

*Leave of Absence**Tuesday, February 04, 2003***SENATE***Tuesday, February 04, 2003*

The Senate met at 1.30 p.m.

PRAYERS[MR. VICE-PRESIDENT *in the Chair*]**LEAVE OF ABSENCE**

Mr. Vice-President: Hon. Senators, I have granted leave of absence from today's sitting of the Senate to Sen. The Hon. Rennie Dumas.

SENATOR'S APPOINTMENT

Mr. Vice-President: Hon. Senators, I have received the following correspondence from His Excellency the President of the Republic of Trinidad and Tobago:

"THE CONSTITUTION OF THE REPUBLIC OF TRINIDAD AND TOBAGO

By His Excellency ARTHUR N.R. ROBINSON, T.C.,
O.C.C., S.C., President and Commander-in-Chief
of the Republic of Trinidad and Tobago.

/s/ Arthur N.R. Robinson
President.

TO: MRS. JOAN HACKSHAW-MARSLIN

WHEREAS Senator Rennie Dumas is incapable of performing his duties as a Senator by reason of his absence from Trinidad and Tobago:

NOW, THEREFORE, I, ARTHUR N.R. ROBINSON, President as aforesaid, acting in accordance with the advice of the Prime Minister, in exercise of the power vested in me by section 44 of the Constitution of the Republic of Trinidad and Tobago, do hereby appoint you, JOAN HACKSHAW-MARSLIN, to be temporarily a member of the Senate, with effect from 4th February, 2003 and continuing during the absence from Trinidad and Tobago of the said Senator Rennie Dumas.

Given under my Hand and the Seal of the President
of the Republic of Trinidad and Tobago at the
Office of the President, St. Ann's, this 3rd day of
February, 2003."

OATH OF ALLEGIANCE

Sen. Joan Hackshaw-Marslin took and subscribed the Oath of Allegiance as required by law.

PAPERS LAID

1. Report of the Auditor General of the Republic of Trinidad and Tobago on the financial statements of the Penal/Debe Regional Corporation for the year ended December 31, 1997. [*The Minister in the Ministry of Finance (Sen. The Hon. Conrad Enill)*]
2. Report of the Auditor General of the Republic of Trinidad and Tobago on the financial statements of the Environmental Trust Fund for the year ended September 30, 2002. [*Sen. The Hon. C. Enill*]
3. Report of the Auditor General of the Republic of Trinidad and Tobago on the financial statements of the Institute of Marine Affairs for the year ended September 30, 2002. [*Sen. The Hon. C. Enill*]
4. Sixty-Seventh Report of the Salaries Review Commission of the Republic of Trinidad and Tobago. [*Sen. The Hon. C. Enill*]

ORAL ANSWERS TO QUESTIONS

**New Persons Employed
(WASA)**

3. **Sen. Wade Mark** asked the Minister of Public Utilities and the Environment:
 - A. Could the hon. Minister tell this Senate about the number of new persons employed by the Water and Sewerage Authority (WASA), giving their names, qualifications, work experience, and the respective positions occupied during the period January 2002 to the present time?
 - B. Could the hon. Minister further state whether these jobs were publicly advertised?
 - C. Could he also provide the relevant information and documentation to support the transparency of the recruitment process?

The Minister of Housing (Sen. The Hon. Martin Joseph): Mr. Vice-President, in order to draw any meaningful conclusions on the growth in employment levels at the Water and Sewerage Authority in the year 2002, it is necessary to view such a development in the context of comparable employment

data in the immediate preceding years and the associated benefits generated from such employment.

In this context, it should be noted that in the period 1996—2001, with the exception of 1997, there was a continuous increase in the number of additional persons employed annually by the authority from 71 to 241 respectively. The expansion of employment was very pronounced in the years 2000 and 2001 where increases of 231 and 241 were recorded respectively. Commensurate with this development, there was a shift in employment away from on-the-job training to general contracting services where employment increased by 148 and 153 respectively in the latter two years.

A summary of employment over the period 1996—2002 is instructive.

Year	General Contracts	Trainees	Short-Term Investment	Customer Regularization Assistant	Total Intake
1996	35	36			71
1997	2	44			46
1998	18	71			89
1999	23	70			93
2000	148	83			231
2001	153	88			241
2002	37	224	45	50	356

During the period January 2002 to the present time, an additional 356 workers were hired. The incremental growth in employment levels in 2002 was as a result of initiatives embarked upon by the new board of commissioners directed at:

- (1) fostering enhancement in the quality of life of our citizens through improvements in the country's water supply;
- (2) re-orienting the operations of the authority to make it more customer driven and focused and to accord greater emphasis to service delivery.

In keeping with this strategy, there was an expansion of the authority's On-the-Job Training Programme and as a consequence an additional 224 trainees were employed.

Significant inroads were made in effecting improvements in the supply of water to areas which were experiencing acute water shortages or were not

supplied with water at all. The implementation of the short-term investment plan which has, to date, resulted in the commissioning or putting in service of 12 booster stations, 62.33 kilometres of pipeline, two ground water wells and 111 communal tanks.

The cumulative impact of these project activities has resulted in improvements in water supplies to an estimated 45,000 persons. The first phase of this project, comprising 14 booster stations, one storage tank, 111 communal tanks and 79.64 kilometres of pipeline, is expected to be completed at the end of February 2003. The only works outstanding are one booster pumping station at Les Coteaux, Tobago and 79 service connections. It is estimated that 47,500 persons will benefit directly when this project is completed. The implementation of this project resulted in the employment of 45 additional persons.

Since October 2002, the authority has embarked upon four major consumer regularization projects to be undertaken over the course of the next twelve months:

- Yard/building tap rationalization
- Business customer rationalization
- Standpipe census
- Water supply project supports (North water and South water)

It is generally appreciated that a considerable number of potable water consumers are not on the authority's customer records. It is also the case that at all times some customers are incorrectly classified in the records and therefore wrongly billed. Both of these problems were attacked between 1996 and 2000 through customer cadastre projects, with less than the desired outcomes.

Management has therefore created a Customer Regularization Unit with routine full-time responsibility for suppressing, if not altogether eliminating, the causes of the problems. These projects are expected to have an annual revenue impact of at least \$26 million and entail project costs of approximately \$2.8 million. A total of 50 additional persons were employed under this project.

It is to be noted that in 2002 the number of additional persons employed in the area of general contracting services was only 37 as compared with 153 in 2001.

Mr. Vice-President, to recap, the total trainees employed in 2002:

On-the-job Training Programme

224

Contract Workers (Short-term investment plan)	45
Customer Regularization Assistant	50
General Contracts	37
Contractual Workers	132
Total	356

The information with respect to the 356 persons—their names, qualifications, work experience—will be provided to the Acting Clerk of the Senate.

