

The Fifth Report of the Public Administration and Appropriations Committee on the examination of the Realignment of Ministries and Departments

Response to PAAC Recommendations

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1.	<p><u>Inadequate Office Accommodation and Storage Facilities</u></p> <ul style="list-style-type: none"> The MPA should seek to locate temporary accommodation to address the ongoing staff and storage concerns and submit a status update to Parliament by August 15, 2022; and 	11	<p>The Ministry of Public Administration still requires adequate storage space despite the realignment in July 2021 that resulted in the creation of a new Ministry of Digital Transformation. However, the Ministry of Public Administration is not alone in its need for adequate storage space and is currently engaged in a project to assess GoRTT's storage needs with a view to devising a whole of Government solution, especially in the context of the digitization thrust. It is liaising with relevant stakeholders including the Government Archivist. Once the scoping is completed by April 2023, the Ministry of Public Administration proposes to offer a comprehensive solution to GoRTT's storage needs.</p> <p>The Ministry's records and unserviceable items are to be dealt with as part of the project. This requires acquisition of human resources and Personal Protective Equipment (PPE) to undertake related work. This project will continue in Fiscal 2023.</p> <p>The PRESD on behalf of the MPA is in the process of identifying suitable office accommodation for all of MPA as opposed to the current occupation of three office locations and the GTC.</p>

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			<p>Consideration includes the model for delivery of training. Given that the Ministry is able to reasonably function with the current accommodation, the Ministry prioritizes other Ministries/Departments/Agencies' accommodation requests, especially where G2C services are delivered, which has resulted in the matter still being pending.</p>
	<ul style="list-style-type: none"> • The PRES D and the Commissioners of State Lands and Valuations should provide a status update to Parliament by August 15, 2022 regarding the selection of suitable accommodation for the construction of a Government warehouse facility and acquisition of properties for the storage 		<p>In order to determine suitable accommodation for a Government warehouse facility, the PRES D is actively engaging with the Government Archivist to undertake an information gathering exercise from Ministries/Departments/Agencies (MDAs). MPA commenced this exercise on May 24th, 2022 and the following are some of the information required:</p> <ul style="list-style-type: none"> • Items in storage (serviceable/unserviceable) • Square footage of current storage area • Location of storage area • Cost of storage area • The date storage space was occupied • Projected storage needs.

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	of Government documents and records.		
2.	<p><u>Additional Staff Needed to fulfill the MPA's Mandate</u></p> <ul style="list-style-type: none"> The MPA should provide a status update on the completion of the review of its organisational structure which was scheduled to be completed in October on the staffing requirements to Parliament by August 15, 2022; and 	11-12	<p>The PMCD prepared its Report on the Review of the MPADT, however, prior to the approval by the Permanent Secretary, the Ministry underwent a portfolio realignment with effect from July 12th 2022, which saw the Ministry split into two separate entities. Accordingly, Realignment Notes to Cabinet were done for each Ministry. A Review of the Ministry of Public Administration is scheduled to be done by the PMCD, however, this exercise will only begin after a new Strategic Plan for the Ministry has been completed. The Strategic Planning exercise commenced in June and is expected to be completed in November 2022.</p> <p>To date, there has been no significant staff adjustment. The Ministry is still assessing its resource needs as a result of its new mandate.</p>

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	<ul style="list-style-type: none"> • With the assistance of the SCD, the MPA should submit a timeline for the filling of the 147 vacant positions to Parliament by August 15, 2022 		<p>Subsequent to the Ministry of Public Administration's initial submission to the PAAC a few offices have been filled. As such, there are currently 130 vacancies on the establishment as of July 14, 2022 as follows:</p> <ul style="list-style-type: none"> • 62- with bodies (persons appointed temporarily or to act against vacancies) • 68- without bodies [31 cannot be filled for varied reasons (21-awaiting classification by the CPO, 3-deployment to wider Public Service, 7-abolished but still reflected on the establishment)] <p>Only the offices that are peculiar to the Ministry can be addressed in conjunction with the Service Commissions Department. One such office (Director, Property and Real Estate Services) was advertised on 27th June, 2022 with a closing date of 18th July, 2022.</p> <p>The filling of the other 12 offices (Public Management Consultant I) is currently engaging the attention of the SCD, as an Order of Merit List exists for that office at the SCD.</p> <p>All of the other offices are generic offices and will have to be dealt with across the wider Public Service. All generic offices will have to be addressed by the SCD.</p>

