



Government of the Republic of Trinidad and Tobago



THE PUBLIC SERVICE COMMISSION
Annual Report 2014

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Foreword

Saying thanks is always an appropriate way to start, especially on this occasion when my thanks are directed, in the first instance, to the distinguished team of Commissioners with whom I have been privileged to work over the period under review. I also take this opportunity to again pay tribute to the outgoing Director of Personnel Administration (DPA), Mrs. Gloria Edwards-Joseph for the quality of support which she afforded the Commission throughout her term of office. The Commission also welcomes the Acting DPA, Ms Anastasius Creed who assumed leadership of the Service Commissions Department (SCD) in April 2014.

Throughout 2014, the Commission continued to work towards filling vacancies in a timely manner, and the year saw a total of two thousand, two hundred and thirteen (2,213) positions being filled throughout the Public Service. This represents a slight improvement over what was attained in 2013. As in the past, however, some positions could not be filled permanently either because the substantive holders of the offices had been granted leave of absence without pay on grounds of Public Policy, were on extended vacation leave, or because the office had been suppressed pending reclassification by the Personnel Department or the restructuring of the particular Ministry. Additionally, a promotion may have been declined for personal reasons. But even where outright vacancies existed, the Public Service Commission (PSC) continued to be challenged due, primarily, to the ongoing constraints being experienced by the SCD.

The primary function of the SCD is “to provide supporting services to enable the Service Commissions to discharge their constitutional responsibilities of staffing and disciplinary control over the respective services”. In other words, the Commission depends on the SCD for both accurate information on which to base its decisions and for the means by which these decisions may be implemented.



International Human Resource best practices use a ratio of one (1) Human Resource professional to every one hundred employees. At present, the complement of Human Resource/Clerical staff of the SCD assigned to schedules is approximately one hundred and fifteen (115). This translates to a ratio of one (1) SCD HR employee to every four hundred (400) public officers.

The fact that the SCD continues to be severely understaffed means that the PSC is itself constrained in its efforts to fulfil its mandate with the speed and efficiency to which it is committed. For example, the decision to advertise entry level positions both within and outside the Public Service has led to thousands of applications having to be processed by the SCD before eligible candidates are presented to the Commission. What is more, applications for ALL offices (not only entry positions) are screened manually. This circumstance has led in some instances to delays of more than two years between the closing date of applications for a particular office and the documentation being submitted to the Commission for its consideration and action. And while hiring contract employees to perform duties that are the remit of public officers may help to address staffing shortages in Ministries and Departments, because contract workers do not fall under the jurisdiction and scrutiny of the PSC, this approach does not provide protection against the practice of nepotism and patronage that the Commission was precisely established to prevent.

In response to the challenge posed by the manual screening of applications, a contract was signed between the Ministry of Public Administration and Deloitte and Touche in association with Caribbean DMS Limited to provide consultancy services to assist in the design of an Electronic Data Management System (EDMS) for the SCD. Four (4) of the six (6) deliverables of the consultancy were completed at the end of November 2014. The Department has received approval from Cabinet to commence the implementation of the EDMS; however, as at December 2014 funds were not yet available.

A second initiative aimed at strengthening the SCD commenced in 2014. One stated objective of the project, which is being led by a team of consultants drawn from Deloitte and the Institute of Public Administration of Canada (IPAC), is “to enhance the capacity of the SCD to provide quality HRM service and to facilitate improved service delivery to its clients/stakeholders”. The Commission has begun meeting with the project team and sharing ideas on how this goal may be achieved.

A draft of proposed revisions to the Public Service Regulations was reviewed by the Commission in 2014. The suggested revisions include changes designed to advance the merit principle -- “a contested ideal” -- as the main criterion in determining appointments and promotions; to establish shorter timelines for the completion of HRM processes; and to introduce the practice of mediation and other alternative ways of resolving disputes. This last provision has been welcomed as a mechanism for reducing the number of Judicial Reviews, settling minor disputes more speedily, and allowing for less serious breaches of the Code of Conduct to be resolved in a shorter time frame.

The Assessment Centre exercise for Deputy Permanent Secretaries which began in late 2013 was completed in April 2014. Forty-three (43) candidates were interviewed and forty-one (41) officers were subsequently promoted as Deputy Permanent Secretaries. The Commission is confident that the Assessment Centre process is an important mechanism for promoting the merit principle in the Public Service.

In October 2014 the PSC hosted the Third Regional Conference of the Public Service Commissions of the Caribbean. The Conference, which took as its theme “Promoting a Public Service Renewal Agenda for the 21st Century”, explored two main issues:

- What system can be put in place to promote integrity and probity in public affairs?
- How does the commitment to modernisation affect or alter the particular role played by the region’s PSC?

His Excellency, Anthony Thomas Aquinas Carmona, SC, President of the Republic of Trinidad and Tobago delivered the feature address at the opening ceremony. President Carmona set the standard for the two days of wide-ranging discussions led by international and regional experts. Recommendations set forth in the Action Agenda addressed the following issues:

- The Role of PSC in the twenty-first Century
- How technology may be used to make processes more transparent and efficient
- The modernisation of Public Service Regulations
- Modalities for engaging political administrations.

The Report of the Conference will be published in 2015.

Change, we know, is never an easy undertaking. But we are encouraged by the knowledge that there exists an ever-expanding community of talented personnel within and outside the Public Service who are eager and well able to advance the modernisation process. Keeping them inspired and productive is a matter of first importance. We look forward to working with them and other stakeholders to achieve our national goal of sustainable human development.

Marjorie Thorpe
Chairman



A Tribute to Mrs Gloria Edwards-Joseph

Mrs Gloria Edwards-Joseph, former Director of Personnel Administration (DPA), was promoted to the office on 1st June, 2006 and served until her retirement on 14th December, 2014. It is noteworthy that she was the youngest and longest holder of the office of DPA.

Mrs Edwards-Joseph began her long and illustrious Public Service career as a Clerk I in 1974. She came to the Service Commissions Department in 1981 and moved up various ranks in the clerical and human resource streams. She was promoted as Deputy DPA on 14th February, 2001 and then as DPA in 2006.

During her tenure as the DPA, Mrs Edwards-Joseph saw to fruition the assessment centre methodology for the selection of senior managers within

the Public Service. She also started the process of reviewing the Public Service Commission's Regulations and the Policy and Precedent Book.

"To make a positive difference in the lives of others" was adopted by Mrs Edwards-Joseph as her personal motto. Accordingly, she believed in the holistic development of her staff. She was a strong supporter of Health and Wellness and life skills development and encouraged those types of programmes at the Service Commissions Department.

The Public Service Commission commends Mrs Gloria Edwards-Joseph for her yeoman service to the Public Service and wishes her well in her future endeavours.

Executive Summary

The Report outlines the performance of the Public Service Commission in respect of its Constitutional Mandate. During the year under review, the Commission sought to fulfil its ongoing functions, as well as to meet its specific objectives articulated in its Action Plan and Medium-term Strategic Objectives 2014/2015 attached as **Appendix III**. Some of the achievements for the year 2014 included progress in the following areas:

- Increased deliberations on matters under the remit of the Public Service Commission by 20.3% over the 2013 figure - **Section 3.0**
- Continued use of the Selection Centre initiative and Advanced Methods of Selection in order to expedite the selection process for appointments/promotions in the Civil Service - **Section 4.3**
- Promotion of forty-one (41) officers to the office of Deputy Permanent Secretary upon successful completion of the Assessment Centre Exercise (ACE) - **Section 4.4**
- Continued review of the Public Service Commission Regulations with the completion and submission of a draft report to the Commission. - **Section 4.5**
- Continued efforts to implement an Electronic Document Management System - **Section 4.6**
- Continued staff training in order to achieve the Commission's stated objectives and to improve the efficiency in the delivery of services to stakeholders - **Section 4.7**
- Meeting with the Chief Secretary, Tobago House of Assembly; the Permanent Secretary, Ministry of Tobago Development and the staff of the Service Commissions Department, Tobago to treat with issues such as the filling of vacancies; matters related to public officers from Trinidad refusing to accept appointments in Tobago; exchange programmes/incentive programmes for officers between Trinidad and Tobago and training - **Section 5.1**
- The decision by the PSC, in accordance with its constitutional mandate and provisions of its own Regulations, to continue to make appointments, on a temporary basis, or otherwise, against established offices in the Public Service (9th December, 2014.) This decision was made subsequent to Cabinet Minute No. 2512 of September 4, 2014, wherein Cabinet agreed to the introduction of a Clerical, Secretarial and Support Services Relief Programme for the Public Service - **Section 5.3**
- Continued efforts to empower Permanent Secretaries and other officials through delegation of authority for greater efficiency - **Section 7.1**

In accordance with the projections identified in **Section 14** of this document, the PSC will make every effort in 2015 and beyond to ensure, through collaborative approach, the implementation, establishment and sustainability of a modern and efficient Public Service.

1.0 Introduction

This report of the Public Service Commission (PSC) for the year 2014 is submitted pursuant to Section 66B of the Constitution of the Republic of Trinidad and Tobago (as amended by Act No. 29 of 1999) which requires the Commission to report each year on its administration, the manner of the exercise of its powers, its method of functioning and any criteria adopted by it in the exercise of its powers and functions.

The Commission is an independent body established under Sections 120 and 121 of the Constitution. Section 121 gives the Commission the power to appoint persons to hold or act in offices to which that section applies, including the power to make appointments on promotion and transfer and to confirm appointments and to remove and to exercise disciplinary control over persons holding or acting in such offices and to enforce standards of conduct on such officers.

Section 129 (1) of the Constitution gives the Commission the power to regulate its own procedures by regulation or otherwise with the consent of the Prime Minister. In 2006, the Commission delegated some of its functions to Permanent Secretaries/Heads of Departments, the Chief Fire Officer, the Commissioner of Prisons, the Chief Administrator, Tobago House of Assembly, and to other senior officials in the Public Service as stipulated in Legal Notice No. 105 - see *Appendix I*. The Commission has retained all other functions of its mandate.

2.0 Membership

The Commission comprises a Chairman, a Deputy Chairman and not less than two (2) and not more than four (4) members appointed by the President of the Republic of Trinidad and Tobago after consultation with the Prime Minister and the Leader of the Opposition.

During the year 2014, the membership of the Commission comprised:

Dr Marjorie Thorpe
Chairman

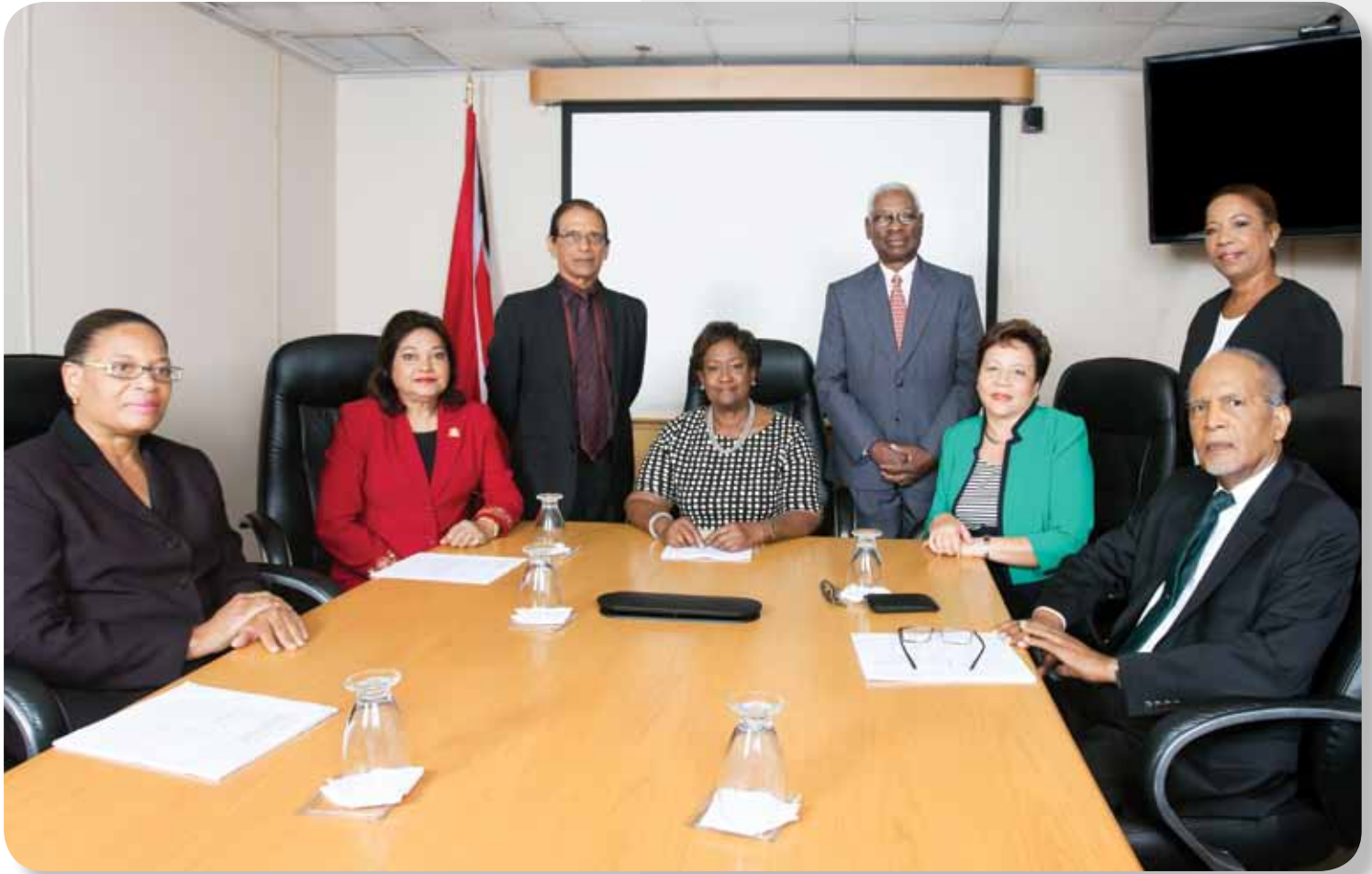
Mrs Maureen Manchouck
Deputy Chairman

Professor Kenneth Ramchand, C.M.T.
Member

Mrs. Parvatee Anmolsingh-Mahabir
Member

Mr. Frank Abdulah
Member

Mr. Louis Bryan, M.O.M.
Member



From left to right: Ms. Anastasius Creed, Director of Personnel Administration (Ag); Mrs. Parvatee Anmolsingh-Mahabir; Professor Kenneth Ramchand; Dr. Marjorie Thorpe, Chairman; Mr. Frank Abdulah; Mrs. Maureen Manchouck, Deputy Chairman; Mrs. Charmain Dattoo-Jaggernauth, Secretary; and Mr. Louis Bryan.

FIGURE 1 - Permanent Appointments 2010 - 2014

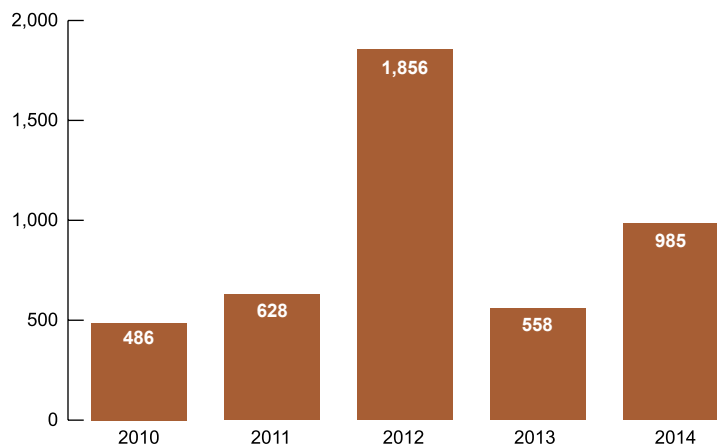
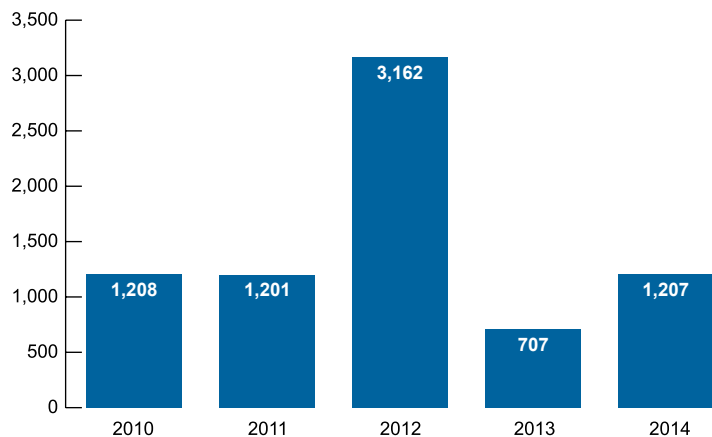


FIGURE 2 - Promotions 2010 - 2014



3.0 Meetings

During the year under review, the Commission held forty-one (41) statutory meetings and two (2) special meetings. In the conduct of its business, four (4) other meetings were held: one (1) meeting with a Legal Consultant; and other meetings with the Permanent Secretary/Head of the Public Service; Permanent Secretaries and Deputy Permanent Secretaries.

Deliberations were held on one thousand, eight hundred and ninety-seven (1,897) matters as compared to one thousand, five hundred and seventy-seven (1,577) matters in 2013. This represents an increase of 20.3% (320 matters) over the 2013 figure.

4.0 Overview of Accomplishments and Challenges

4.1 Filling of Vacancies

During the year 2014, the Public Service Commission filled two thousand, two hundred and thirteen (2,213) vacancies. Nine hundred and eighty-five (985) permanent appointments were made while one thousand, two hundred and twenty-eight (1,228) promotions were made. See *Figures 1* and *2*, respectively.

4.2 Amendments and Cancellations

During 2014, the Public Service Commission cancelled/amended a total of two hundred and thirty-seven (237) appointments/promotions which comprised two hundred and two (202) cancellations of appointments/promotions and thirty-five (35) amendments of appointments/promotions.

4.0 *(continued)*

4.3 Standing Selection Boards

In 2011, three (3) Standing Selection Boards were established for a period of two (2) years to expedite the Selection Process for the filling of vacancies in the Public Service. In 2014, the Boards continued their drive towards filling vacant offices and interviews were held for forty-two (42) offices. This resulted in:

- (i) the filling of two hundred and seventy-nine (279) vacant positions, one hundred and forty-eight (148) of which were permanent appointments, while one hundred and thirty-one (131) were promotions; and
- (ii) the establishment of forty-three (43) Order-of-Merit Lists.

4.4 Assessment Centre Exercise (ACE) for Selection to the Office of Deputy Permanent Secretary

The Assessment Centre Exercise (ACE) is a human resource tool used for the recruitment process to ensure that the most eligible candidates are selected, i.e. applicants with the knowledge, skills and abilities.

Subsequent to the conduct of an ACE by the Public Service Commission, forty-three (43) officers were successful and promoted to the office of Deputy Permanent Secretary over the period March to May 2014. In June 2014, a Notice of Vacancy was given for the Office of Deputy Permanent Secretary and the ACE is to be conducted shortly.

4.5 Review of the Public Service Commission Regulations

In January 2014, a first draft report of the review of the Public Service Commission Regulations was submitted to the Public Service Commission by the Legal Consultant. The contents of the report were based on discussions with the PSC, the DPA, the Chief Personnel Officer (CPO), the Permanent

Secretary, Ministry of Public Administration and the Consultants engaged for the Human Resource Modernisation Project in the Public Service.

Laws of other relevant or similar jurisdictions, such as Australia, New Zealand, United Kingdom, Canada, Jamaica, Barbados, and Malta were examined.

Some of the areas discussed briefly by the Legal Consultant were:-

- Selection based on performance;
- Penalties for non-performance;
- Introduction of employment contracts with an outline of the duties and the Code of Conduct;
- Advertisement of vacancies - Length of time to be addressed;
- Disciplinary Tribunals;
- Alternative Dispute Resolution to be introduced for minor infractions;

4.6 Electronic Document Management System (EDMS)

In November 2014, the consultants for the design of an Electronic Document Management System, Deloitte and Touche/Caribbean DMS Limited, submitted a key deliverable - Terms of Reference and Requests for Proposals. The SCD intends to invite and evaluate proposals from firms interested in implementing the EDMS. It is estimated that when a vendor is selected, the implementation of the system would be conducted over a two-year period.

4.7 Staff Training

During the period January to December 2014, members of staff at all levels of the SCD were exposed to various training courses/workshops. The workshops were holistic in nature and geared toward the achievement of the Commission's stated objectives, that is, to improve customer

4.0 *(continued)*

4.7 *(continued)*

service, to reduce time cycle and to improve advisory services to the Commission. The training workshops delivered were as follows:

(i) Developing/Building Competencies

Vision of Excellence, Effective Business Writing, Leadership, Presentation Skills for Senior Managers, Conducting Effective Performance Appraisal, Cabinet Note Writing, Terms of Reference/Request for Proposals, Ethics Accountability and Good Governance, Preparation of Estimates, Training Protocol for Public Officers, Competency Based Interviews Training, Protocol for Senior Officers and Developing Effective Policy.

(ii) Personal Development and Wellness and Team Building

Emotional Wellness, Certified Defensive Driving, Stress Management, Health and Wellness, Anger Management Techniques and Basic First Aid and Cardiopulmonary Resuscitation (CPR) Training and Team-building Exercises.

4.8 Human Resource Management Initiatives

In 2014, the Committee comprising Heads and Deputy Heads of the Ministry of Public Administration, the Service Commissions Department and the Personnel Department, which was formed to address Human Resource Management issues in the Public Service, maintained focus on the issue of institutional strengthening.

Notably, in September 2014 the Central Tenders Board agreed to award a contract for Consultancy Services for the Institutional Strengthening of the Service Commissions Department to Deloitte and Touche. The completion period for the contract was twenty-four (24) months.

4.9 Electronic Establishment Book

The current Electronic Establishment Report provided by the Integrated Human Resource Information System's (IHRIS) Project was still being reviewed at the end of 2014 by the SCD and IHRIS Project team in order to generate the electronic Establishment with the required data.

5.0 Operational Functions

5.1 Focus on Tobago

In May 2014, the Public Service Commission made a courtesy call on the Chief Secretary, Tobago House of Assembly; the Permanent Secretary, Ministry of Tobago Development and staff of the Service Commissions Department, Tobago.

Discussions were held on matters relating to:

- (i) filling of vacancies;
- (ii) issues related to public officers from Trinidad refusing to accept appointments in Tobago;
- (iii) neutrality of officers with respect to political affiliation in Tobago;
- (iv) exchange programmes/incentive programmes for officers between Trinidad and Tobago; and
- (v) training for officers in Tobago.

The office of Trawler Engineer/Fisherman I (Range 24), Tobago House of Assembly was advertised both inside and outside of the Public Service during the period 4th December, 2014 to 16th January, 2015. As at 31st December, 2014 there were no applicants.

5.2 Filling of Vacancies in Tobago

During the year 2014, two thousand, two hundred and thirteen (2,213) vacancies were filled by the Public Service Commission. Of these, one hundred and fourteen (114) were filled in Tobago. The Commission filled ten (10) vacancies in the Ministry of Tobago Development which comprised six (6) appointments and four (4) promotions. In addition, one hundred and four (104) fillings were effected in the Tobago House of Assembly with fifty-three (53) appointments and fifty-one (51) promotions.

5.3 Temporary Appointments

By Cabinet Minute No. 2512 of 4th September, 2014 Cabinet agreed to the introduction of a Clerical, Secretarial and Support Services Relief Programme for the Public Service.

This initiative was proposed for instances where the particular office holders have proceeded on leave of any kind or have been appointed to act in higher offices. The Clerical, Secretarial and Support Services Reliefs were to be employed by the Permanent Secretary or Head of Department on specified terms and conditions.

Persons to be utilised in the Clerical, Secretarial and Support Services Relief Programme would be selected from a cadre of eligible persons to be supplied by the Government Human Resource Services Company Limited (GHRSC) and in the Manipulative Class from the Ministry of Labour and Small and Micro Enterprise Development (National Employment Service).