With respect to whether the aforementioned jobs were publicly advertised, the authority has advised as follows:

- (a) At the middle management and supervisory levels, positions were filled via internal advertisements and interviews. Where candidates are not available internally, the relevant positions are advertised externally.
- (b) At the entry level, the procedure employed since the inception of the trainee programme in 1994 has been to utilize WASA's database of current applicants as a source for the selection of candidates. It is worthy to note that the authority's database of entry-level applicants is in excess of 920. Accordingly, advertisements are not adopted as a basis for selection.
- (c) Consultants were selected based on need, speciality and inputs from the Chairman.

The relevant documents to support the transparency of the recruitment process are the specific advertisements. These are also lodged with the Acting Clerk of the Senate for review as required.

The Water and Sewerage Authority has advised that the procedures identified above have always constituted the recruitment policy of the authority.

Thank you.

Sen. Mark: Mr. Vice-President, can the hon. Minister identify the areas which were experiencing an acute shortfall of water? He did indicate in his statement that the reason for the increase in numbers was to deal with the acute shortfall.

Sen. The Hon. M. Joseph: Mr. Vice-President, unfortunately, I do not have that information to respond to the hon. Senator.

Vide end of sitting for written part of the answer.

WASA-owned Houses
(Details of)

7. Sen. Wade Mark asked the Minister of Public Utilities and the Environment:

- A. Could the hon. Minister inform this Senate whether:
 - (i) houses owned by WASA have been sold, to whom they were sold, their location, and at what prices, during the period January 2002 to the present time;
 - (ii) the houses which were sold were properly valued?
- B. Could the Minister state what method was used by the authority to dispose of these houses?
- C. Could the Minister further state which government agency, if any, was responsible for the supervision and sale of these WASA houses?

The Minister of Housing (Sen. The Hon. Martin Joseph): Mr. Vice-President, the policy decision to dispose of houses owned by the Water and Sewerage Authority to employees must be seen within the wider context of measures currently being pursued by the various public utilities to increase their efficiency and cost effectiveness. In this regard, it is to be noted that in the past, with a view to ensuring that there were no inordinate delays in the restoration of utility services as a result of repairs and maintenance work, employees performing critical functions were required to be on call for virtually twenty-four hours. As a consequence accommodation was provided in close proximity to the plant/work centres to which they were posted.

However, given the improvements in the transportation and communications infrastructure and automation of the utilities' plants and equipment over time, the need to have employees stationed at close proximity to installations has been considerably reduced. In the circumstances, given the high and rising cost of repairs and maintenance to buildings, policy decisions were taken by both the T&TEC and WASA boards to rationalize the ownership of houses.

In the case of WASA, the decision to dispose of houses owned by the authority was taken at the 560th meeting of the board of commissioners on February 22, 2001. Pursuant to the aforementioned policy decision, the board of commissioners of the authority at its 572nd meeting on 14th May 2002 took a decision, inter alia, to dispose of the following 14 houses:

- 53 Calcutta Road No. 2, Freeport
- Exchange Road, Couva
- Kelly Village, Whiteland, Piparo
- 51 Calcutta Road No. 2, Freeport
- Charlotte Street, St. Joseph
- 54 Robinson Street, Montrose, Chaguanas
- Glen Lane No. 2, El Socorro, San Juan
- 80 Coromandel Road, Granville
- Glen Lane No. 3, El Socorro, San Juan
- 26 Seukeran Street, San Fernando
- 54 Pierreville Road, Mayaro
- 52 Calcutta Road, Freeport
- Ottley Street, Scarborough, Tobago
- Rapsey Street, St. Clair, Port of Spain.

During the period January 2002 to the present time, WASA has advised that the property located at 7 Rapsey Street, St. James, Port of Spain was sold to Mr. Wayne Joseph, General Manager of Operations. Mr. Joseph had been occupying the said house for the past 10 years.

The house was valued at \$610,000 and in keeping with the aforementioned board's decision, was sold at 20 per cent discount at a price of \$488,000. The discount applied, was in keeping with the disposal policy which makes allowances, in situations where the purchaser has been in occupation of the house for some time, in consideration of any expenditures which may have been incurred by the occupier for maintenance, repairs and renovations to the property.

The house was valued by Mervyn C. Thompson, a professional valuator. Mr. Thompson is one of the approved valuers designated by the board of commissioners at its 515th meeting held on April 10, 1997 to undertake valuations of the authority's properties. The other valuers on the panel are as follows:

- Lindon Scott and Associates
- Quamina and Associates
- Raymond and Pierre

In keeping with the decision of the board of commissioners at its 560th meeting held on February 22, 2002, and existing industry norms in the real estate market, the occupier of the house was given first option to purchase.

The disposal of the houses has been undertaken via its board of commissioners in keeping with its tender rules relating to the sale of assets and in keeping with guidelines/advice provided by the:

- Office of the Solicitor General
- Property and Real Estate Services Division, Ministry of Works and Transport
- Town and Country Planning Division, Ministry of Planning and Development

Sen. Mark: Could the Minister indicate when the board of WASA took the policy decision to discount the value of properties owned by the State to occupiers, in this case managers? Is the granting of discounts a policy that is consistent overall with the disposal of properties of the State?

Sen. The Hon. M. Joseph: Mr. Vice-President, as indicated, the decision to dispose of property owned by the authority was taken at the 560th meeting of the board of commissioners on February 22, 2001.

Sen. R. Montano: Mr. Vice-President, I am sure I heard it wrong, to my knowledge there is no Rapsey Street in St. James. To my knowledge, it is Rapsey Street, St. Clair. Will the Minister say whether or not the information he gave was a slip of the tongue and he is referring to Rapsey Street, St. Clair?

Sen. The Hon. M. Joseph: If I did say Rapsey Street, St. James, my humblest apologies. It is 7 Rapsey Street, St. Clair, Port of Spain.

Sen. Mark: Could the Minister indicate whether it is the intention of the WASA board to dispose of all its housing properties to the current occupiers and whether, apart from Mr. Wayne Joseph, other managers of WASA have been able to purchase properties?

Sen. The Hon. M. Joseph: Unfortunately, I am not in a position to provide the hon. Senator with the answers to the questions he has asked.

Sen. Mark: Is the minister aware that the Chief Executive Officer of WASA, Mr. Errol Grimes has purchased the property he used to occupy even though he had another property in some part of the country.

Sen. The Hon. M. Joseph: Unfortunately, the acting Minister is not aware.

Sen. R. Montano: Is the Minister aware that the value of land alone in St. Clair goes into millions of dollars? Is the Minister also aware that, on the basis of his answer, it is quite clear that 7 Rapsey Street, St. Clair, if it was indeed sold for \$488,000, was grossly undervalued?

Sen. The Hon. M. Joseph: I have no such competence and capability to determine whether or not it was grossly undervalued. I did say that the valuers, appointed by the board in 1997 were the persons who—

Sen. Mark: Why did the WASA board not utilize the services of the Commissioner of Valuations?

Sen. The Hon. M. Joseph: Mr. Vice-President, I am not in a position to answer that.