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3.	<p><u>Finalisation of the Succession Planning Framework/Model</u></p> <ul style="list-style-type: none"> The MPA should provide an update to Parliament by August 15, 2022 regarding the completion and implementation of the Succession Planning Framework/Model. 	12-13	<p>The drafting of the Succession Planning Policy Framework/Model for the Public Service has been completed by the Modernisation and Service Improvement Division of the Ministry. Comments from members of the Steering Committee (established to develop the Policy/Framework) were considered and the Policy Framework was amended accordingly.</p> <p>It is intended that the Succession Planning Policy Framework/Model will be presented to the Board of Permanent Secretaries for their consideration and comments within the Third Quarter July - September 2022. Subsequent to this, and based on the advice and decisions taken by the Board, an approach would be made to Cabinet for approval and its noting on the way forward.</p>
4.	<p><u>The Tagging of Inventory via a New QR Barcode System</u></p> <ul style="list-style-type: none"> The MPA should provide an update to Parliament 	13	<p>The tagging exercise recommenced on May 24, 2022. To date, the contents of three Units at Flag Staff Villas, namely Family Unit</p>

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	<p>by August 15, 2022 on the status of the tagging of inventory including the details of the procurement of additional labels and the recruitment of additional staff.</p>		<p>1, Unit B3 7, and Unit B2 have been completely recorded in the Inventory and tagged. Assets at Federation Villas were tagged with a view to identifying items that should be disposed of. Items considered fit to use were relocated. The relocated items have been tagged using a QR barcode system and are relocated to empty units at Victoria Keys.</p> <p>An adequate supply of labels has since been acquired to complete the tagging exercise. Laborers were secured from the Ministry of Labour, on a short-term basis, to strengthen both the Asset Management Unit and the Facilities Management Unit. The hiring of an Asset Management Assistant to assist with the heavy lifting of objects when out on the field visits has tremendously aided the female officers, enabling them to carry out the tagging exercise in quick time once the project got underway.</p>

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5.	<p><u>A structural review of the IAU</u></p> <ul style="list-style-type: none"> • The MPA should prioritise the recruitment of additional staff and provide an update to Parliament by August 15, 2022; • The MPA should provide a status update on the following to Parliament by August 15,2022 on: <ul style="list-style-type: none"> ▪ the review of the structure of the MPA by the PMCD; ▪ communication was made with the MOF regarding the participation in the 	13-14	<p>The IAU staffing will be addressed pending the restructuring of the Ministry as per the response to question 2, above.</p> <p>Please see the response provided by PMCD on page 4 to question 2.</p> <p>The process of rolling-out the development of the Risk-Based Internal Audit Strategy for the Ministry of Public Administration commenced in October 2021 and ended in March 2022. The issue of staffing was highlighted as important in the Strategic Internal Audit Plan.</p> <p>The establishment of the Internal Audit Unit consists of three persons – 1 Auditor II, 1 Auditor I and 1 Auditing Assistant.</p>

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	<p>roll out of the Risk Based Internal Auditing process; and</p> <ul style="list-style-type: none"> ▪ feedback received after follow- up with the MOF. 		<p>In order to achieve the full roll-out of the Internal Audit Plan of 2021/2022 to 2023/2024. It has been proposed by the Internal Audit Consultant of the Public Financial Management Modernization Unit (PFMMU) that staff numbers be increased to seven as follows: -</p> <ul style="list-style-type: none"> • 1 Auditor II • 2 Auditor Is • 4 Auditing Assistants.
6.	<p><u>Employee P&L Records were not up-to-date</u></p> <ul style="list-style-type: none"> • The MPA should provide a status update on whether all P&L records were up-to-date to Parliament by August 15, 2022; and 		<p>The status of Pension and Leave Records at the Ministry are as follows: -</p> <ul style="list-style-type: none"> • Ministry of Public Administration - thirty (30%) percent was completed and submitted to the Comptroller of Accounts. • Government Printery - forty (40%) percent was completed and submitted to the Comptroller of Accounts.