Further to the decision taken in Cabinet Minute 2512 of 4th September, 2014, the Commission took a decision at its meeting of 9th December, 2014 that in accordance with its constitutional mandate and the provisions of its own Regulations, it would continue to make appointments, on a temporary basis or otherwise, against established offices in the Public Service.

In 2014, the Commission made nine hundred and thirty-three (933) temporary appointments, of which one hundred and eighteen (118) were made due to the realignment of Ministerial portfolios. In comparison with 2013, the decrease by 28.5% in the temporary appointments made in 2014 could be attributed to the period of time when the Commission ceased to make temporary appointments in accordance with Cabinet Minute No. 2512 of 4th September, 2014 as previously mentioned.

FIGURE 3 - Temporary Appointments 2010 - 2014

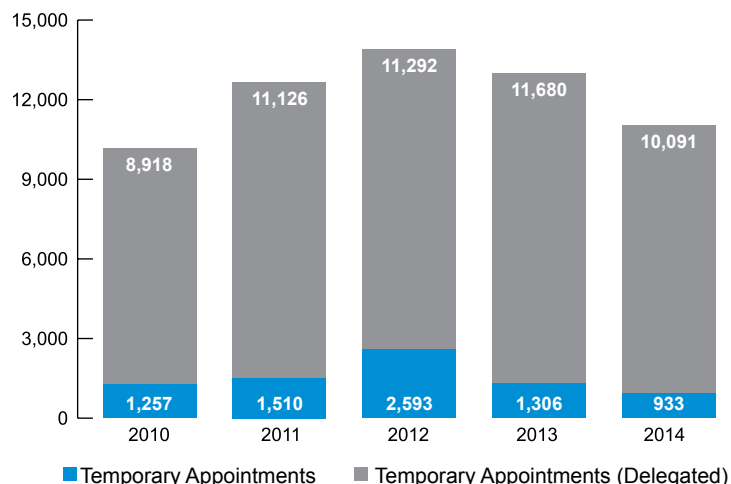


FIGURE 4 - Permanent Appointments 2010 - 2014

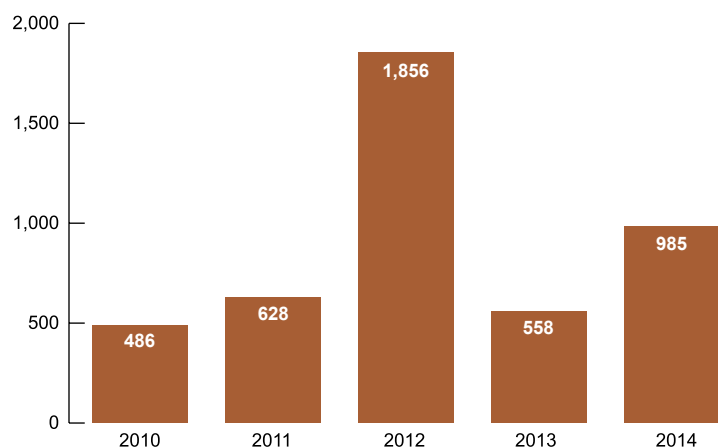
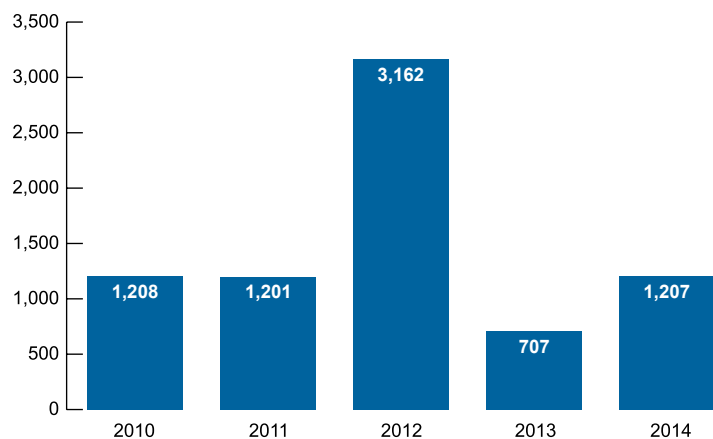


FIGURE 5 - Promotions 2010 - 2014



5.0 *(continued)*

5.3 *(continued)*

Permanent Secretaries/Heads of Departments effected a further 10,091 (ten thousand and ninety-one) temporary appointments under delegated authority

Of the 10,091 temporary appointments under delegated authority, a total of four hundred and forty-five (445) were made in Tobago. This consisted of three hundred and seventy-six (376) by the Tobago House of Assembly and sixty-nine (69) by the Ministry of Tobago Development. See *Figure 3* at left.

5.4 Permanent Appointments

During 2014, nine hundred and eight-five (985) permanent appointments were made. Of this total, seven hundred and eighty-two (782) were made by the Public Service Commission while two hundred and three (203) were made by the Commissioner of Prisons under delegated authority. The Chief Fire Officer did not make any permanent appointments for the same period. *Figure 4* gives details.

5.5 Promotions

During 2014, one thousand, two hundred and seven (1,207) promotions were made. The Public Service Commission made one thousand, one hundred and forty-nine (1,149) promotions, while fifty-eight (58) promotions were made by the Commissioner of Prisons under delegated authority. The Chief Fire Officer did not effect any promotions for the period - see *Figure 5* at left.

5.6 Acting Appointments

During the reporting period, the Commission made one thousand, eight hundred and sixty-eight (1,868) acting appointments. A disaggregation of this total has revealed that two hundred and fifty-two (252) acting appointments were made due to re-alignment of Ministerial portfolios.

5.0 *(continued)*

5.6 *(continued)*

A further fifteen thousand, nine hundred and eighty-seven (15,987) were made under delegated authority. Of these, a total of six hundred and sixteen (616) were made in Tobago comprising five hundred and thirty-three (533) by the Tobago House of Assembly and eighty-three (83) by the Ministry of Tobago Development. See **Figure 6** at right.

5.7 Secondments

Secondments entail the temporary movement of officers between separate statutory agencies. In 2014, the Commission released sixteen (16) officers for appointment on secondment to other Service Commissions and Agencies and appointed ten (10) officers on secondment to the Public Service. **Figure 7** gives comparative numbers of the last five (5) years.

5.8 Transfers

During the year 2014, the Commission made one thousand, one hundred and twenty-two (1,122) transfers, of which thirty-one (31) were as a result of the re-alignment of Ministerial portfolios. Permanent Secretaries and Heads of Departments made three (3) transfers under delegated authority. The three (3) transfers were made by the Tobago House of Assembly. See **Figure 8** at right.

5.9 Confirmations

Delegation of authority for the confirmation of appointments (up to and including Salary Range 68) was given to Permanent Secretaries and Heads of Departments on 24th May, 2006. The Commission however, continued to confirm appointments made prior to this date. During 2014, the Commission confirmed eight hundred and thirty-two (832) appointments. Permanent Secretaries and Heads of Departments confirmed two hundred and

FIGURE 6 - Acting Appointments 2010 - 2014

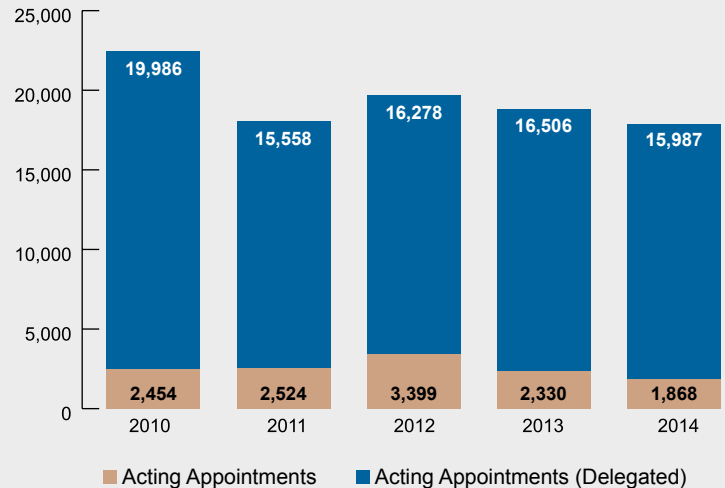


FIGURE 7 - Secondments 2010 - 2014

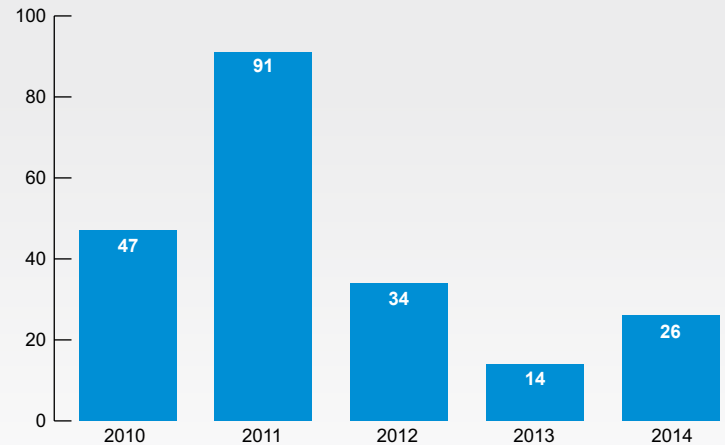


FIGURE 8 - Transfers 2010 - 2014

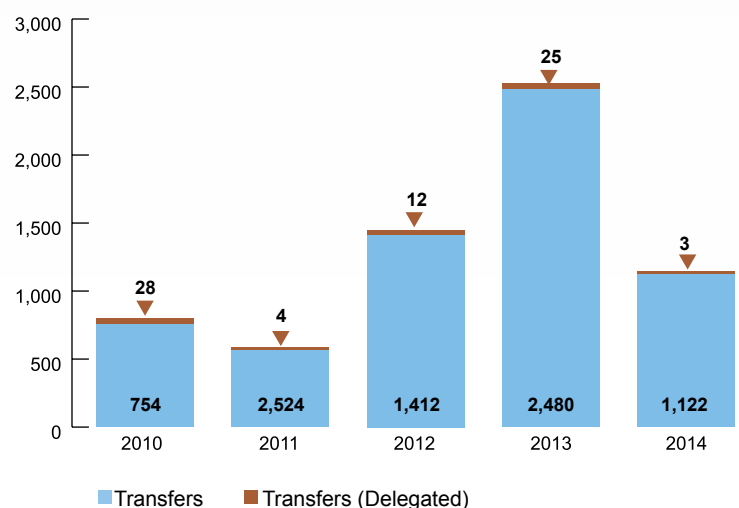
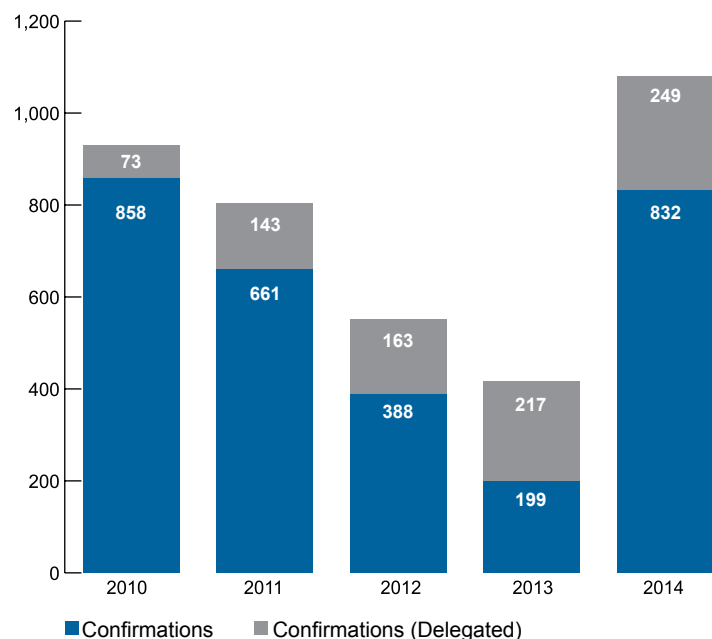


FIGURE 9 - Confirmations 2010 - 2014



5.0 (continued)

5.9 (continued)

forty-nine (249) appointments under delegated authority. Of the 249 confirmation of appointments under delegated authority, a total of three (3) were made by the Tobago House of Assembly. The Ministry of Tobago Development did not effect any confirmation of appointments.