Mr. Vice-President: Let us try not to make this a judgment for the acting Minister. Please continue. Sen. Mark, next question, please.

Sen. Mark: He was the Minister of Public Utilities at the time.

Crowne Plaza Agreement (Commissions of Enquiry)

- 8. Sen. Wade Mark** asked the hon. Prime Minister:
- A. Could the Prime Minister indicate what steps are being taken in respect of the commencement of the proposed commissions of enquiry into the following projects:-
 - The transfer of BWIA to Edward Acker and his Associates
 - First Citizens Bank write-off of customers' debts
 - The La Brea Industrial Complex
 - Project Pride and Pegasus
 - The sale of National Fisheries
 - The sale of Farrell House Hotel
 - The sale of T & TEC's power generation facilities, and
 - The Severn Trent Contract?
 - B. If no steps have yet been taken to commence these enquiries, could the Prime Minister indicate the reasons for the delay?

The Attorney General (Sen. The Hon. Glenda Morean): Mr. Vice-President, shortly after the general election in 2001, when both the People's National Movement and the United National Congress each won 18 seats, the leader of both parties signed a 10-point plan for cooperation entitled "Conclusion of Meeting", held on December 13—14, 2001 at Crowne Plaza Hotel, Port of Spain.

In this document commonly referred to as the Crowne Plaza Agreement, the fifth point pertained to the appointment of commissions of enquiry of 12 matters listed hereunder:

1. Piarco Airport Terminal Construction and Associated Projects
2. Project Pride
3. La Brea Industrial Complex
4. South West Soldado Project
5. InnCogen Desalination Plant
6. Sale of Trinidad and Tobago Electricity Commission's power generation facilities
7. Sale of shares of Trinidad and Tobago Methanol and Ferrostaal Severn Trent contract
8. Regional Health Authorities
9. Award of telecommunications licences
10. State-owned financial institutions write-off of customers' debts.

It is now well known that the Opposition, United National Congress, rejected the Crowne Plaza Agreement. The Crowne Plaza Agreement having been rejected by the Opposition, the Government will have to revisit each of these proposed commissions of enquiry in accordance with its own policy agenda.

Part B of the question is therefore not applicable.

Sen. Mark: Could the hon. Attorney General indicate whether the Government has any intention in the foreseeable future to hold enquiries into the matters listed in question No. 8?

Sen. The Hon. G. Morean: Mr. Vice-President, that is a policy decision to be taken by the Government when it deems it necessary.

Sen. Mark: Will the hon. Attorney General indicate to this honourable Senate whether she can give a commitment as to how soon such a policy will be undertaken by the Government in order to pursue these matters that have a lot of corrupt implications for the citizenry?

Sen. The Hon. G. Morean: I have answered that question.

Sen. Mark: Is the Government of Trinidad and Tobago afraid of holding these enquiries into the write-off of customer loans at First Citizens Bank among others, or is it covering up?

Sen. The Hon. G. Morean: Mr. Vice-President, from the answer already given, the answer to this question is quite apparent.

Sen. Mark: The Government is covering up. They are afraid. We will have our own enquiry.

PROCEDURAL MOTION

Minister of Public Administration and Information (Sen. The Hon. Dr. Lenny Saith): Mr. Vice-President, I seek the leave of the Senate to deal with Private Business instead of Government Business.

Question put and agreed to.

CONSTITUTION REFORM

[Second Day]

Order read for resuming adjourned debate on question [November 26, 2002]:

Be it resolved that the Government of Trinidad and Tobago articulate its position on the question of Constitution Reform indicating: (a) what areas of the Constitution it considers to be in urgent need of review; (b) whether it proposes piecemeal reform or a comprehensive review; (c) how it intends to involve the population in the process; and (d) what steps it will take to ensure that this crucial exercise is completed no later than eighteen months after the first sitting on October 17, 2002 of the first session of the Eighth Parliament of the Republic of Trinidad and Tobago. [*Sen. Prof. K. Ramchand*]

Question again proposed.

Mr. Vice-President: Hon. Senators, I must inform you that the following Senators have already contributed to the Motion:

Constitution Reform
[MR. VICE-PRESIDENT]

Tuesday, February 04, 2003

Sen. Prof. Kenneth Ramchand

Sen. Robin Montano

Sen. The Hon. Dr. Lenny Saith

Sen. Dana Seetahal

Sen. Derrick Outridge

Sen. Garvin Nicholas

Sen. Carolyn Seepersad-Bachan: Mr. Vice-President, I thank you for the opportunity to contribute on a matter I deem to be urgent and important to the citizens of this country.

First of all, I would like to take the opportunity to congratulate the hon. Sen. Prof. Kenneth Ramchand on his initiative of bringing this most important Motion to this honourable Senate for debate—one that I fully support.

I would also like to support my colleague, Sen. Robin Montano in his proposed amendment to this Motion that a Joint Select Committee of Parliament be established to make recommendations for urgent reform of the Constitution of Trinidad and Tobago and that this committee be mandated to receive and consider comments from the public on constitution reform. The committee is to report to this Parliament not later than December 31, 2003.

I would also like to add that Government should consider the establishment of a non-partisan technical team, in consultation with the Opposition and Independents, to provide technical support to the work of the Joint Select Committee. Such a committee should be required to report to this Parliament every three months as to the status of its work, so that Members of Parliament can gauge the committee's progress with respect to meeting this deadline.

Let me say that I am not an expert on constitutions or constitution reform as some of my learned colleagues. However, I would like to bring another perspective to bear on this very important issue. Over the last couple of months we have heard the vision of the Government articulated—Vision 2020. We also heard about the vision of the United National Congress government, 2010, and that is, to acquire First World nation status, to become a nation that is knowledge based, globally competitive, technology driven and diversified; a nation that provides full employment with growing prosperity.

In order for us to take our rightful place amongst nations that are termed First World, and to participate in this global race, we must aspire to the emerging

standards of governance and empowerment of our people. That is why we spoke at length, several times in this Senate, about second-generation reform. An analysis of economic performance over the past five years clearly demonstrates that we have completed first-generation reform and are about to launch second-generation reform.

There is need for accountability, transparency and probity in all spheres of our society, including the public and private sectors; establishment of regulatory frameworks, institutional strengthening in terms of independent public institutions; institutional changes in response to the changing mode of delivery and provision of public goods and public consultation and participation in terms of empowerment. This is why governance and empowerment are so important.

Not being an expert on constitutional reform, I decided to search the Internet for topical issues pertaining to constitutional reform. I was amazed at the number of websites dealing with this one issue—over 30,000 sites. I attempted to restrict this research and refine it, so I decided to use the key words—“public accountability and constitutional reform”. To my surprise, at least 18,000 sites were provided.

Why is constitutional reform not just of national concern? Why is it of international concern? Because a nation must deal with the issues of how it governs itself, the mechanisms by which it empowers its citizens in order for them to make positive and meaningful contributions in the progress of their nation and that is qualifying themselves for the global race.