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	<ul style="list-style-type: none"> The MPA should provide strategies to alleviate any delays because of the issues identified above by August 15, 2022 		<ul style="list-style-type: none"> Of the Seven (7) officers due to retire in the year 2023, Pension and Leave Records were completed and submitted to the Comptroller of Accounts for two (2) of the officers. <p>There are existing strategies that have not been met with compliance by MDAs of the Public Service. When exiting a Ministry, officers should be provided with their P&L Records, Salary Particulars and Leave Particulars. Additionally, P&L Records for each officer should be prepared yearly.</p> <p>The MPA can only account for those persons under its remit and seek to champion the cause of others as the need arises.</p> <p>The MPA has 5 designated officers assigned to the P& L Unit and an additional 2 contract positions P&L supervisors and P& L officers. The P&L officer is scheduled to come on board by August 2022.</p> <p>The HR Forum shares information on outstanding matters for P&L and contact information for P&L officers within other ministries and the officer liaises with officers in particular ministries to see if it can be expedited. See Appendix I for details on the strategies utilized by the MPA. It is to be noted that the MPA has plans to digitalise HR in fiscal 2023 and covered in the project will be the digitising of records, P&L</p>

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			included. This should bring improvement in the processing of terminal benefits.
2.	<p><u>Understaffed Units</u></p> <ul style="list-style-type: none"> The PMCD should provide an update to Parliament by August 15, 2022 on Cabinet's approval of the Adjustment Note 	16-18	Subsequent to the MPA's Realignment Note in 2020 (approved by Cabinet Minute No. 289 (2nd Session) dated October 8, 2020), a Further Adjustments Note was done by PMCD, which created, <i>inter alia</i> , a total of 62 positions (20 established offices and 42 contract positions) for the MTCA. This Note was approved by Cabinet Minute No. 2111 dated December 16, 2021 .

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4.	<p><u>Challenges arising from the Realignment of the MSCD</u></p> <ul style="list-style-type: none"> • The PMCD should provide a status update to Parliament by August 15, 2022 regarding the deferred submission of the Note to Cabinet for consideration and approval to rectify the anomalies faced. 	34	<p>The anomalies found in the 2020 Realignment Note, with respect to the Ministry of Sport & Community Development (approved by Cabinet Minute No. 289 (2nd Session) dated October 8, 2020), were rectified via two (2) Further Adjustments Notes for Cabinet that were subsequently prepared by PMCD. Cabinet Minute No. 2111 dated December 16, 2021 and Cabinet Minute No. 2112 dated December 16, 2021 approved the recommendations that were put forward in those two Notes, respectively.</p>
5.	<p><u>The need for more staff in the IAU</u></p> <ul style="list-style-type: none"> • The PSA should consider developing training sessions for staff of realigned M&Ds. • Details on these training sessions and respective dates should be submitted 	34-35	<p>While there are some basic training programmes that can be offered, the identification of deficiencies and competencies can only be determined after the Ministry is established and operational. In this regard the PSA conducted the 2022 Public Service Training Needs Assessment (TNA). The report is due in mid-August and will enable the Academy to generate profiles of the training needs of the MDAs.</p>

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	to Parliament by August 15, 2022		<p>The PSA is committed to providing Learning and Development interventions to MDAs and in this regard, three workshops have been designed and launched and a fourth is expected to be launched in September.</p> <p>These workshops seek to address deficiencies in basic competencies that exist throughout the Public Service and complements the existing schedule of training activities.”</p> <p>Realigned MDAs can access training and assistance from the PSA through the following:</p> <ul style="list-style-type: none"> • Nominations to advertised workshops. • Request for specific interventions when needs are identified. • Request for assistance in developing L&D interventions. <p>The implementation of the Integrated Financial Management System project under the Ministry of Finance (IFMIS) which focuses on the modernization of the public financial system, has as part of the project, a training component for stakeholders involved in financial management inclusive of Internal Audit. This is an ongoing project and when completed will inform competencies that are required to effectively carry out functions of the Internal Audit. Consequently, the training needs of Internal Audit will be identified through the current TNA and functional requirements of the IFMIS.</p>

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APPENDIX I

STATUS OF EMPLOYEES' PENSION AND LEAVE RECORDS OF THE MINISTRY OF PUBLIC ADMINISTRATION INCLUDING ISSUES AND STRATEGIES

A Pension and Leave Record provides the history of an officer's working life in the Public Service and by law are required to be prepared and submitted to the Comptroller of Accounts on an annual basis, to facilitate the computation of the officer's retirement benefits. These records are required to be submitted at least three (3) months before the due date of the officer's sixtieth (60th) birthday, the date of their retirement.