A comparison among the years from 2010 to 2014 is shown in **Figure 9**.

5.10 Separations

The Public Service Commission Regulations provide for public officers to be separated or removed from offices in the Public Service by resignation, retirement and termination of appointment. The data also includes statistics from the Prison and Fire Services.

Table 1 indicates the number of officers who have separated from the Public Service during 2014 and highlights the various reasons for the separation:

TABLE 1

Type of Separation	TOTAL
Resignations	119
Abandonment of office	44
Termination of employment in accordance with Regulation 123 of the Public Service Commission's Regulations	1
Not to be offered further employment	6
Dismissed as a result of Court Charges in accordance with Section 129 of the Constitution of the Republic of Trinidad and Tobago	3
Compulsory retirement	651
Voluntary retirement	74
Permission to retire	20
Retirements in the Public interest	2
Retirements on grounds of marriage	1
Medical board	12
Deaths	49
TOTAL	982

6.0 Examinations

In 2014, examinations/supplemental examinations were held for a total of nine (9) offices. Of this total, Civil Service Entrance Examinations/Supplemental Examinations were held for six (6) offices while Promotional Examinations/Supplemental Examinations were held for three (3) offices.

Eleven thousand and fifty-nine (11,059) candidates were scheduled to sit examinations. However, seven thousand, eight hundred and ninety-three (7,893) candidates (71.3% of the total) actually sat the examinations/supplemental examinations. Of the latter number, one thousand, one hundred and forty-nine (1,149) candidates that is, 14.6% were successful. The percentage of success/failure rates for candidates by office are detailed in *Table 2* at right.

A breakdown of the number of candidates who were scheduled to sit the examinations/supplemental and those who sat the examinations and were successful for the nine (9) offices are shown at right in *Table 3*.

TABLE 2

Office	Success Rate (%)	Failure Rate (%)
Audit Examiner Assistant	68.5	31.5
Budget Analyst I	21.8	78.2
Labour Inspector I	91.6	8.4
Immigration Officer I	23.2	76.8
Clerk I (Tobago House of Assembly and Ministry of Tobago Development)	56.7	43.3
Customs and Excise Officer I	8.3	91.7
Prisons Officer II	24.8	75.2
Prisons Supervisor	35.2	64.8
Assistant Superintendent of Prisons	30.7	69.3

TABLE 3

Offices for which Civil Service Entrance Examinations/Main/Supplemental were Held	No. of Candidates		
	Scheduled to Sit Exam	Who Sat Exam	Who Were Successful
Audit Examiner Assistant	68	35	24
Budget Analyst I	179	133	29
Labour Inspector I	109	72	66
Immigration Officer I	1,806	1,263	293
Clerk I (Tobago House of Assembly and Ministry of Tobago Development)	193	127	72
Customs and Excise Officer I	7,488	5,567	463
TOTAL	9,843	7,197	947
Offices for which Promotional Examinations/Main Supplemental were Held			
Prisons Officer II	622	347	86
Prisons Supervisor	306	199	70
Assistant Superintendent of Prisons	288	150	46
TOTAL	1,216	696	202

7.0 Delegation of Powers

In order to ensure that the functions delegated to Permanent Secretaries/Heads of Departments and other senior public officers are properly exercised, the Director of Personnel Administration in consultation with the Public Service Commission established in 2006, a Monitoring, Auditing and Oversight Unit. This Unit provides training and consultancy services to the officers in the Human Resource Management Units of line Ministries/ Departments.

7.1 Review of the Performance of Ministries and Departments under Delegated Authority

The Public Service Commission (Delegation of Powers) (Amendment) Order, 2006 outlines the powers delegated to Permanent Secretaries and Heads of Departments in the areas of acting appointments, transfers, further temporary appointments, confirmations and exercising disciplinary control over public officers under the One-man Disciplinary Tribunal. Any failure to adhere to the requirements as set out in the Legal Notice No. 105 dated 24th May, 2006 is regarded as non-compliance.

A review of the performance of Permanent Secretaries and Heads of Departments under delegated authority for 2014 indicates that a total of thirty thousand, eight hundred and eighty-five (30,885) matters were dealt with by Permanent Secretaries and Heads of Departments. Of this total, twenty-five thousand, seven hundred and

sixty-six (25,766) matters were in compliance while five thousand and sixty (5,060) matters were not. **Figures 10** and **11**, respectively provide details.

In 2014, the Commissioner of Prisons effected two hundred and three (203) first appointments and fifty-eight (58) promotions. The Chief Fire Officer did not make any first appointments or promotions during the same period.

Figure 10 depicts the performance of Permanent Secretaries and Heads of Departments under delegated authority for the years 2013 and 2014.

Figure 11 highlights the areas of non-compliance by Permanent Secretaries and Heads of Departments over the period 2010 to 2014.

For the period June to December 2014, there was an increase in the level of non-compliance with respect to the delegated functions by Permanent Secretaries and Heads of Departments. It should be noted that from 2013 to 2014, there was an adjustment in the staff complement in several Ministries/Departments due to the re-alignment of Ministerial portfolios. Also, in 2014 the Monitoring and Oversight Unit was involved in a project to fill vacancies in the Public Service and therefore training in the delegated functions was not conducted during 2014. The project of filling vacancies in 2014 as compared with 2013 resulted in an increase of 77% in permanent appointments and 74% in promotions.

FIGURE 10 - Compliance with Delegated Function 2013 - 2014

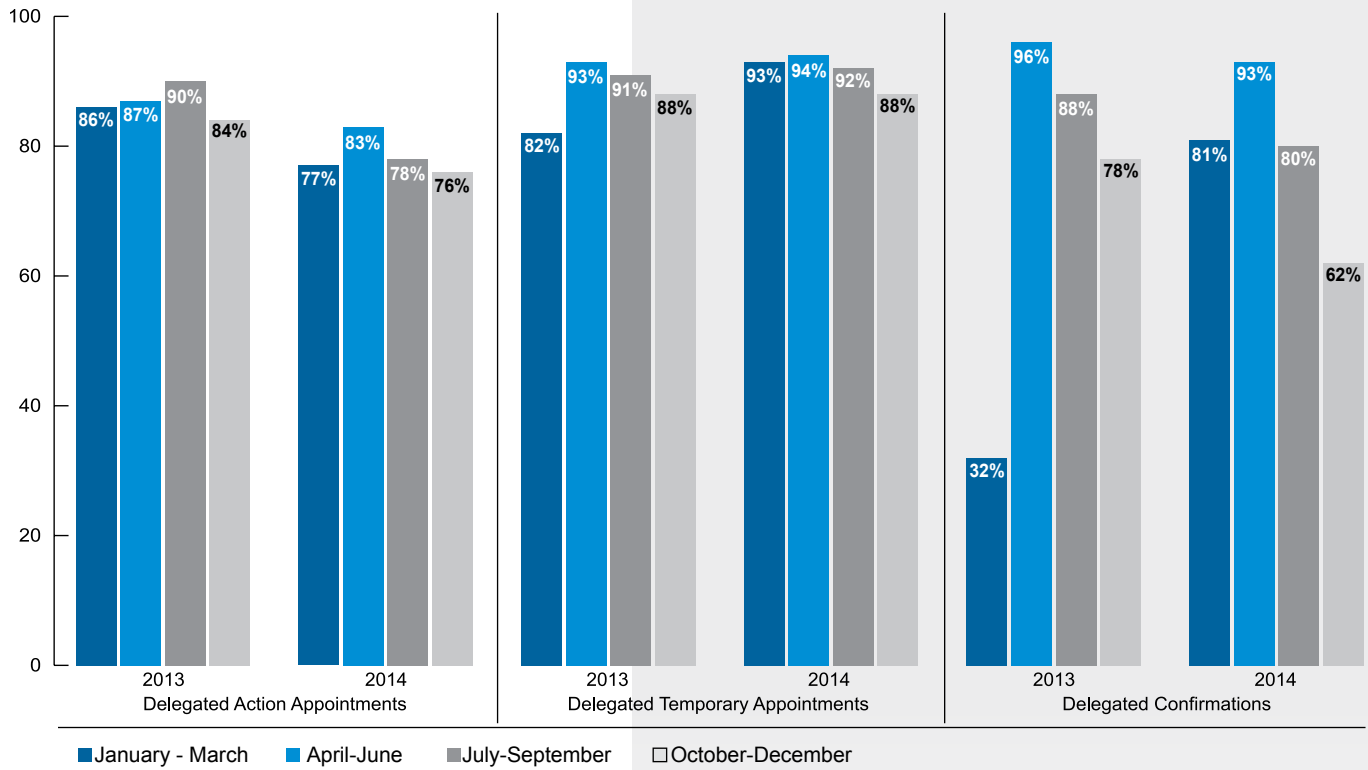
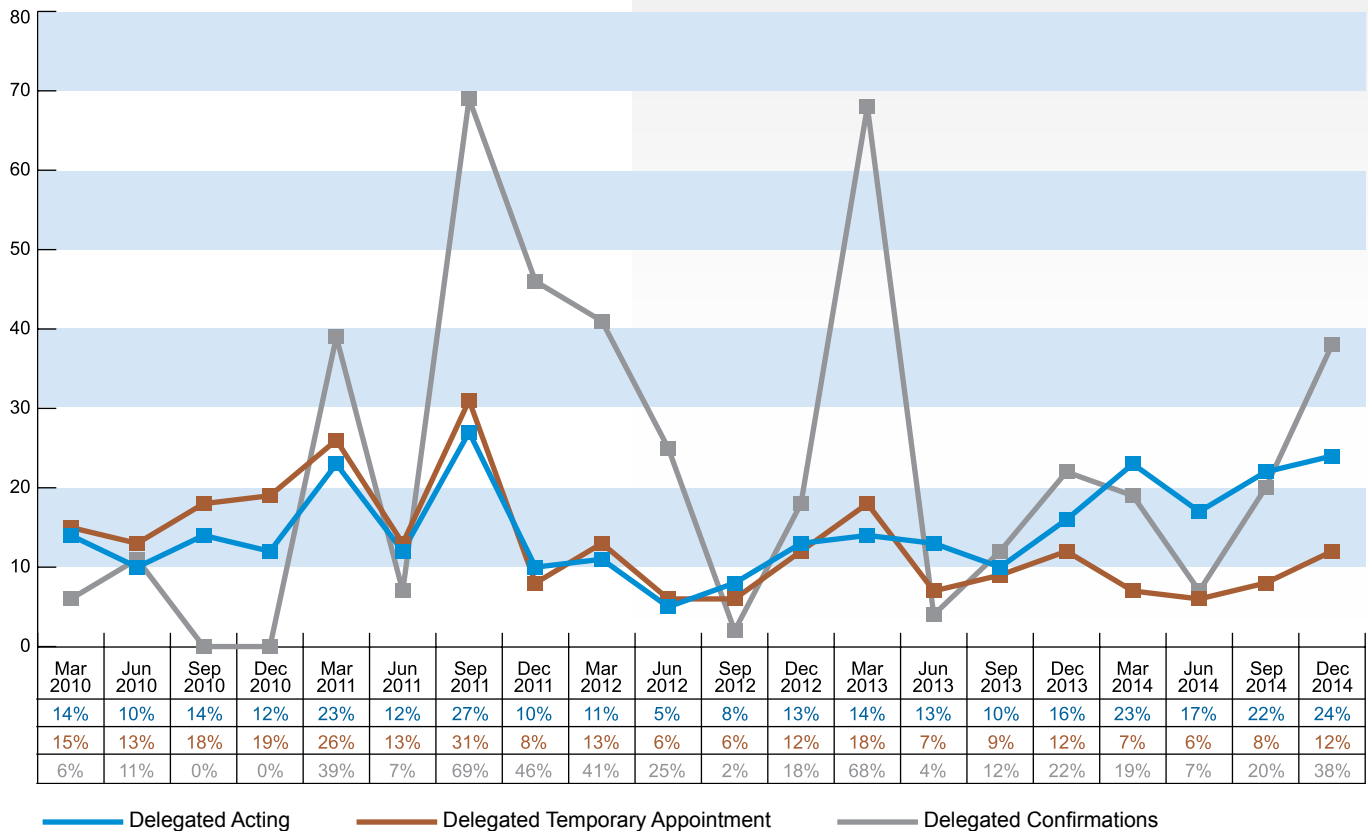


FIGURE 11 - Quarterly % of Non-compliance with Delegated Function 2010 - 2014



8.0 Discipline

Table 4 below gives a statistical representation of disciplinary proceedings against public officers in 2014.