We cannot demand new standards for corporate governance which impact on the micro level, without making the same demands for governance at the macro level. Is this not putting the cart before the horse? The President of the Republic of Trinidad and Tobago, the Parliament, the Prime Minister, the Cabinet must adopt emerging standards and accountability, transparency and probity in order for such standards to transcend to the micro level, including the smallest business concern in the private sector. This is why constitution reform is so urgent globally. Countries recognize the need for constitution reform in order to establish and inculcate new standards of governance.

In this century, timing is everything. In major corporate projects, timing is critical. Sometimes the cost of a project may be second priority with respect to timing but it can mean survival. While there is a global race, if yours is off, then you may as well say goodbye to that race, as you may never be able to enter that race again. This is why I urge the hon. Senators not only to support this Motion,

but also to place deadlines on achieving this goal if we are to continue to participate in the global race.

Based on this little introduction, I would like to bring to bear this particular perspective from the corporate sector in terms of improving governance and in terms of transparency, accountability and probity.

Permit me to take some time out to deal with the Westminster model, which we have chastised and made culpable for our constitutional problems that arose in recent times. I would like just to highlight three issues—ethics, convention and tradition.

The Westminster system ensures the proper working of democracy because it is steeped in ethics, traditions and conventions which operate and which all members of the Government must adhere to. There is an unwritten constitution. Let me provide some examples.

We recall the Falklands War, when the then Minister of National Security resigned. Why? Because it was unheard of that British territories, unknown to the Minister of National Security and his intelligence agencies, would have been taken over. For all intents and purposes, he had failed as the Minister of National Security and took the honourable action of resigning. Why? Because under his watch, his intelligence units failed to warn and alert the security forces and the government of the day.

Lord Parkinson had an affair with his secretary and fathered a child. He knew he had to do the honourable thing and he resigned. Another example, but I cannot recall the name, was that of a Secretary for Labour. There was so much public criticism of that appointment that before the Blair administration could take any steps, that appointee took the honourable action and resigned.

Why has the Westminster model not worked for us? Are we steeped in the same set of ethics, traditions and conventions? In addition, the Westminster model was designed for a homogeneous society whose needs are different from our plural society.

While I was preparing for this afternoon's contribution, I was inspired by the opening statement of a secondary school debate which took place several years ago. I read it:

“It is ridiculous to transplant apple trees from the green fields of Devon to the cane fields of Caroni.”

Equally, it is ridiculous to transplant a system of government that is very steeped in the English ethics, traditions and conventions and expect it to flourish in the vastly different socio-economic climate of Trinidad and Tobago.

In addition, the Westminster model has led to a two-party system in Trinidad and Tobago. It has led to a politically over-charged nation. Every public office, every statutory body, every state enterprise today is politically charged. The Westminster model is not indigenous to our needs and purposes.

To reinforce this point further, I would like to look at some of the topical issues of the day. Mr. Vice-President, before this very Senate a question was asked on the remuneration packages for the Chief Executive Officer and the management of WASA. That question was postponed and a motion was brought here by the Government to defer the answers on two occasions. The Minister, after having almost three months to prepare for this, still was not prepared.

Look at what has happened today. Today, we have found out that said Minister had such information. How else could a directive have been issued for such reversal of remuneration packages on January 15, 2003? The said Minister came to this Parliament on January 21, 2003 and indicated that he was not prepared to respond to the questions. That indicates to us right away, that had this situation arisen under the English system, there would have been resignations. Did we see any resignations today? If it were the WASA board of directors and Chief Executive Officer who had deliberately withheld such information, why have they not resigned? If they did institute or direct those remuneration packages without the necessary approvals, why have they not resigned? If it was that the Minister or even the former Minister who also sits in this Parliament, had the knowledge and was fully aware and probably gave his blessing to these packages, why have we not seen any resignations?

Instead we have a Minister—the Government of the day; the Executive—who decided, on his own volition, to withhold such information from this Senate, making the Parliament unaccountable to the people of Trinidad and Tobago.

Mr. Vice-President, I go now to when I was a chairman. I remember when questions came fast and furious to us. On several occasions, the board was required to sit long hours into the night to prepare such answers for the Minister to respond to Parliament in a timely manner. I remember our deadline was 10 days before the Minister provided his answer to Parliament. I also recall, very clearly, that in order to meet that deadline, a number of us, as board members, had to miss an Old Year's night engagement because we were working into the night to prepare that response. Do you know why, Mr. Vice-President? We were told that Parliament took first place to anything else. It appears that, in this current system, the Executive does not place Parliament as priority number one.

This brings us back to ethics, traditions and conventions. Let us take the case of national security. We have had an escalation in crime. We have had kidnappings. Several persons have suffered as a result of criminal activities.

Mr. Vice-President, I participated in the walk on Saturday morning put on by the United Curepe Neighbourhood Watch (UCNW). If you had heard the plight of some of the people who took part in that walk, who were affected by their loved ones being either kidnapped or brutalized by criminals in our society, your heart would have gone out to them. Here we have no resignation and no accountability. All we hear is who to blame or who not to blame, whose fault it is, but no action to take us out of this current situation.

We have seen a similar situation with a journalist who brought information. In doing his journalistic work, he provided information on a laboratory that may be providing bombs. *[Interruption]* It deals with our ethics, conventions and traditions. If we do not follow the same ethics, our Constitution has to be different. We have heightened this need over the last couple of months, especially over the last year, in the way we are seeing the Executive abuse its power and disregard the Legislature. Instead of using the information for its benefit, the Government wants to prosecute the journalist—certainly he should not have reported that information. Now, look what has happened. It is here. *[Raises a newspaper]* They have found information on it.

When we have Ministers of Cabinet who go before commissions of enquiry and misrepresent the facts and it is later proven, they should resign. But no, Sir, Mr. Vice-President. We have had situations where such has happened, especially before the Elections and Boundaries Commission of Enquiry and there is no resignation. This is why I bring it back to ethics, traditions and conventions. This is why the Westminster model has failed us.

What has happened as a result of the Westminster model is that we have become a two-party State. This country recognizes two parties—the PNM and the UNC. This is what undermines the democracy that we hold so dearly.

We look at the election of the President, if the Executive wanted consensus among all parties in terms of the election of a President so that he can be representative of all citizens of this country, the approach would have been different. Their approach would have been one where discussions would have started many months ago and not merely when we restarted Parliament. *[Interruption]*

This is what happens. Perception is everything. What are we going to have? A President of the Republic of Trinidad and Tobago, who will become the

nominee of the PNM, not necessarily representative of the people of Trinidad and Tobago. The person who is elected may very well have good intentions, but because of the perception, his job is going to be a difficult one. That is because we continue to be a two-party State.

Let us take a look at the role of the President himself. Would that impact on the Independent Senators? Does it mean if he becomes a political nominee, any of the Independent Senators appointed are going to become PNM nominees? These are realistic situations we must deal with when we talk about true democracy and when we want to deal with the progress of our nation.