Preparation of Pension and Leave Records are guided by the Exchequer and Audit Act No. 20 of 1959, Financial Regulations 1965, Civil Service Regulations, Chief Personnel Officer Circulars and Comptroller of Accounts Circulars. There are several issues which contributes to the delay in the process of preparing Pension and Leave Records. These issues are identified and strategies highlighted for consideration as shown hereunder:

No	ISSUES	STRATEGIES
1.	<ul style="list-style-type: none"> ➤ Officers are not knowledgeable of the following guidelines: ➤ Financial Regulations 1965 ➤ Exchequer and Audit Act No. 20 of 1959 ➤ Civil Service Regulations ➤ Chief Personnel Officer Circulars and; ➤ Comptroller of Accounts Circulars. 	<p>The Financial Regulation 134 (1) and (2) respectively states <i>inter alia</i>: "A copy of these Regulations should be kept in every office." Related Laws, Regulations and Instructions are an integral part of the job function and need to be read on the job.</p> <ul style="list-style-type: none"> • Copies of the relevant Law, Regulations, Instructions and Circular memoranda should be distributed to officers of the Accounting and the Human Resource Divisions to assure that the job gets done right and that nothing slips through

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		<p>the cracks. This will enhance the organization's production.</p> <ul style="list-style-type: none"> • Training in the interpretation of these Regulations is critical. The Comptroller of accounts should conduct training in the relevant Regulations biannually to ensure knowledge transfer. This training should be mandatory for persons performing duties in this area. • Manager/Supervisor should: • Emphasize officers read these laws on a regular basis for better understanding and application to the relevant areas in the preparation of Pension and Leave Records. • Coach and mentor officers regularly for better performance.
<p>2.</p>	<ul style="list-style-type: none"> ➤ Restructuring of Ministerial portfolios (the main issue) ➤ In cases where officers are transferred from one ➤ Ministry/Department to another Ministry/Department, the Pension and Leave Records from the former Ministry remain outstanding for an inordinate length of time resulting in the records not being able to be prepared on a timely basis by the new Ministry due to: 	<ul style="list-style-type: none"> • When Restructuring Ministerial portfolios consideration should be given to the issues identified to prevent further delays in the preparation of officer's Pension and Leave Records. • Pension and Leave Records should be prepared in the Ministry where the actual payments were made. • Original Pay Record Cards and original Personal Files are to be kept in the Ministry where actual payments were made so that the Internal Audit can verify and certify the Pension and Leave Records submitted.

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	<ul style="list-style-type: none"> ➤ A first approval is required from the Director of ➤ Personal Administration for all officers with the new Ministry's name. This takes approximately six (6) to twelve (12) months. ➤ Delay the payment of Acting allowances and Further Temporary salary to officers. ➤ Ministry/Department is unsure as to who has to prepare the Pension and Leave Records. ➤ Personal Files and Pay Record Cards are damaged, lost, or destroyed in moving from one Ministry to another. 	
<p>3.</p>	<ul style="list-style-type: none"> ➤ Awaiting the following documents from the previous Ministry/Department: ➤ Leave Particulars ➤ Salary Particulars ➤ Circulating Personal File with the Pension and Leave Records ➤ Amendment to these documents 	<ul style="list-style-type: none"> • If these documents are not received from Ministry/Department, the Manager/Supervisor needs to ensure that requests are made in writing within one week of the transfer and thereafter, email or telephone and follow up with reminders every six (6) weeks until they are received.

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4.	<ul style="list-style-type: none"> ➤ Delay of Appointments/Promotions from the Director of Personal Administration results in the following: ➤ Pension and Leave Records need to be amended to reflect the correct salary.] ➤ Preparation of worksheets for arrears due or the amounts overpaid/underpaid to officers. These worksheets take time to prepare due to the changes in salary amounts and the periods during which the payments were made. ➤ Arrears of acting allowance to officers remain outstanding for approximately two (2) to four (4) years because of consequential staffing arrangements, causing a further delay in the preparation of Pension and Leave Records for persons in the consequential chain. 	<ul style="list-style-type: none"> • Follow up with the Director of Personal Administration in writing, e-mail or telephone regularly for approvals. • It is recommended that the DPA revise its processes in treating with these matters
5.	<ul style="list-style-type: none"> ➤ Officers being placed at the incorrect point in the salary scale when Appointed, Promoted, Acting, or transfer away from the parent Ministry, resulting in late payments of increments and acting allowances. ➤ Pension and Leave records from other 	<ul style="list-style-type: none"> • Officers involved in the process of preparing Pension and Leave Records should have knowledge and experience in Salary Administration, Leave Administration, Award of Increments, Pension and Leave and a clear understanding of the Compensation Plan. (The Job Specification should apply here). • Staff of the different Divisions/Departments/Units should be encouraged to discuss any technical issues arising