In 2014, no penalties were imposed on public officers as a result of matters heard by the Disciplinary Tribunals which were appointed by the Public Service Commission. Also, in 2014 no One-Man Disciplinary Tribunals were convened.

8.1 Public Service Appeal Board Matters

In 2014, the following obtained:

- no officers filed appeals before the Public Service Appeal Board;
- eight (8) matters were pending as at 31st December, 2014; and
- three (3) matters from previous submissions were concluded in 2014 as follows:
 - one (1) matter was in favour of the claimant; and
 - two (2) were not in favour of the claimant.

TABLE 4

Disciplinary Matters	Civil	Fire	Prison	Total
No. of officers suspended	6	0	0	6
No. of officers on interdiction/ re-interdiction	7	3	9	19
No. of disciplinary tribunals appointed to hear matters	3	2	0	5
No. of matters completed by Tribunals during year of review	10	0	7	17
No. of officers on disciplinary charge	9	0	0	9
No. of officers found guilty in court	1	2	3	6
No. of disciplinary matters discontinued	0	0	0	0
No. of penalties as a result of Court Charges	1	1	1	3
No. of One-man Tribunals	0	0	0	0

Particulars of the three (3) concluded matters were as follows:

1. Former Customs and Excise Guard I, Ministry of Finance and the Economy

DISCIPLINARY TRIBUNAL

Charge: "Possession of Marijuana"

Decision of Disciplinary Tribunal

The Disciplinary Tribunal found the officer guilty of the disciplinary charge laid against him. He was dismissed from the Public Service by the Public Service Commission on 20th January, 2012.

Public Service Appeal No. 1 of 2012.

Date of Judgment - 28th September, 2014

- Outcome of Judgment

The Public Service Appeal Board dismissed the Appeal filed by the Officer and affirmed the decision of the Public Service Commission. Excerpts of the Board's Judgment are outlined hereunder:

"28. As regards the Second Ground of Appeal (namely, that the Commission erred in law by failing to give the appellant an opportunity to be heard), ... the appellant was there and then afforded an opportunity to be heard, and ... had availed himself of that opportunity by his letter dated 2nd November, 2011.

29. With respect to the Third Ground of Appeal, ... that the Commission had erred in law by failing to provide reason(s) for its decision ... the appellant was informed by the Commission that it had imposed on him the penalty of dismissal from the Public Service as a consequence of ... the finding of guilt by the Magistrate in the Magistrate's Court - his conviction of having committed a criminal offence in

the eyes of the law. ... In this matter, the appellant was aware that the reason for his dismissal was his conviction for having committed a summary criminal offence.

35. ... we accept the submissions made, as well as the points raised by counsel for the respondent in reply to the four Grounds of Appeal relied upon by the appellant in this matter. In the present case, it was quite clear to the appellant the reason or reasons why he was dismissed from the Public Service by the Commission. In the same vein, the appellant was given an opportunity to be heard by the Commission prior to his dismissal from the Public Service. See the arguments addressed on these two topics by counsel for the respondent at paras 28 and 29 ante. ...
36. ... the penalty of dismissal inflicted on the appellant (officer named) by the Commission in this matter was not too severe ... the penalty befits the offence committed in this case, and we see no good reason why we should interfere with the same. ... we are firmly of the view that the penalty of dismissal imposed on the appellant by the Commission in this matter is a fit and proper one, and should remain undisturbed.”

2. Former Temporary Clerk I, Service Commissions Department

DISCIPLINARY TRIBUNAL

Charge: “Disreputable Conduct” contrary to Regulation 134 of the Civil Service (Amendment) Regulations, 1996

Decision of Disciplinary Tribunal

The Disciplinary Tribunal found the officer guilty of the disciplinary charges laid against

her. She was dismissed from the Public Service by the Public Service Commission with effect from 14th June, 2012.

Public Service Appeal No. 4 of 2012. Date of Judgment - 10th November, 2014 - Outcome of Judgment

The Public Service Appeal Board dismissed the Appeal filed by the Officer and affirmed the decision of the Public Service Commission. Excerpts of the Board’s Judgment are outlined hereunder:

“1. ... There was no appearance of (officer named) before the Board, or any legal representative or representative of hers in attendance at the hearing. Her name was called outside the Board by the Board’s Orderly on the instructions of the Board on three separate occasions, but there was no appearance by (officer named) or (officer named) behalf. Notice of the date of hearing in this matter was supplied by the Administrative Section of the Board to (officer named) by registered post, and the relevant postal authorities confirmed that the postal communication was delivered to her. Quite apart, there was an obligation on her part to keep abreast of the date of hearing in this matter, and to follow up her appeal until the hearing is completed by simply taking an interest in it.”

2. In accordance with Reg 12 (1) (b) of the Public Service Appeal Board Regulations, Chap 1:01, this appeal was ... dismissed by the Board ...”

3. Firefighter, Ministry of National Security

DISCIPLINARY TRIBUNAL

Charges: “Disreputable Conduct” contrary to Regulation 119 (2) (a) of the Fire Service

8.0 *(continued)*

(Terms and Conditions of Employment) Regulations, 1998

Decision of Disciplinary Tribunal

The Disciplinary Tribunal found the officer guilty of the disciplinary charges and a penalty of a fine of six (6) months salary to be deducted over a period of one (1) year was imposed.

Public Service Appeal No. 5 of 2012. Date of Judgment - 15th April, 2014 - Outcome of Judgment

The Public Service Appeal Board allowed the Appeal filed by the Officer and set aside the decision of the Public Service Commission. Excerpts of the Board's Judgment are outlined hereunder:

"23. ... Reg 119 (2) of the Fire Service (Terms and Conditions of Employment) Regulations, 1998 ... in our view, an officer can be guilty of Discreditable Conduct (if proved), if, without reasonable excuse, he commits an act of misconduct by acting -

- a) In any disorderly manner; or
- b) In any manner prejudicial to discipline; or
- c) In a manner reasonably likely to bring discredit to the reputation of the Service or of the Public Service.

The expression "without a reasonable excuse" falls within the generality of subregulation (1) above, and the burden of proving same, in our opinion, lies on the defence, and is discharged by proof on the balance of probabilities: ...

Regulation 119(2) (a) supra, therefore, ... creates three separate and distinct disciplinary offences, each of which if proved, falls under the rubric of 'Discreditable Conduct'. Consequently, to combine the essential element of the disciplinary offence of Acting in a Disorderly Manner with that of Acting in a Manner Prejudicial to Discipline ... would be to manufacture and create an entirely new and different offence from the one intended and contemplated by the legislature. ... In short, it would amount to joining two entirely different offences into one offence which course of action would be entirely wrong. ... Had counsel not dealt with that particular issue, the Board itself would have raised the said complaint with counsel on both sides under the provisions of Regulation 5(7) of the Public Service Appeal Board Regulations, Chapter 1:01, during the course of the hearing before the Board.

24. ... the disciplinary charge laid against (officer named) was incorrectly worded, and in this regard, the Tribunal ... erred in law in reaching the conclusion that it did. So too did the Commission. To merge the essential ingredients of two completely different disciplinary offences into one offence, and thereafter charge them as a single offence is entirely wrong, and is contrary to the Rules of Evidence, and Criminal Procedure. Furthermore, this finding disposes of this Appeal completely, and makes it unnecessary for the Board to examine the question of Severity of Penalty."

9.0 High Court/ Court of Appeal Matters

In 2014, eight (8) High Court matters were filed involving the Public Service Commission. The final decisions made on four (4) concluded matters were as follows:

- One (1) matter - dismissed in favour of the Commission;
- One (1) matter - the interim relief by Claimant was refused and the costs reserved until the determination of the claim;
- One (1) matter - the case was withdrawn with no order as to costs; and
- One (1) matter - the appeal was allowed with costs to be paid by the Commission.

Table 5 gives the breakdown of the High Court/Court of Appeal matters completed in 2014. Further details are attached at Appendix II.

10.0 Complaints/ Representations

Figure 12 disaggregates the nature and number of complaints/representations received over the period 2011 to 2014. Such complaints covered myriad issues. The 2014 figures indicate a total of one hundred and thirty-five (135) complaints.

10.1 Complaints/Representations - Tobago

In 2014, a total of eight (8) complaints/representations were received from the Tobago House of Assembly.

Table 6 disaggregates the nature and number of complaints/representations which were received from the Tobago House of Assembly.

FIGURE 12 - Representations 2011-2014

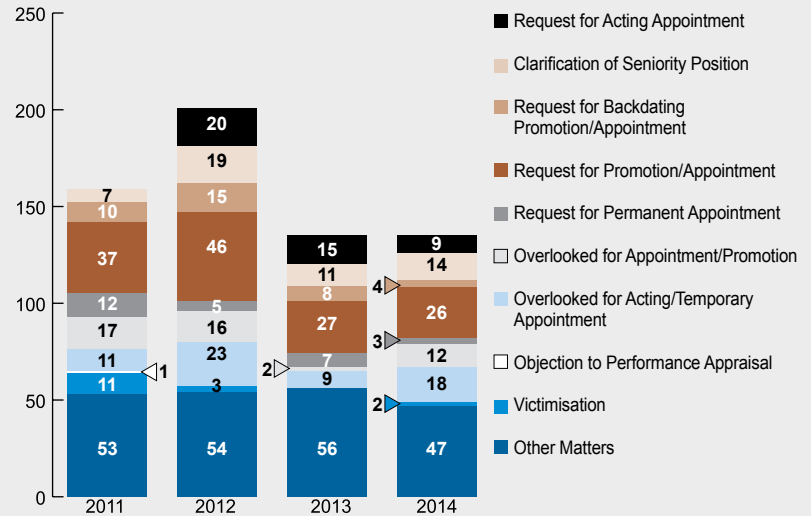


TABLE 5

No.	Decisions Made	Claimant	Court	No. of Cases
1.	Case dismissed in favour of the Commission with cost to be paid by the claimant	Retired House Keeper I, Judiciary, Tobago	High Court	1
2.	Interim relief by Claimant refused and costs reserved until the determination of the claim	Prisons Officer II, Prison Service Ministry of Justice	High Court	1
3.	Case withdrawn with no order as to costs	Prisons Officer II, Prison Service Ministry of Justice	High Court	1
4.	Appeal allowed with costs to be paid by the Commission	Former Deputy Permanent Secretary	Court of Appeal	1

TABLE 6

Nature of Complaints/Representations	No. of Complaints/Representations
Outstanding Performance Appraisal Report	1
Passed over for Acting	3
Request for Promotion	1
Clarification of Seniority	1
Passed over for Interview	1
Request for an Investigation	1
TOTAL	8

TABLE 7

Service	Received	Finalised
Fire Service	27	14
Prison Service	41	19
Civil Service	300	143
TOTAL	368	176

TABLE 8

Nature of FOI Requests	No. of Requests	% of Requests
CIVIL SERVICE		
• Position on Seniority List/Order-of-Merit List	134	44.7
• Information/Copy of Documents	72	24
• Request for Information	45	15
• Examination Scripts/Booklets	33	11
• Scores from Interviews	8	2.7
• Promotion	5	1.6
• Results of Examination/Practical	3	1
TOTAL	300	100%
FIRE SERVICE		
• Information/Copy of documents	16	59.3
• Request for Information	9	33.3
• Examination Scripts/Booklets	1	3.7
• Position on Seniority/Order-of-Merit Lists	1	3.7
TOTAL	27	100%
PRISON SERVICE		
• Information/Copy of documents	24	58.5
• Request for Information	8	19.5
• Position on Seniority/Order-of-Merit Lists	5	12.2
• Result from Examination/Practical	2	5
• Employment	1	2.4
• Examination Scripts/Booklets	1	2.4
TOTAL	41	100%

11.0 Information Requests (Freedom of Information Act)

The Freedom of Information Act, No. 26 of 1999, gives officers and members of the public the right of access to official documents and information held by public authorities (with exceptions). In 2014, three hundred and sixty-eight (368) requests for information were submitted under the Freedom of Information Act, No. 26 of 1999.