I am saying this is perception. Perception has become reality in this day and age and we must be mindful of it. Justice must not only be done, but must appear to be done in terms of transparency, accountability and probity.

If even we look at the role of the Attorney General, it has taken on a political character and has threatened the independence of many of the institutions. For example, Mr. Vice-President, there were so many occasions in which pronouncements have been made, which should have been made by an independent office—the Director of Public Prosecutions and the Constitution.

If we go back to the Wooding Commission, it was highlighted as one of the—*[Interruption]*. It is not important to say what we did and did not do.

Mr. Vice-President: Hon. Senators, I would like to keep the crosstalk out of this place. It becomes distractive and that is not what we ought to have here.

Sen. C. Seepersad-Bachan: I appeal to hon. Senators, we are supposed to be joining in this debate because we are dealing with constitution reform and how we want to govern ourselves. This is not about party so do not object. I am trying to take a very objective view.

I am going back to the Wooding Commission Report. Let me go back to the role of the Attorney General. One of the issues which was clearly outlined in the Wooding Commission is the reason there should not be a political appointee and why it works in the Westminster model. It works because of their ethics, conventions and traditions.

The role of the Attorney General is one of independence. It advises, takes action, initiates and as a result under the Westminster model it worked. It worked because such an office holder upheld those ethics, conventions and traditions. That is the point I am making. When we find ourselves debating why this and not that; this is just the example I am trying to use.

Let us take the role of President of the Senate. This is why there have been so many suggestions as to whether the President of the Senate should be elected by proportional representation. We have had a situation where, in this very Senate, the strength of democracy could have been demonstrated, but instead, the President cast a vote in favour of the Government in terms of withholding the information, protecting the Minister and the Executive, who should have been accountable to this Parliament.

Let me just say again that the Wooding Commission and the Hyatali Commission addressed that issue. They have indicated that there has been a precedent where the Executive or government nominee for the position of President of the Senate actually voted with the Independent and Opposition Benches. The resulting effect is that the nominee now comes under threat, if not toeing the party line.

2.30 p.m.

Mr. Vice-President, the role of Opposition Members and Independents—do you know why this is so important? Many times I listen and every time we have to make a contribution in this Parliament it is almost as if it goes unheeded; it is not important, “We do not want to hear you”. We just have to look at the body language, hear the crosstalk and look at the interruptions, and that is because we fail to understand that, after the political platforms are dismantled, the role of a government, the Executive, Opposition Members and Independents in this legislature evolves. Mr. Vice-President, there is a role; this is why the Constitution provides specifically for the Leader of the Opposition. Why? Because it is supposed to be an alternative government and this is why the Leader of the Opposition must be consulted on matters of national importance.

I make this point because both Commission Reports talked about the role of the Leader of the Opposition and the intent as envisaged by the Constitution or by the architects, the drafters of the Constitution, in that the Leader of the Opposition must be consulted in an effort to arrive at consensus. You know, what happens is that there is no prescribed procedure for consultation and the Wooding Commission spoke at length about that. Why? Because they indicated that since 1962 there was an argument for or against for actually defining those procedures for consultation.

Do you know what happened? They said no, in accordance with our system there is a convention, there is a tradition on how you consult with the Leader of the Opposition. On all such national matters, the Leader of the Opposition will be

consulted and, as a result, there will be no need to actually define a procedure for consultation. However, Mr. Vice-President, that is not understood and this is why several constitutions—and I think in the case of Guyana the procedure for consultation is actually defined in order to ensure that there is authority on how consultation must proceed. This is another example of how we do not. Because we are not steeped in the same ethics, traditions and conventions this has failed us. It is as a result of that I maintain that we have become a two-party State.

Another example, in terms of finance, is that we talk about the role of the Opposition and the Independents. We have just seen an issue where we debated the Variation of Appropriation Bill, which came before this Parliament a week ago. That document was delivered to us less than 24 hours before the actual debate.

Sen. Mark: Disrespect!

Sen. C. Seepersad-Bachan: This is a bill that was high in demand. The country was calling for the variation of appropriation in order to get accountability. Parliamentarians, both here and in the other place, have called for that bill. Do you know what happened? In order to avoid any meaningful debate we were delivered this bill less than 24 hours before we had to debate so that we could not research it. You see, the problem here is that, as a result, Opposition and Independent Senators—I make this point regardless of which side is where—cannot meaningfully debate; we cannot meaningfully research.

What then happens to the oath that we took as Opposition and Independent Senators? Are we upholding that? Taxpayers pay for the presence of all of us in this House and in the other place and that is because we have a role to play. Are we playing that role? We have to ask ourselves some of these soul-searching questions as to whether or not we are really giving service to this country. I know; I see Senators on the other side shaking heads but, Mr. Vice-President, I say that is for all of us, including me as an Opposition Senator. I would like to play my role. I would like to make my contribution, but, under the current system, I am not sure that we are being allowed to do so.

Another issue that we have had is that, in the Constitution there is a section that clearly outlines finance and, at the end of the day, in all finance activities, expenditure, et cetera, the Executive is accountable to this Parliament. How can you be accountable when, at the end of the day, you have a contingency fund which allows you to make urgent expenditure then come to this Parliament and, with the built-in majority of the Government, be able to pass that very same measure, either through a supplement or through a variation of appropriation? So

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at the end of the day the reason the current Constitution is failing us in terms of accountability is that we have not had the opportunity; we do not share the same ethics, traditions and conventions.

We also saw there was a lot of opposition in terms of the appointment of commissions of enquiry. What happened? The Government of the day, the Executive, which wanted to score political points, decided to go ahead, at a very huge cost to this nation. When questions have been asked about the total cost of this commission of enquiry, what do we see? So simply done was the movement of \$910,000 under the Head of the Prime Minister for the provision of payment of remuneration to these commissioners of enquiry, easily accomplished by just a built-in majority in this Parliament. That is why I say, under the Constitution in the section on finance where it clearly states that you are accountable to the Parliament of this country, we are not. The Executive is not accountable. Again I say, this is because we are not steeped in the same ethics, traditions and conventions.

Mr. Vice-President, we talk about equity, the distribution of resources for all and the participation of the citizens of this country. We talk about empowerment. However, when we look at a certain situation today we see a professional body—and my heart goes out to them on this because I am a professional as well—an entire association, the medical professional body, just being sidelined. Why? Why is that possible? We have to ask ourselves that.

How could we reach a situation where, at the end of the day, we could have mass resignations and our very own doctors, some of them scholars—they do the best in our classes; they come first; they win scholarships yet we are going to lose these same people to other countries? How is that possible when these are the very same people who should, in all patriotism, be providing for and working with this country to take this country forward? We talk about becoming a First World nation, Mr. Vice-President. These are the people we need to maintain and to encourage to stay to make that contribution. At the end of the day, in a situation like this, how are we going to achieve progress? That is the issue that I cannot understand.