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	<ul style="list-style-type: none"> ➤ Ministry/Department contains errors in the area of incorrect salary, acting allowances and award of increments and salary being plotted but not actually paid, which will need to be amended first. ➤ Salary being plotted but not actually paid. 	<p>during work firstly with the other members of the section and then with their whole unit. This would allow for the growth in the knowledge base of all members of staff and ultimately result in better quality work.</p> <ul style="list-style-type: none"> • Staff is trained in the areas of Salary Administration, Leave Administration, Award of Increments and Pension and Leave.
6.	<ul style="list-style-type: none"> ➤ An officer is trained but not in all the relevant areas that are required for the preparation of Pension and Leave. Also, the officers trained are not reading or understanding the training material provided and apply accordingly, or they may move to another Ministry/Department or Division and it is not applicable to their new schedule. 	<ul style="list-style-type: none"> • Training in the areas of Salary Administration, Leave Administration, Award of Increments and Pension and Leave should be included in the mandatory training matrix for all clerical officers in Ministry/Department on a continuous basis, as these officers move regularly from one Division or to another Ministry/Department because of acting opportunities. • Development of a comprehensive Manual for Pension and Leave Administration that will form part of the Desk Manual for the relevant schedule. • Training in these areas will also assist officers in the performance of their duties.

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7.	<ul style="list-style-type: none"> ➤ The Circulating Personnel File is not being updated and forwarded to Ministry/Department when an officer is Appointed, Promoted, Acting or Transferred to another Ministry/Department. 	<ul style="list-style-type: none"> • A list should be provided to the Pension and Leave Unit at the end of each month informing of any movement of staff of the Ministry. This will assist the officer preparing the Pension and Leave Records, and also the sending and retrieving of information to and from Ministries in a timely basis. • The Circulating Personnel Files of officers should be updated and forward to the relevant Ministry/Department upon Appointment/ Promotion, Acting and Transfer.
8.	<ul style="list-style-type: none"> ➤ Pay Record Cards: ➤ The relevant information with respect to payments are not always written ➤ It is not clear ➤ It is not eligible to read ➤ Not detailed 	<p>Manager/Supervisor to ensure:</p> <ul style="list-style-type: none"> • Pay Record Cards must be completed properly • Information relating to all payments be legibly written in detail • No abbreviation of words
9.	<ul style="list-style-type: none"> ➤ The payroll section is engaged in preparing monthly payrolls as well as increments and acting allowances, which are always in arrears. It is instructive to note that arrears of payments always take much more time to prepare. 	<ul style="list-style-type: none"> • Due to the necessary adjustments to emoluments of retired and retiring officers arising from the outstanding increments and acting allowances determined during the preparation of Pension and Leave Records, the present payroll staff are severely constrained to carry out their normal duties as well as the number of salary adjustments which are necessary to correct the salaries paid and outstanding. • Either create a separate unit in the Finance and Accounts Division to handle Pension and Leave matters • Officers in each Accounting Unit be specifically assigned to these duties.

