Services	579,936.00		515,946.42	63,989.58
37 - Janitorial Services	82,000.00		70,501.50	11,498.50
43 - Security Services	95,000.00		88,318.44	6,681.56
57 - Postage	2,500.00		425.51	2,074.49
60 - Travelling - Direct Charges	136,800.00		61,920.00	74,880.00
62 - Promotions, Publicity and Printing	25,000.00		21,800.39	3,199.61
66 - Hosting of Conferences, Seminars and Other Functions	5,000.00		0.00	5,000.00
96 - Fuel and Lubricants	5,000.00		3,423.90	1,576.10
99 - Employee Assistance Programme	5,000.00		0.00	5,000.00
03 - MINOR EQUIPMENT PURCHASES	82,895.00		63,402.25	19,492.75
01 - Vehicles (Replacement)	0.00		0.00	0.00
02 - Office Equipment	63,495.00		57,908.25	5,586.75
03 - Furniture and Furnishings	13,800.00		0.00	13,800.00
04 - Other Minor Equipment	5,600.00		5,494.00	106.00
04 CURRENT TRANSFERS AND SUBSIDIES	45,960.00		13,800.00	32,160.00
40 - Gratuities to Contract Officers	45,960.00		13,800.00	32,160.00
GRAND TOTAL	12,590,960.00		9,011,904.65	3,579,055.35

Table 8 Appropriation Account for the Financial Year 2020



Expenditure for the 2019/2020 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

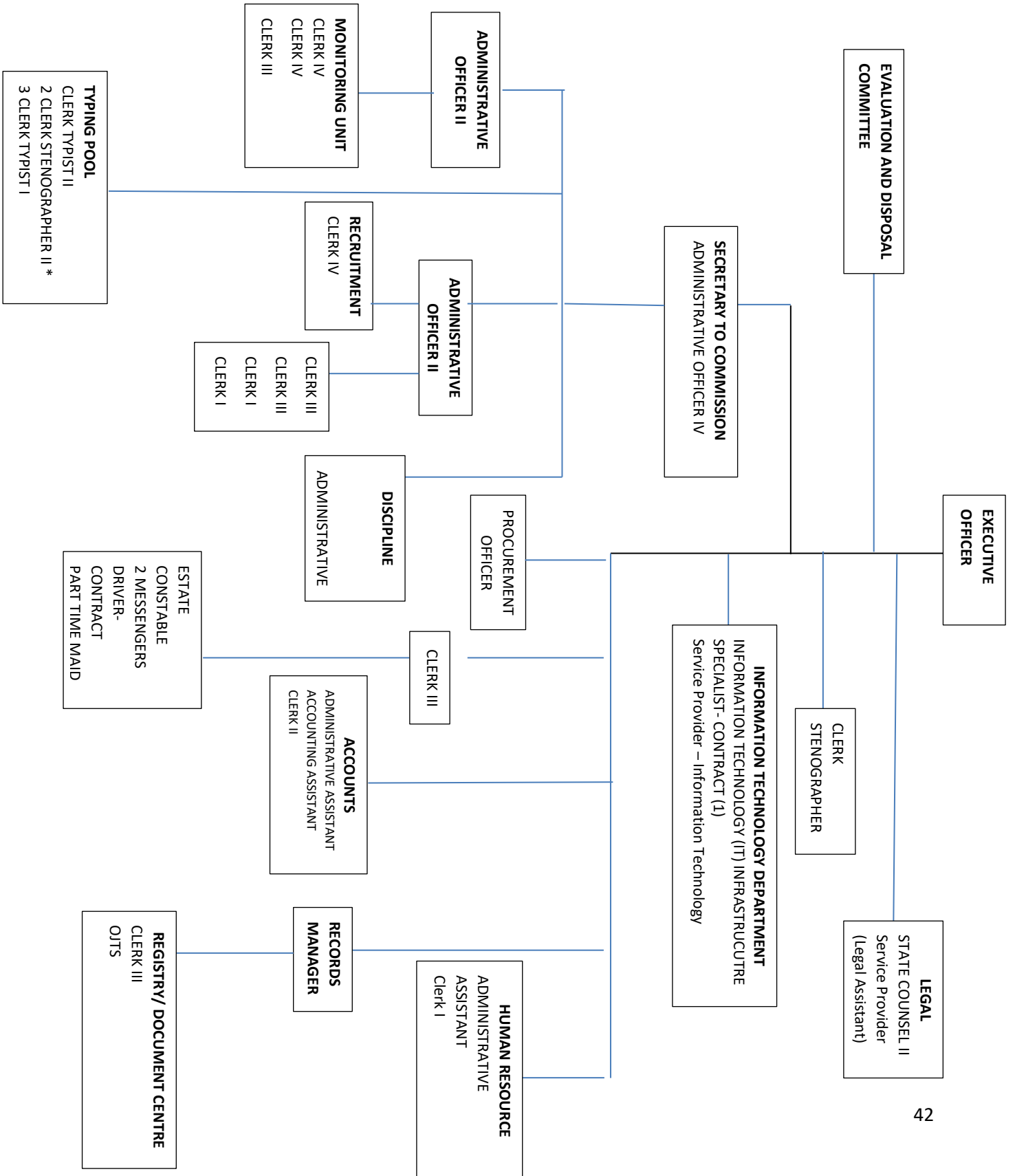
The Commission's accomplishments for the fiscal year 2019 - 2020 could not have been achieved without the collaboration and support of key stakeholders, a number of individuals and Agencies. The Statutory Authorities Service Commission takes the opportunity to acknowledge and recognize the contribution of the undermentioned individuals, organizations and entities for working in unison with the Department to provide an efficient and effective service.

- The Heads of the Statutory Authorities and their Staff
- The Honourable Colm Imbert, Minister of Finance
- Permanent Secretary and the Staff of the Ministry of Finance
- Permanent Secretary and the Staff of the Office of the Prime Minister
- Senator the Honourable Kazim Hosein, Minister of Rural Development and Local Government
- Senator the Honourable Allison West, Minister of Public Administration and Communication
- Ms Desdra Bascombe, Permanent Secretary, Ministry of Rural Development and Local Government
- Mr. Raymond Seepaul, Deputy Permanent Secretary, Ministry of Rural Development and Local Government
- Mr. Winston Rudder, Chairman, Public Service Commission
- Commander Dr. Darryl Dindial, Chief Personnel Officer
- Permanent Secretary and Staff of the Ministry of Labour and Small Enterprise Development
- Staff of the HR and Legal Departments, Ministry of Rural Development and Local Government
- Staff of the Scholarships and Advanced Training Division, Ministry of Education
- Mr. Cecil Santana, Senior Superintendent, MP
- Mr. Glen Charles, Superintendent MP
- Mr. Curtis Belford, Consultant, Recruitment
- Staff of the Municipal Police Training Academy
- Staff of the Statutory Authorities Service Commission Department



STATUTORY AUTHORITIES SERVICE COMMISSION DEPARTMENT'S ORGANISATIONAL CHART

APPENDIX 1



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