I was amazed to read in today's newspaper an article that actually refers to nursing homes being advised—today's *Guardian*—that the RHA doctors should not be allowed to provide medical services to patients transferred from the San Fernando General Hospital. Imagine that! This is the point that our statutory bodies have reached where we are now telling these nursing homes, "Yes, we will give you patients, but you are not to utilize any of the doctors who are working

with the RHA.” You know, Mr. Vice-President, something is wrong in this country when we could reach this stage—

Sen. Mark: That is brutality!

Sen. C. Seepersad-Bachan:—where we could now start issuing directives of this nature. Why, Mr. Vice-President? If we listen to the utterances of our Prime Minister; he says it is because it was the UNC, this is why he is glad to get rid of these doctors. How could that be possible? Here we are dealing with a Constitution. The Constitution clearly states that there must be equity; there must be empowerment. We talk these things every day but are we walking the talk? We are not! We are not walking the talk when we can sideline a professional body like this.

Sen. Mark: Treating them like children!

Sen. C. Seepersad-Bachan: Who is the next one? Would it be the lawyers? Would it be the engineers? Is this how we are going to treat with them? This is why I maintain that all the Westminster model has done for us is brought us into a two-party State. You are no longer free to have a political affiliation. No, Mr. Vice-President, and that is something that must be protected under this Constitution, because, if you are deemed in any way to be UNC, you are in trouble. This cannot happen in a country that we claim is democratic. We must have freedom of affiliation to any political party but be independent enough to execute our professional responsibilities.

I have a serious problem with that and every day you turn up you hear this. Why? We set the example when we start by hiring and firing. “You are UNC—go. You are PNM, fine, you stay”. This has got to stop, otherwise we cannot talk about constitutional reform because our existing Constitution envisaged otherwise, Mr. Vice-President, and even that is not happening in our society. We are on a backward step in this nation and we want to become a First World nation, we want to acquire First World nation status. It is a time when we are talking about a country with limited resources, a small country that should be, at this point in time, utilizing and maximizing every single citizen.

That is why I made the point: empowerment of our citizens to make that meaningful and positive contribution to participate in taking Trinidad forward. That is not happening. Why? It is because we have become a two-party State, PNM versus UNC, and this has got to stop. We are doing ourselves more damage day in, day out. I mean, the hon. Minister of Foreign Affairs, when I listened to him on the BBC, I was amazed that the excuse here could be [*Desk thumping*] Mr.

Panday and his withdrawal—what is this? Then, he was actually lying before the BBC saying there was no other advisory, Mr. Vice-President. I mean to say, this is not a responsible nation.

Sen. Mark: Get a responsible minister!

Sen. C. Seepersad-Bachan: Mr. Vice-President, what should have happened, I would imagine, is, the hon. Minister of Foreign Affairs could have outlined some of the steps that would be taken by this Government, aggressivel, to pursue the reduction in criminal activity in this country but, instead, we hear this blame, that blame, the other, et cetera, et cetera. Do you know the most interesting one that I have seen? I looked at the Ministry of Public Administration and Information programme. I think they have a programme after the 7 o'clock news on a Sunday night, and I am amazed that what we see on this station is really PNM propaganda, nothing more. It is nothing more than PNM propaganda.

How could you be utilizing state resources and then be talking about accountability? Mr. Vice-President, all I hear are advertisements for the PNM. I do not see the advertisements for the Government, I see advertisements for the PNM. Today, instead, we hear—I do not have all the details, but from what I heard on the news, the Government has taken a decision to put down a gas pipeline to the French Caribbean to sell natural gas to them and here we are talking about participation of our citizens.

For so long we have been asking, where is the gas pricing policy? What is the gas utilization policy? How is the Government going to ensure, at the end of the day, their economic returns to citizens of this country? Was that the best utilization for natural gas? Was that the best price obtained? What guarantees do we have, Mr. Vice-President? That is what the state resource should have been used for. The Ministry of Public Administration and Information was to explain to the public the rationale of a government decision like that. Enlighten and educate the public as to the Government's activities, the activities of the Executive. Instead what we see is PNM propaganda, PNM advertisements. This is why we are having abuse by the Executive authority of this country and this is why our Constitution must deal with that.

I heard just last night about the police reform—there was a consultation by the joint select committee of this Parliament and on the news this morning I heard a very good presentation. I think it was by—and I must commend—a female police officer. Hats off to our women in this country. The officer was making a very important point and it told me why Mr. Panday insisted that we must have

consultation. Let me again say for the record of this House, Mr. Panday always indicated that, when such a bill was coming to this Parliament, it must go out for public consultation, which is what is happening right now. [*Desk thumping*] We cannot talk about second-generation reform and participation, empowerment of our people, if we do not give our citizens an opportunity to participate in the same way that we have to give our citizens an opportunity to participate as advocated by Sen. Prof. Ramchand.

Do you know what that young lady mentioned that was so important and that we need to take cognizance of? The police officer mentioned the possibility of positive incentives and not punitive measures. You know, Mr. Vice-President, if we look at the world over, many countries have employed positive incentives as opposed to punitive measures and something like that, what it tells us should guide our constitutional reform. Should we be looking at a Constitution that is punitive in its measures or a Constitution that provides positive incentives to allow our people to participate in the progress of this nation? That is something again that informs as we go after our public consultations because it is the way forward, the new thinking.

Mr. Vice-President, I just want to deal with some of the amendments to the Constitution because the other side, I know, in the other place and here, has continued to say, “But the UNC has been in power for five years”, but I would like—[*Interruption*] six years—but, Mr. Vice-President, I say it is not a matter of who did what when and where, it is what is to happen now, what is relevant to us now, continuing to participate in that global race; what is important for us to continue in our pursuit of acquiring First World nation status. The Constitution, we know, must be dynamic and must respond to the ever-changing needs as we grow and progress.

I want to refer to what Sen. Prof. Ramchand stated in his outline that therefore there will be changes. I am quoting from Sen. Prof. Ramchand. He said that therefore there will be changes to the Constitution:

“...on a regular basis, carefully considered piecemeal changes as circumstances warrant, but an accumulation of piecemeal changes over...”

An extended period of time:

“without a comprehensive review can eventually lead to contradiction, inconsistency and anomaly.”

Such changes must be:

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“...part of a vision of the society.”

Piecemeal changes can foster or serve the purpose of:

“...a political party intent on dominance or survival. Changes in the Constitution cannot be made piecemeal to support political parties.”

Mr. Vice-President, that is the point I am making. I say this because I want to take a quick look at the constitutional amendments over the past couple of years. It was argued by both, I think, commissions, it was proffered that one of the issues that came out is the increasing authority on the government side, meaning the Executive authority, actually in a change from the independent Constitution to the republican Constitution, what we saw was really more powers being assigned to the Executive arm of this nation. I just wanted to say this: if we look at the amendments that have been made to this Constitution we will see that several of them took place during the period 1996 to 2000. I just want to deal with those issues and I am using this to support why we cannot go piecemeal in terms of constitutional reform.