Table 7 gives a breakdown of the requests received and the requests finalized in respect of officers in the Fire, Prison and Civil Services.

Table 8 gives a breakdown of the nature of Freedom of Information (FOI) requests received during 2014.

12.0 Equal Opportunity Representations

The Equal Opportunity Act No. 69 of 2000 seeks to prohibit certain kinds of discrimination and promotes equality of opportunity among persons. The Act provides for the establishment of an Equal Opportunity Commission and an Equal Opportunity Tribunal and for matters connected thereto.

Section 8 of the Act states:

8. An employer or a prospective employer shall not discriminate against a person:-
 - (a) in the arrangements he makes for the purpose of determining who should be offered employment;
 - (b) in the terms and conditions on which employment if offered; or
 - (c) by refusing or deliberately omitting to offer employment

The Public Service Commission does not fall within the ambit of Section 8 as it is not the employer of public officers (*Endell Thomas vs Attorney General*). The Commission is therefore not obliged to respond to the complaints made pursuant to the provisions of the Act. The Commission is, however, willing to fulfil all its legislative obligations once the appropriate amendment is made to the Act. During the period under review, no new matters were referred to the Commission.

13.0 Accommodation Issues

In 2014, the SCD continued its search for suitable accommodation with due consideration to the ability of any building to sustain the weight of the Department's vault.

A property on Elizabeth Street, St. Clair, Port of Spain was identified in 2013 by the Property and Real Estate Services Division, Ministry of Housing and Urban Development and up to 31st December, 2014 the property was still under construction. Five (5) site visits were made by SCD officials to other buildings in Port of Spain and environs and Chaguanas. The Property and Real Estate Services Division was approached on 12th December, 2014 to secure a lease for the DFL building, located on Cipriani Boulevard, Port of Spain.

14.0 Projections for 2015

In 2014, the Commission continued to work towards achieving key strategic objectives as identified in the Action Plan. Some of the key strategic objectives identified for 2015 are as follows:

- implementation of Full Assessment Centre (ACE) Methodology and Advanced Scientific Methods of Selection for the office of Deputy Permanent Secretary;
- improved coordination of human resource management within the Public Service;
- institutional strengthening of the Service Commissions Department as part of the HRM Modernisation Programme;
- review of lhrIS - Upgrade, Customisation and Roll-Out of Modules in the lhrIS, People Soft Applications; People Soft Applications; Staff Training in lhrIS;
- continued efforts to expedite the filling of vacancies within the Public Service using the Standing Selection Boards;
- collaboration towards improved coordination among Central Human Resource Management agencies within the Public Service;
- conduct of a comprehensive review of the Public Service Commission Regulations; and
- continued work towards the establishment of an Electronic Document Management System (EDMS); and
- implementation of the Electronic Establishment Book.

The Public Service Commission will continue its efforts in 2015 to ensure it meets its mandate to improve Human Resource Management policies and procedures within the Public Service.

Appendix I

Legal Supplement Part B—Vol. 45, No. 87—24th May, 2006

LEGAL NOTICE NO. 105

REPUBLIC OF TRINIDAD AND TOBAGO

THE CONSTITUTION OF THE REPUBLIC OF TRINIDAD
AND TOBAGO, CHAP. 1:01

ORDER

MADE BY THE PUBLIC SERVICE COMMISSION WITH THE APPROVAL OF
THE PRIME MINISTER PURSUANT TO SECTION 127 OF THE CONSTITUTION

THE PUBLIC SERVICE COMMISSION (DELEGATION OF
POWERS) (AMENDMENT) ORDER, 2006

1. This Order may be cited as the Public Service Commission Citation
(Delegation of Powers) (Amendment) Order, 2006.

2. In this Order, “a reference to” “the Regulations” means, the Interpretation
Public Service Commission Regulations. G.N.132 of
1966

3. Subject to the provisions set out in the Schedule, the Public Delegation
Service Commission (hereinafter called “the Commission”), with the
approval of the Prime Minister, hereby delegates to the authorities in
the First and Second Schedules the powers specified therein in relation Schedule
to the said authorities, respectively.

4. The Public Service Commission (Delegation of Powers) Order is L.N.60. of
amended by revoking the First and Second Schedules and substituting 1999 First
the following: and Second
Schedules
Chap. 1:01
232/1990
27/1991
103/1994

“FIRST SCHEDULE

PART I

CHAIRMAN AND DEPUTY CHAIRMAN, PUBLIC SERVICE COMMISSION

1. The Chairman and the Deputy Chairman of the Commission are hereby delegated Powers
the power to appoint persons on recruitment from outside the particular Service in the delegated
public service on a temporary basis in any public office other than the public offices, the
appointment to which is subject to consultation with the Prime Minister. Acting
appointments

2. The power delegated under paragraph 1, is in respect of the public offices specified Chap. 23:01
in the Classification of Offices set out in the First Schedule to the Civil Service Act, 1965 Chap. 35:50
the Third Schedule to the Fire Service Act, the First Schedule to the Prison Service Act. Chap. 13:02
Chap. 39:01
158/1966

*Public Service Commission (Delegation of Powers) (Amendment)
Order, 2006*

PART II

PERMANENT SECRETARIES AND HEADS OF DEPARTMENTS

- Powers delegated
- Acting appointments
- Transfers
- Further temporary appointment
- Confirmation
- Application
Chap. 23:01
- Application
- Report to Commission
1. The powers delegated to Permanent Secretaries and Heads of Department are as follows:
 - (a) to appoint a public officer to act in the public office in the Civil Service up to and including Salary Range 68 for periods up to six months in exercise of which power, the Permanent Secretary shall apply the principles of selection prescribed in regulations 18 and 26 and the provisions of regulation 25 of the Regulations;
 - (b) to transfer a public officer from an office in a grade in the Ministry or Department to which such an officer is assigned to a similar office in that grade in the same Ministry with no alteration in remuneration up to and including Salary Range 68 and this power shall be exercised subject to the provisions of regulation 29 of the Regulations which requires notice to be given to such officer and to the right of such officer and to make representations to the Commission;
 - (c) to appoint persons temporarily to offices in the public service for periods not exceeding six months at a time where such persons have already been appointed temporarily by the Public Service Commission for a fixed period;
 - (d) to confirm the appointment of a public officer to a public office after consideration of all performance appraisal reports and medical reports on the officer, where applicable during the probationary period if satisfied that the service of the officer on probation has been satisfactory.
 2. The powers delegated in this Part are in respect of public officers in the Ministry under his supervision who hold the public offices specified in Salary Ranges Nos. 1 to 68 of the Classification of Offices set out in the First Schedule to the Civil Service Act, except that the power to confirm appointments to public offices applies to all offices within the Ministry or Department.
 3. The powers delegated in this Part do not apply to offices, the appointment or promotion to which is subject to consultation with the Prime Minister.
 4. A Permanent Secretary or Head of Department shall submit to the Commission once in every quarter a report of the exercise of the powers delegated to him.

PART III

DEPUTY PERMANENT SECRETARIES

- Powers delegated
- Acting appointments
- Further temporary appointment
- Confirmation
1. The powers delegated to Deputy Permanent Secretaries are as follows:
 - (a) to appoint a public officer to act in a public office in the Civil Service in Salary Ranges up to and including Salary Range 45 for periods up to six months, in the exercise of which power the Deputy Permanent Secretary shall apply the principles of selection prescribed in regulations 18 and 26 and the provisions of regulation 25 of the Regulations;
 - (b) to appoint persons temporarily to offices in Salary Ranges up to and including Salary Range 45 in the Public Service for periods not exceeding six months at a time where such persons have already been appointed temporarily by the Public Service Commission for a fixed period;
 - (c) to confirm the appointment of a public officer to a public office in Salary Ranges up to and including Salary Range 45 after consideration of all performance appraisal reports and medical reports on the officer where applicable during the probationary period if satisfied that the service of the officer on probation has been satisfactory.

*Public Service Commission (Delegation of Powers) (Amendment)
Order, 2006*

2. The powers hereby delegated are in respect of public officers in the Ministry under Application the supervision of the Deputy Permanent Secretary who hold the public offices specified in Salary Ranges up to and including Salary Range 45 of the Classification of Offices set out in the First Schedule to the Civil Service Act.

3. The powers hereby delegated do not apply to offices the appointment or promotion Application to which is subject to consultation with the Prime Minister.

4. A Deputy Permanent Secretary shall submit to the Commission once in every Report to quarter through the Permanent Secretary a report on the exercise of the power delegated Commission to him.

PART IV

DIRECTORS, HUMAN RESOURCES

1. The powers delegated to Directors, Human Resources are as follows: Powers delegated
- (a) to appoint a public officer to act in a public office in the Civil Service up to and including Salary Range 34 for periods up to six months, in the exercise of Acting which power delegated the Directors, Human Resources shall apply the appointment principles of selection prescribed in regulations 18 and 26 and the provisions of regulation 25 of the Regulations;
 - (b) to appoint persons temporarily to offices up to and including Salary Range 34 Further in the Public Service for periods not exceeding six months at a time where temporary such persons have already been appointed temporarily by the Public Service appointment Commission for a fixed period;
 - (c) to confirm the appointment of a public officer to a public office up to and Confirmation including Salary Range 34 after consideration of all performance appraisal reports and medical reports on the officer where applicable during the probationary period if satisfied that the service of the officer on probation has been satisfactory.

2. The powers delegated in this Part are in respect of public officers in the Ministry Application under the supervision of the Director, Human Resources, who hold the public offices specified in Salary Ranges Nos. 1 to 34 of the Classification of Offices set out in the First Schedule to the Civil Service Act.

3. The powers hereby delegated do not apply to offices the appointment or promotion Application to which is subject to consultation with the Prime Minister.

4. A Director, Human Resource shall submit to the Commission once in every quarter Report to through the Permanent Secretary a report on the exercise of its powers delegated to him. Commission

PART V

PERMANENT SECRETARY, MINISTRY OF HEALTH

1. The Permanent Secretary, Ministry of Health is delegated the powers to appoint Powers persons temporarily to the offices of Clinical Instructor and Nursing Instructor. delegated

2. The Permanent Secretary, Ministry of Health, shall submit to the Commission Report to once in every quarter, a report of the exercise of the powers delegated to him under this Commission Part.

*Public Service Commission (Delegation of Powers) (Amendment)
Order, 2006*

PART VI

THE DIRECTOR OF STATISTICS, CENTRAL STATISTICAL OFFICE,
MINISTRY OF PLANNING AND DEVELOPMENT

- Powers delegated
1. (1) The powers delegated to the Director of Statistics, Central Statistical Office, Ministry of Planning and Development are as follows:
- (a) to appoint persons to the temporary posts of—
 - (i) Field Interviewer;
 - (ii) Clerical Assistant;
 - (iii) Statistical Assistant;
- in the Central Statistical Office.
- (b) to remove and exercise disciplinary control over any person appointed under and in exercise of the power of appointment delegated under paragraph (a).
- (2) All appointments made under this Part shall be on a temporary basis.
- Report to Commission
- (3) The Director of Statistics shall submit to the Commission once in every quarter, a report of the exercise of any of the powers delegated under this Part.

PART VII

THE COMMISSIONER OF PRISONS

- Powers delegated
1. The powers delegated to the Commissioner of Prisons are as follows:
- (a) the power to appoint persons and prison officers on promotion to offices in the Prison Service below the rank of Prison Supervisor and to confirm the appointment of Prison Officers to such offices in accordance with the regulations, but the power hereby delegated shall not include the power to terminate an appointment on probation or extend a period of probation under regulation 44 of the Regulations;
 - (b) in the case of a person recruited for training to serve as a prison officer below the rank of Prison Supervisor, the power to terminate the appointment at any time on the ground of unsuitability arising from any cause;
 - (c) the power to appoint prison officers to act in offices in the Prison Service below the office of Prison Supervisor and in the exercise of this power the Commissioner shall apply the principles of selection prescribed in regulation 172 of the Regulations;
 - (d) the power to transfer prison officers from one Prison to another;
 - (e) the power to direct a prison officer to cease to report for duty in accordance with regulation 88 of the Regulations and the Commissioner shall report the exercise of this power forthwith to the Commission;
 - (f) the functions of the Commission under regulation 48 of the Regulations in respect of a prison officer in an office in the Prison Service below the office of Prison Supervisor.
- Appointment
- Acting appointment
- Transfers
- Suspension
- Resignation
2. In the exercise of the powers delegated under paragraph 1 of this Part to the Commissioner of Prisons to appoint persons and prison officers to offices specified therein, the reference to the Director in regulation 166 shall be construed as reference to the Commissioner.
- Report to Commission
3. The Commissioner shall submit to the Commission, once in every quarter, a report of the exercise of any of the powers delegated to the Commissioner and to any other prison officer.