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		<ul style="list-style-type: none"> • Return to the <u>original structure</u> which is the Pension and Leave Unit being part of the Finance and Accounts Division (as per Comptroller of Accounts Accounting Manual).
10.	<ul style="list-style-type: none"> ➤ Copies of Pay Record Cards are made and used when preparing the Pension and Leave Records, this contributes to further delays in the process as: <ul style="list-style-type: none"> ➤ The photocopier not always working ➤ There is no ink or no toner ➤ It takes time to flip through the bulky, heavy ➤ Pay Record Cards to find an officer's card. 	<ul style="list-style-type: none"> • A Pay Record Card File should be prepared for each officer • This will assist the officer in preparing the Pension and Leave Record, save time and money and also avoid delay in the process. • Therefore, the original Pay Record Cards and original completed Pension and Leave Records can be submitted to the Internal Audit Unit for verification and certification. (By Law Internal Audit is required to verify and certify original documents only not copies. • Digitalization of all Pay Record Cards
11.	<ul style="list-style-type: none"> ➤ Increments are not being awarded and the salary is not adjusted on a timely basis. 	<ul style="list-style-type: none"> • Manager/Supervisor to ensure Performance Appraisal Reports are submitted promptly so that increments can be awarded in a timely basis to officers and the IhRIS records updated
12.	<ul style="list-style-type: none"> ➤ Queries/Requests from Comptroller of Accounts: ➤ While Pension and Leave Records are prepared and submitted to the Comptroller of Accounts on an annual basis, queries are only sent to the Ministry/Department within the year of 	<p>Implementation of the IhRIS Module:</p> <ul style="list-style-type: none"> • Consideration to be given to use IhRIS Module for the computation of officers' retirement benefits. • This will make available to officers their benefit (Pension and Gratuity) at the date of retirement. • COA Staff be required to check Pension and Leave Records and send queries on an annual basis, not only in

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<p>retirement of officers, not in the year they were prepared (for example an officer retired in the year 2020, a query was sent in the year 2020 for the year 2012 or 1997). This makes it difficult to retrieve information to amend the Pension and Leave Record, due to records being damaged, dissolution of Ministry, misplaced or destroyed over the years.</p> <ul style="list-style-type: none">➤ Comptroller of Accounts may query a Pension and Leave Record and ask for the record to be amended. When the Pension and Leave Record is amended and re-submitted, the Ministry would then receive another query stating the previous Pension and Leave Record appears to be correct and we then have to further amend the amended Pension and Leave Record and resubmit again.➤ If the said officer who prepared the Pension and Leave Record is no longer in the➤ Ministry/Department at the time when the query is received the entire process starts all over again causing setbacks and delays.	<p>the year of retirement, so that the records can be easily retrieved and the officer who prepared it may still be in the Ministry to attend to the query give an early reply.</p> <ul style="list-style-type: none">• Ministry/Department should submit to the Comptroller of Accounts annually:<ul style="list-style-type: none">• a list of names of officers presently in the Ministry/Department• a list of names of officers who were Appointment/Promotion, Acting or Transferred to another Ministry/Department This would assist officers in sending their request for Pension and Leave Records to the relevant Ministries/Department and also avoid delays.
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	<ul style="list-style-type: none"> ➤ Request original Pension and Leave Records from time to time as the original submitted cannot be found or lost. This is another setback as some of the records may have been submitted some years earlier and cannot be found due to records being damaged, misplaced, or destroyed. ➤ Requests Pension and Leave Record from Ministry/Department for officers for whom the Ministry has no records. 	
<p>13. There is not enough storage space for Pay Record Cards and Personal Files at the Ministry and therefore, they are sent to the archive. Sometimes when requests are made for the files either cannot be found or it takes a very long time to be found.</p>		<ul style="list-style-type: none"> • Files should be kept in the Ministry until an officer receives his/her benefits (gratuity and pension) not only until retirement age. This will assist officers in retrieving the necessary documents/ information require to prepare Pension and Leave Records • According to the Exchequer and Audit Act No. 20 of 1959, files should be kept at the Ministry/Department for sixty (60) years before being archived. • Although digitizing files/documents would make records readily available, by Law the Internal Audit can only verify and certify original documents.

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When preparing a Pension and Leave Record every effort should be made to follow the guidelines of the Exchequer and Audit Act

No. 20 of 1959, Financial Regulations 1965, Civil Service Regulations, Chief Personnel Officer Circulars, and Comptroller of Accounts Circulars. These guidelines would assist in the preparation of Pension and Leave Records, and avoid delays in the computation of retirement benefits due to an officer at the end of the officer working life in the public service. As a result of the issues stated above, to date Pension and Leave Records at the Ministry are as follows:

- Ministry of Public Administration- thirty (30%) percent were completed and submitted to the Comptroller of Accounts
- Government Printery- forty (40%) percent was completed and submitted to the Comptroller of Accounts
- Seven (7) officers are due to retire in the year 2023 of which two (2) officers Pension and Leave Records was completed and submitted to the Comptroller of Accounts.

Prepared by: Human Resources Division, Ministry of Public Administration

Date: July 25, 2022