If you look at Act No. 29 of '99, let me start there, that dealt with the establishment of the joint select committees of Parliament. Why? During that tenure, I think under the UNC, there were many issues that came back, based on party consultation, on the need for improvements in governance and hence the whole passing of the Companies Act, the Integrity in Public Life Act and the Securities Industry Act and so on, more so because we wanted more accountability. If we look at section 66A—this was an amendment to the Constitution in 1999—one of the things they did here was to establish these joint select committees of Parliament.

Why? Because it felt—the UNC, based on its consultation—that Parliament itself needed more oversight powers. The Parliament needed, because of being accountable to the people of this nation, these oversight powers and, as a result, provided for these joint select committees which carried on sittings, hearings and enquiries very similar to—not equivalent to but similar to—the type of Senate and Congress hearings we see in the United States, and this has been outlined. Today we are now seeing the commencement of these joint select committees in terms of activities. I sit on one in which Sen. King is the chairman.

Just subsequent to that, in 2000, page 129, Act 43 of 2000—

Mr. Vice-President: The hon. Senator's speaking time has expired.

Motion made, That the hon. Senators speaking time be extended by 15 minutes. [*Sen. S. Baksh*]

Question put and agreed to.

Sen. C. Seepersad-Bachan: Thank you, Mr. Vice-President. One of the other amendments involved the empowerment of all our commissions, including the Service Commission, the Teaching Service Commission, the Public Service Commission, the Police Service Commission, to monitor and regulate the conduct of their officials and maintain integrity standards within the public service; all again because we were trying to ensure accountability. If we go to 121, 122 and 123, we would see that in 2002 as well. So that was dealt with in those sections and then there was the amendment which comes up in section 129, Mr. Vice-President, which ensured that if, in the opinion of the Service Commission, the officer ought to be dismissed or subjected to some lesser punishment in respect of conduct which has led to his conviction on a criminal charge, the Commission then has the authority to dismiss; all in terms of ensuring that there is integrity and probity in public life.

There is one other amendment to which I want to come back, which deals with the Executive authority and this bill actually lapsed in 2001—I know members of the Executive would be happy to hear this—when the then UNC proposed a bill which empowered the minister—which actually called for the change. Yes, this bill lapsed in 2001 and what it attempted to do was allow the Executive more control in the delivery of performance objectives. It was the Constitution (Amdt.) Bill, 2001. What it allowed was for permanent secretaries to be drawn from the private sector and be given contracts.

In that particular amendment, I see no problem with it if there is no abuse by the Executive authority. Why? Because if we want to charge the Executive authority with regard to performance and delivery, then they must have control over the people who must perform the activities and execute the tasks required for them to deliver; but, you see, without the proper control and oversight of the Parliament, then this would lend itself to abuse. As I said before, we are not accountable because no one seems to be accountable to the Parliament any more and, by extension, we cannot account to the citizens.

If you look at our role as a Parliament recently, it has been to validate all the invalid or illegal activities executed by the Executive. We validate this, we validate that, we pass an amendment to validate this Act, that Act, the other Act, et cetera, and all we are doing is actually validating everything that was done illegally by the Executive, and because the Executive has the built-in majority it

really does not matter. We have just become another rubber stamp, because one of the issues that have led us to this two-party State has been our approach towards our party politics. This is why I want, at this point in time—we talk about moral and spiritual values but we must remember at the end of the day that we represent the people of Trinidad and Tobago and we have to make a contribution in the national interest.

One such example, we hear about the balisier ties. Every morning I turn on the radio I hear people objecting to the balisier ties. Why? Because when you are in government you represent all the people of Trinidad and Tobago. You do not represent any party and this is why this Parliament has been deemed as UNC versus PNM, Mr. Vice-President, or PNM versus UNC, and I think we need to make that change. This is why I am urging and I am pleading with all parliamentarians for us to start the process. We know what our roles are. We know where we want to go. We know what we have to do. We know in our heart what we must do to provide and to service the national interest of this country.

As a result, I would just close by talking a bit about the approach to constitutional reform because, we can talk from here until forever, but, if there is no action, we would not have achieved anything. Mr. Vice-President, I would recommend an engineering-based approach. Do you know why? We have had so many suggestions on how to reform the Constitution. We have heard that we should have a two-chamber system, we should create a single chamber, no first past the post, proportional representation, an assembly of 72 members—we have heard all these suggestions, but these are really the mechanisms. I think what is important for us at this time is not to set or adopt any of the prescriptions or preconceived formulae for constitutional reform. I think what is very important is that we understand, given our ethics, traditions, conventions and culture, what we want to achieve as a people.

I would recommend that, for example, in taking the engineering-based approach what we normally do is say, let us not sit inside the box, let us think outside the box, and one of the things is to come up with those functional requirements as to where we want to be in terms of accountability and probity. So in stage one I say that we determine very quickly the objectives of the Constitution, that is the objectives of governance that are equivalent to determining the functional requirements of our design.

A stage two should be adopted by this same joint select committee that analyzed all the techniques and mechanisms to achieve these same objectives. For example, do we want an Executive President; election of a Speaker? Do we want

to get a deputy President? Who will be the President of the Senate? Do we want proportional representation? Do we want first past the post? These are the mechanisms, Mr. Vice-President. Any combination can result in achieving what we desire.

In stage three, where there are several alternative techniques and mechanisms available to achieve that same objective, what we should do is determine the most suitable mechanism based on our environment, taking into consideration our ethics, considerations and traditions and conventions. Of course, we would see how simple that job becomes if we take this approach because, by the time you get to stage four, drafting a constitution is not going to be a difficult process.

Mr. Vice-President, I close by saying to and pleading with all our Members that this is the time for us to actually take the action to reform. We have the opportunity before us. The nation wants it. Our people have been—if you listen to the airwaves, we hear it day in day out, we see it in the newspapers and it will be sad if we do not initiate this action now and take the necessary steps in order for this nation to go forward, in order that we can acquire First World nation status and that we can be part of that global race. Mr. Vice-President, I thank you. [*Desk thumping*]

Sen. Prof. Ramesh Deosaran: [*Desk thumping*] Mr. Vice-President, thank you very much. There is no doubt, given recent events, that the public is expecting some kind of constitutional reform. There are, of course, a number of preliminary issues which must be seriously dealt with, but not so much in the context of passion. I think what we need in the present circumstances is some more light rather than heat in the discourse we undertake towards that objective of constitution reform. I say so out of regard for present circumstances but also with regard to the historical circumstances.

Two examples might suffice in terms of maintaining or in fact formulating and then maintaining the integrity of what you put in a constitution and giving it a wider purpose to serve all and every man, as it were, rather than responding to sectoral pressures which are transient and quite temporary in their effect. After the French Revolution in 1789, it took many years to put what is called a proper constitution for the Fifth Republic. The constitution, after the French Revolution, did not come because of pressures from the street, it took patience, deliberation and reason, Mr. Vice-President—reason.