*Public Service Commission (Delegation of Powers) (Amendment)
Order, 2006*

PART VIII

THE CHIEF FIRE OFFICER

1. The powers delegated to the Chief Fire Officer are as follows: Powers delegated
- (a) the power to appoint persons and fire officers on promotion to offices in the Second Division of the Fire Service below the office of Fire Station Officer and to confirm the appointment of Fire Officers to such offices in accordance with the Regulations, but the power hereby delegated shall not include power to terminate an appointment on probation or extend a period of probation under regulation 44 of the Regulations; Appointment
 - (b) in the case of a person recruited for training to serve as a fire officer below the office of Fire Station Officer, the power to terminate the appointment at any time on the ground of unsuitability arising from the cause;
 - (c) the power to appoint fire officers to act in offices in the Second Division of the Acting Fire Service below the office of Fire Station Officer and in the exercise of this power the Chief Fire Officer shall apply the principles of selection prescribed in regulations 154, 157 and 158, and the provisions of regulations 154 and 155 of the Regulations;
 - (d) the power to transfer Fire Officers from one Division or District or Branch in the Fire Service to another such Division or District or Branch; Transfers
 - (e) the power to direct a fire officer to cease to report for duty in accordance with Regulation 88 of the Regulations and the Chief Fire Officer shall report the exercise of this power forthwith to the Commission; Suspension
 - (f) The functions of the Commission under regulation 164 of the Regulations in respect of a fire officer in an office in the Second Division of the Fire Service below the office of Fire Station Officer. Resignation
2. The Chief Fire Officer shall submit to the Commission, once in every quarter, a Report to report of the exercise of any of the powers delegated to the Chief Fire Officer and to any Commission other fire officer.

PART IX

CHIEF ADMINISTRATOR, TOBAGO HOUSE OF ASSEMBLY, TOBAGO

1. The powers delegated to the Chief Administrator, Tobago House of Assembly, are as follows: Appointments Tobago
- (a) to appoint persons on recruitment from outside the Civil Service in a temporary capacity to an office in the Tobago House of Assembly, subject to section 26(1) and the Sixth Schedule of the Tobago House of Assembly Act, No. 40 of 1996 which powers are in respect of the public offices specified in the classification of offices set out in the First Schedule to the Civil Service Act, 1965 and which are regarded as the basic normal entry points to the general clerical, secretarial and manipulative classes;
 - (b) to appoint a public officer to act in a public office in the Civil Service, Tobago House of Assembly, for periods up to six months whether such acting appointment is in a vacant office or not except that where an acting appointment is made in a vacant office the officer must be informed that such acting appointment would not give him any prior claim to eventual permanent appointment thereto and in respect of such power the Chief Administrator shall apply the principles of selection prescribed in regulations 18, 24 and 26 and the provisions of regulation 25 of the Regulations; Appointment

*Public Service Commission (Delegation of Powers) (Amendment)
Order, 2006*

- Transfers
- (c) to transfer a public officer from an office in a grade in the Tobago House of Assembly, to which such an officer is assigned to a similar office in that grade within the Tobago House of Assembly, with no alteration in his remuneration which power shall be exercised by the Chief Administrator subject to the provisions of regulation 29.
 - (d) to direct a public officer assigned to an office in the Tobago House of Assembly, to cease to report for duty in accordance with regulation 88 of the Regulations and the Chief Administrator, Tobago House of Assembly, shall report the exercise of this power forthwith to the Commission;
 - (e) to exercise disciplinary control in respect of any alleged act of misconduct or indiscipline described in Column 1 of the Second Schedule being a breach of a regulation in respect of the Civil Service as specified in Column 2.
2. In the exercise of the powers delegated under paragraph 1(e), the Chief Administrator shall—
- (a) exercise the powers of the Commission under regulation 90(6) and (7);
 - (b) assign a public officer of a grade higher than that of the officer charged with misconduct or indiscipline, but in no case of a grade lower than that of the Clerk IV to be a disciplinary tribunal and that officer shall hear the facts and make a report thereon to the Chief Administrator in accordance with the provisions respecting the function and duties of a Disciplinary Tribunal as prescribed in the regulations;
 - (c) any fine which the Chief Administrator imposes under paragraph (e) shall not exceed an amount calculated on four days pay per month to a maximum of three months.
- Report
3. The Chief Administrator shall submit to the Commission once in every quarter, a report on the exercise of powers delegated to him in this Part.
- Application
4. The powers and functions delegated in this Part are in respect of public officers who hold any of the public offices specified in Salary Ranges Nos. 1 to 68 inclusive of the Classification of Offices set out in the First Schedule to the Civil Service Act, 1965, except that the powers delegated do not apply to offices the appointment or promotion to which is subject to consultation with the Prime Minister.

PART X

THE SENIOR PUBLIC OFFICER, HIGH COMMISSIONS, MISSIONS AND EMBASSIES
OF TRINIDAD AND TOBAGO

- Powers delegated
1. The powers delegated to the Senior Public Officer, High Commissions, Missions, and Embassies of Trinidad and Tobago are as follows:
- (a) the power to appoint, on a temporary basis only persons resident in the jurisdiction where the particular High Commission, Mission or Embassy is situated to the non-representational staff of the said High Commission, Mission or Embassy that is to say to any office of the grade of Clerk IV and under;
 - (b) the power to remove and exercise disciplinary control over any person appointed under and in exercise of the power of appointment delegated under subparagraph (a).

*Public Service Commission (Delegation of Powers) (Amendment)
Order, 2006*

PART XI

THE PERMANENT SECRETARY, CENTRAL ADMINISTRATIVE SERVICES, TOBAGO

1. The powers delegated to the Permanent Secretary, Central Administrative Services, Tobago, are as follows: Powers delegated

- (a) to appoint persons on recruitment from outside the Civil Service in a temporary capacity to an office in a Ministry or Department or in a Division of a Ministry or Department located in Tobago (exclusive of offices in the Prison and Fire Services) which power is in respect of the public offices specified in the Classification of Offices set out in the First Schedule to the Civil Service Act, 1965 and which are regarded as the basic normal entry points to the general clerical, secretarial and manipulative classes; Chap: 23:01
- (b) to appoint a public officer to act in a public office in the Civil Service and located in the Department of Central Administrative Services, Tobago, for periods up to six months whether such acting appointment is in a vacant post or not except that where an acting appointment is made in a vacant post, the officer must be informed that such acting appointment would not give him any prior claim to eventual permanent appointment thereto, in respect of which power the Permanent Secretary shall apply the principles of selection prescribed in regulations 18, 24 and 26 and the provisions of regulation 25 of the Regulations;
- (c) to transfer a public officer from an office in a grade in the Department of Central Administrative Services, Tobago to which such an officer is assigned to a similar office in that grade in the same Department of Central Administrative Services, Tobago, with no alteration in his remuneration, which power shall be exercised by the Permanent Secretary subject to the provisions of regulation 29 of the Regulations, which require notice to be given to such officer and which preserves the right of such officer to make representations to the Commission; Transfers
- (d) to direct a public officer assigned to an office in the Department of Central Administrative Services, Tobago, to cease to report for duty in accordance with Regulation 88 of the Regulations, and the Permanent Secretary, Central Administrative Services, Tobago shall report the exercise of this power forthwith to the Commission.
- (e) to exercise disciplinary control in respect of any alleged act of misconduct or indiscipline described in column 1 of the Second Schedule being a breach of a regulation in respect of the Civil Service as specified in Column 2.

(2) In exercise of the power delegated under paragraph 1(e) the Permanent Secretary shall—

- (a) exercise the powers of the Commission under regulation 90(6) and (7).
- (b) assign a public officer of a grade higher than that of the officer charged with misconduct or indiscipline but in no case of a grade lower than that of a Clerk IV to be a disciplinary tribunal, and that officer shall hear the evidence, find the facts and make a report thereon to the Permanent Secretary in accordance with the provisions respecting the functions and duties of a Disciplinary Tribunal as prescribed in the Regulations;

(3) Any fine which the Permanent Secretary imposes under paragraph 1(e) shall not exceed an amount calculated on four days pay per month to a maximum of three months.

*Public Service Commission (Delegation of Powers) (Amendment)
Order, 2006*

3. The Permanent Secretary shall submit to the Commission, once in every quarter, a report of the exercise of any powers delegated to him.

Chap: 23:01 4. The powers and functions hereby delegated under this Part are in respect of public officers who hold any of the public offices specified in Salary Ranges Nos. 1 to 68 inclusive of the Classification of Offices set out in the First Schedule to the Civil Service Act, 1965 except where such offices require the holders to perform as Heads or Deputy Heads of Ministries/Departments/Divisions and in respect of which offices consultation with the Prime Minister is required by the Commission.

“SECOND SCHEDULE

DISCIPLINARY POWERS DELEGATED

For the purposes of regulation 85 of the Regulations, an act of misconduct or indiscipline which the Permanent Secretary or Head of Department has jurisdiction to hear and determine under that regulation is an act of misconduct or indiscipline described in Column 1 of the following Table being a breach of a regulation:

- (a) in respect of officers in the Civil Service, in Chapter XI of the Civil Service Regulations;
- (b) in respect of officers in the Fire Service, in Chapter VII of the Fire Service (Terms and Conditions of Employment) Regulations, 1998;
- (c) in respect of officers in the Prison Service, in Chapter II of the Prison Service (Code of Conduct) Regulations, 1990,

as specified in Columns 2, 3 and 4 of that Table in respect of the Civil Service, the Fire Service, and the Prison Service, respectively.

*Public Service Commission (Delegation of Powers) (Amendment)
Order, 2006*

SECOND SCHEDULE—CONTINUED

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
<i>Description of Misconduct</i>	CIVIL SERVICE <i>Reference to Regulation of Civil Service Regulations</i>	FIRE SERVICE <i>Reference to Regulation of Fire Service (Terms and Conditions of Employment) Regulations, 1998</i>	PRISON SERVICE <i>Reference to Regulation of Fire Prison Service (Code of Conduct) Regulations, 1990</i>
Failure to attend to matters promptly within scope of office	Regulation 135(1)	Regulation 101(1)	Regulation 4(1)
Lack of courtesy to a member of the public or member of the: (a) Civil Service; (b) Fire Service; (c) Prison Service	Regulation 135(2)	Regulation 101(5)	Regulation 4(2)
Wilful failure to perform duties	Regulation 135(3)		
Absence without leave or reasonable excuse	Regulation 136(1)	Regulation 103(1)	
Failure to report absence from country	Regulation 136(2)	Regulation 103(2) and (3)	
Failure to disclose activities outside Service	Regulation 137(2)	Regulation 104(1)(b)(2)	Regulation 6(1)(d)
Breach of rules relating to broadcast	Regulation 140	Regulation 110	Regulation 12
Act of indebtedness to the extent it impairs efficiency, etc.	Regulation 141	Regulation 111	Regulation 13(1)

*Public Service Commission (Delegation of Powers) (Amendment)
Order, 2006*

SECOND SCHEDULE—CONTINUED

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
<i>Description of Misconduct</i>	CIVIL SERVICE <i>Reference to Regulation of Civil Service Regulations</i>	FIRE SERVICE <i>Reference to Regulation of Fire Service (Terms and Conditions of Employment) Regulations, 1998</i>	PRISON SERVICE <i>Reference to Regulation of Prison Service (Code of Conduct) Regulations, 1990</i>
Failure to notify of bankruptcy proceedings	Regulation 142	Regulation 112	Regulation 14
Failure to perform duty in a proper manner	Regulation 149(1)(a)	Regulation 119(1)(a)	Regulation 20(1)(a)
Contravention of the:			
(a) Civil Service Regulations and other written law;	Regulation 149(1)(b)		
(b) Fire Service (Terms and Conditions of Employment) Regulations, 1998 and other written law;	Regulation 149(1)(c)	Regulation 119(1)(b)	
(c) Prison Service (Code of Conduct) Regulations, 1990.		Regulation 119(1)(c)	Regulation 20(1)(b)
Act that is prejudicial to, or discredits reputation of the Service	Regulation 149(1)(d)	Regulation 119(1)(d)	Regulation 20(1)(c) Regulation 20(1)(d)
Disobedience to orders	Regulation 149(2)(b)	Regulation 119(2)(c)	Regulation 20(2)(c)
Neglect of duty	Regulations 149(2)(d) and (f)	Regulation 119(2)(d)	Regulation 20(2)(d)
Unlawful or unnecessary exercise of duty	Regulation 149(2)(g)	Regulation 119(2)(h)	Regulation 20(2)(l)

*Public Service Commission (Delegation of Powers) (Amendment)
Order, 2006*

SECOND SCHEDULE—CONTINUED

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
<i>Description of Misconduct</i>	CIVIL SERVICE <i>Reference to Regulation of Civil Service Regulations</i>	FIRE SERVICE <i>Reference to Regulation of Fire Service (Terms and Conditions of Employment, Regulations, 1998</i>	PRISON SERVICE <i>Reference to Regulation of Prison Service (Code of Conduct) Regulations, 1990</i>
Malingering	Regulation 149(2)(a)	Regulation 119(2)(i)	Regulation 20(2)(m)
Absence without leave or being late for duty	Regulation 149(2)(a)	Regulation 119(2)(j)	Regulation 20(2)(n)
Persistently unpunctual			
Damage of clothing supplied		Regulation 119(2)(l)	Regulation 20(2)(p)
Unfit for duty through drunkenness	Regulation 149(2)(c)	Regulation 119(2)(m)	Regulation 20(2)(q)
Drinking on duty or soliciting drink		Regulation 119(2)(n)	Regulation 20(2)(r)
Entering licensed premises		Regulation 119(2)(o)	Regulation 20(2)(s). ²

Dated this 19th day of April, 2006.

C. THOMAS
*Chairman of the
Public Service Commission*

A. TIM POW
*Deputy Chairman of the
Public Service Commission*

S. SEEMUNGAL
*Member of the
Public Service Commission*

N. ROLINGSON
*Member of the
Public Service Commission*

P. BENSON
*Member of the
Public Service Commission*

S. MAHARAJ
*Member of the
Public Service Commission*

Approved.

P. MANNING
Prime Minister

Dated this 30th day of April, 2006.

Appendix II

Details of High Court/Court of Appeal/Privy Council Matters Completed In 2013

No. 1 - Retired Housekeeper I vs the Public Service Commission and the Permanent Secretary of Central Administrative Services

HCA#/Date filed: No. S-2349 - 20th December, 2004

Judicial Review of:

1. A declaration that the decision of the Public Service Commission dated 8th September, 2004 to transfer the Applicant from her substantive office of Housekeeper I (Range 21) from the Central Administrative Services, Tobago to the Judiciary with effect from the 1st August, 2004 is ultra vires its powers and accordingly illegal, null, void and of no effect;
2. A declaration that the decision of the Public Service Commission to refuse and/or neglect to reconsider its decision is accordingly null, void and of no effect;
3. A declaration that the continuing decision and/or continuing actions of the Permanent Secretary of the Central Administrative Services to refuse to honour and/or abide by his promises and/or assurances and/or undertaking given to the Applicant that she would be reassigned to the post of Housekeeper I at the President's House, Tobago is unlawful and is accordingly null, void and of no effect;
4. An order of certiorari to remove into this Honourable Court and quash the decision and/or action referred to in paragraph (d) above;
5. An order that the Public Service Commission and/or the Permanent Secretary of Central Administrative Services, Tobago take such action as is necessary to facilitate and/or permit the Applicant to be re-assigned to the post of Housekeeper I at the President's House, Tobago;
6. A declaration that the decision referred to in paragraphs (a) and (d) of the Constitution of the Republic of Trinidad and Tobago is illegal also on the ground that it infringes Section 4(a) of the Constitution of the Republic of Trinidad and Tobago;
7. Damages;
8. Costs; and
9. Such further orders, directions or Writs or other relief as the Court renders just and as the circumstance warrant.

Date of Outcome: 7th January, 2014

Order/Judgment

The Honourable Justice Henderson in his judgment stated that:

"I have accepted the Respondent's submission that the failure to respond was a technical breach that has occasioned no injustice. This is so as the Applicant had already in 1997 been effectively assigned to duty at the Judges' Quarters Judiciary.

"The reliefs sought by the Applicant are refused. The Applicant is to pay the Respondent's cost, such cost to be taxed in default of agreement."

Note

The Applicant has since filed an Appeal against the decision in this matter.

No. 2 - Prison Officer II vs the Public Service Commission and the Commissioner of Prisons

HCA#/Date filed: - CV2013-04236 - 25th October, 2013

Judicial Review of:

1. That time for filing of this application for permission to seek judicial review be and is hereby extended to the date of the filing herein;
2. An Order that the Public Service Commission do hold open at least one vacancy pending the determination of these proceedings herein;
3. An Order that the Public Service Commission do determine the representations of the Claimant made by way of letter dated the 16th June, 2013 prior to making any further promotions and communicate that determination to the Claimant in writing prior to the making of further promotions;
4. A Declaration that the decision of the Commissioner of Prisons and/or the Public Service Commission to award persons the full five (5) marks under the category "Knowledge of Duty and previous employment in the service or otherwise (g) and (i)" to those "prison officers who have been eligible for acting appointments but passed over and not informed" is illegal, null and void;
5. A Declaration that the failure of the Commissioner of Prisons and/or the Public Service Commission in assessing the Claimant for promotion, to take into consideration the Claimant's previous service in the Public Service, namely, as a Special Reserve Police Officer for the period 11th July, 1990 to 2nd May, 1994;
6. An Order quashing the decision of the Commissioner of Prisons and/or the Public Service Commission to place the Claimant at No. 86 on the Order of Merit List and that the said decision and placement of the Claimant be reconsidered by the Commissioner of Prisons and/or the Public Service Commission in accordance with the judgment of this Court herein;
7. Such further or other relief as this Honourable Court do see fit; and
8. Costs.

Date of Outcome: 16th June, 2014

Order/Judgment

The Honourable Madame Justice Joan Charles decided that:

Relief be refused and costs be reserved until the determination of the claim.

No. 3 - Prison Officer II vs the Public Service Commission

HCA#/Date filed: CV2013-01025 - 12th March, 2013

Judicial Review of:

1. A Declaration that the system and/or procedure adopted by the First and Second Respondents for evaluating and/or assessing prison officers to the rank of Prison Supervisor under Regulation 172 of the Public Service Commission Regulations under the Constitution of Trinidad and Tobago Chapter 1:01 (hereinafter referred to as "Regulation 172 of the Public Service Commission Regulations") is null and void and of no effect;
2. A Declaration that the failure of the Second Respondent to advise the Applicant of the omission of his name on General Order No. 124 of 2012 and the reasons for the said omission of his name pursuant to Regulation 168 of the Public Service Commission Regulations as amended by Regulation 2(3) of the Public Service Commission (Amendment) Regulations 2000, was unlawful;
3. A Declaration that the decision and/or action of the First Respondent to bypass the Applicant for promotion to the rank of Prison Supervisor was unlawful, unfair and unreasonable;
4. A Declaration that the failure of the First and Second Respondents to include the name of the Applicant in General Order No. 124 of 2012 dated 12th December, 2012 is unlawful;
5. A Declaration that the said decision of the First and Second Respondents violated and/or contravened the legitimate expectations of the Applicant that he would be assessed for promotion in accordance with and applying the criteria specified in Regulation 172 of the Public Service Commission Regulations;
6. A Declaration that the failure of the First and Second Respondents to include the Applicant's name in General Order No. 124 of 2012 dated 12th December, 2012 violated and/or contravened the legitimate expectations of the Applicant, that he would be assessed for promotion in accordance with the criteria specified in Regulations 172 of the Public Service Commission Regulations;
7. A Declaration that the applicant is entitled to be promoted to the rank of Prison Supervisor by virtue of Regulation 172 of the Public Service Commission Regulations;
8. A Declaration that the Applicant was treated unfairly;
9. An Order of Certiorari to remove into the Honourable Court and quash General Order No. 124 of 2012 dated 12th December, 2012;
10. An Order of Mandamus directing the First Respondent to promote the Applicant to the rank of Prison Supervisor with effect from 13th December, 2011 in accordance with General Order No. 99 of 2012 dated 8th October, 2012;
11. An Order prohibiting the Public Service Commission from embarking upon any initiative to recommend promotions to the rank of Assistant Superintendent of Prison until the determination of this Application;
12. Damages;
13. Costs; and
14. Such further and/or reliefs as the Honourable Court deems just in the circumstances of the case.

Date of Outcome: 6th June, 2014

Order / Judgment

The Honourable Justice Devindra Rampersad in his judgment stated in part that:

"18. ... the pre-action conduct of the defendants seems to have been cancelled out by the claimant's post action conduct;

19. Therefore, the order is that there shall be no order as to costs."

Note:

The claimant withdrew the claim on the 2nd April, 2014 after attaining his promotion in February 2014 leaving the issue of costs outstanding.

No. 4 - Former Deputy Permanent Secretary vs the Public Service Commission

HCA#/Date filed: - CV2006 - 0037 CA No. 58 - 18th April, 2007

Judicial Review of:

1. An Order of Mandamus to compel the Respondent to provide the Applicant with the information requested in his application made under the provision of the Freedom of Information Act dated 15th November, 2005;
2. A declaration that the Applicant is entitled to the information set out in the said application;
3. An order directing the Respondent to provide the Application with the requested information free of charge within seven (7) days hereof;
4. Alternatively, an order directing the Respondent to forthwith prepare and supply notice in accordance with Section 23 of the said Act;
5. A declaration that there has been unreasonable delay on the part of the Respondent in making a decision on the Applicant's request under the Freedom of Information Act.
6. Costs; and
7. Pursuant to Section 8 of the Act, such further orders, directions or writs as the Court considers just and as the circumstances warrant.

Date of Outcome: 28th April, 2014

Order/Judgment

The appeal was allowed and the order of the court is:

- (i) The Respondent is ordered to prove the minutes of meetings of the PSC at which the issue of appointment or promotion to the office of Deputy Permanent Secretary and/or Permanent Secretary were disclosed or determined relative to the appointments made in October 2005;
- (ii) The Respondent is ordered to pay the Appellant's costs in the Court below certified fit for two counsel. Such costs are to be assessed by the Registrar in default of agreement; and
- (iii) The Respondent shall also pay the Appellant's cost of the appeal determined in the amount of two thirds of the costs in the Court below as are assessed by the Registrar pursuant to paragraph (ii) above.

Appendix III

Action Plan and Medium-term Strategic Objectives 2012-2014 by the Public Service Commission

STRATEGIC AREAS

Collaboration on a design of Performance Appraisal System for senior and middle executives

Collaboration on Succession Planning for Senior Management

Delegation of the process to Heads of Departments for Ministry-specific offices

Full Assessment Centre Methodology and Advanced Scientific Methods of Selection

Implement the Electronic Document Management System

Implement Electronic Establishment Book

Implement new Service Commissions Department Structure

Lobby for improved training for Human Resource professionals with respect to delegation of the process to Heads of Departments for Ministry specific offices

Lobby for urgent consideration and collaboration with the Chief Personnel Officer for an urgent review of all Job Specifications

Propose new regulations for discussion and implementation

Review the Integrated Human Resource Information System (IHRIS)

Review of the existing disciplinary procedures

Standing Selection Panels

Work with Ministry of Public Administration, Personnel Department, Ministry of Finance and the Economy, and Service Commissions Department to facilitate improved co-ordination of Human Resource Management functions



Government of the Republic of Trinidad and Tobago



THE PUBLIC SERVICE COMMISSION

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