After the American Revolution in 1776, a similar course of action was taken resulting in something called the Federalist Papers where there was heated

argument based on reason—not so much on sectoral pressures but on reasoned argument and debate as to what should be the priorities of an entire society and not responding to, as I say, temporary, transient, sectoral pressures.

I say so because I get the feeling, having been around the country myself, together with my Independent colleagues, that the pressures are coming from different groups and in different contexts and the challenge for a government, the challenge for a Parliament like this, is how to sift through the emotion and the passion to accumulate the kind of reasoned approach that we must take.

In speaking of the reasoned approach, we should therefore recall what happened to the Wooding Constitution Commission Report and what subsequently happened to the Hyatali Constitution Commission Report. We should be enlightened. We should not keep making mistakes over and over again and I am afraid that we are taking the same—I hate to use the word “confrontational”, I hate to use the word “adversarial” but if I have to learn anything from what happened to the Wooding Constitution Commission Report and the Hyatali Commission Report, I would say we need some pragmatism in the exercise.

A government has been elected and a lot depends on its capacity and willingness to initiate the reform. I certainly do not think that they should wait until the streets are filled with fiery protests and speeches being made all over the country pressing upon them to do so, but I think in the nature of things, and before we get into the new age of reform as it were, we have to understand that we need to work with what we have. On the basis of that I say we should use reason, we should use the evidence generated from the public, wherever that evidence might exist, and also the historical antecedents, meaning, in particular, the Wooding and the Hyatali Commission Reports; but it is more than that because I would hope, Mr. Vice-President, that my clamour for reasoned argument over transient passions be taken seriously.

The Wooding Commission emerged because, or largely so, of protests from the street and pressures on the government for what has been called socio-economic equality. It was out of that turbulence, it seemed, that something had to be done. So said, out of politics it was born and it died out of politics. Therefore I do not think we should follow that path of taking a purely political approach to constitution reform. I think we should take a more secure base as an issue for creating an instrument of governance, which means you have to put reason into the projection. Of course, the Wooding Report itself was too diffused. He treated the issues more as an academic seminar—rich in sociology but not filled with rich

sociology, pluralism, mixed systems—and so the public was left, in my respectful view, not much the wiser as to what the essential issues were in any crystallized, intelligible form. So there was a lot of language, a lot of prose, but in my view the Report suffered in part because of its very diffuse nature.

The Hyatali Commission to which the Motion refers, and in a short while I will be responding more specifically to the contents of the Motion and its preamble, emerged as a bit too legalistic and, to put it in a nutshell, went beyond public intelligibility. I will not go into all the examples. So what we are faced with here is to create an opportunity and perhaps a document that will enjoy a greater amount of intelligibility for the public and also based on reason. So when it is read, perhaps 20 years from now, people will understand the reason and not so much the passion that might otherwise formulate the drive to constitution reform.

The other point that is relevant to the Hyatali Commission report is: How did it emerge? Out of crisis again. There was a controversy in those days over the appointments made of certain service commissions and similar bodies, and, because there was disagreement, it occupied the public mind for many, many days, and as well controversy over whether or not the Independent Senators should resign when a new President assumes office.

Of course, speaking for myself, I had the displeasure in those days to occupy the Independent Benches in those circumstances, so I myself was filled with unease. I was not an NAR Senator, I was an Independent Senator and, even if a new President comes, I hope I will not be seen as a PNM Senator. I am an Independent Senator. I am not a UNC Senator; I am not a PNM Senator, so it is in that context that the country, if not the individual Independent Senators who are on the Bench, were quite surprised, and when I should say the pressure—you see, here again I am making the point of reason versus passion. When the passions got aroused and the situation seemed to be intractable for a solution on either side in terms of the Independent Senators and in terms of how the service commissions people should be appointed, including an appointment in the Judiciary, here came the Hyatali Commission.

That is not the way to go. I say so from the present circumstances and I am saying so with great respect because I do not want to discourage anybody's enthusiasm. Perhaps because of my gentler nature I have no equipment for political punches and so on but I want to present the case quite reasonably so that I would get some support from all sides of this distinguished Senate. I say so because the previous speaker, I believe I sat with some envy wondering if I could

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muster up the kind of acumen and punch that that delivery had; but I have to be content with my humbler capacities, especially preserving the spirit of the independence that we are required to preserve, otherwise there are a number of things I would want to say on matters on which I am qualified to say with respect to crime that would take us back a few years, but I would want to base my response on the comments that I have prepared.

The hon. Senator did raise a number of pertinent points, though, the question of the Attorney General's appointment—an old story—whether the DPP is in charge, or whether the Attorney General is in charge, so, you know, it is déjà vu for many of us but it is good that it is put on the agenda once again. However, I really cannot leave without—and I do this with great reluctance because all the Members on the Opposition Bench are my friends, very good friends—long, long, standing.

You see, credibility is an issue and a number of things the hon. Senator said, I know it is not her fault and she has nothing to do with it, but a lot of these sins of omission and commission were committed by previous governments as well. I am not saying—I agree with her; we should not look back in the past too much, but, you know, there are things that needed to have been corrected sometime ago and still need to be corrected today. I think that is a position I would take. If I want to subscribe to the oath of office I took, in the Constitution it says you must be impartial and conscientious and it hurts sometimes to disrupt a contribution like that, but I think that things should have been corrected as well some years ago. Let me make myself clear, I wish to support what she is asking for, a new awakening, as it were.

So with respect to the Motion itself, “Be it resolved”, et cetera, et cetera, I wonder if the cart is not put before the horse in the resolution itself in the particular sense that it asks that the government say what areas it wants to have review upon and whether they feel it is urgent enough, and how it intends to involve the population. So you are actually telling the population what your thinking is, basically, and almost, at least implicitly, directing the population in terms of what you think in terms of the Government's prioritized agenda. I would like to feel that the reverse should have taken place, let the space be opened up for full public debate and consultation, as the resolution implies, and then the Government comes into the picture as a Government but more so as a Parliament, and then the agenda be properly set. [*Desk thumping*] So that is a substantive point because I would say, given the premise on which I am making my contribution, that it be done with reason and with credibility.

Mr. Vice-President, I hope that I would be forgiven if I say that we should have a friendlier approach to the exercise, given the experience we have had with the fate of the Wooding Commission and that of the Hyatali Commission because that is the nature of the beast, as it were, and I hope that we have a friendlier mode of collaboration enjoined by civic partnership to undertake this very important task. If we look at the preamble to the Motion, the first one, which says that the recommendations by the Hyatali Commission have never been debated in Parliament, that is true, but you have to consider that the party that initiated that Commission was removed from office, so I do not think it was necessarily logical that the new government debate it in Parliament, which is part of our problem.

The lack of continuity—and I think that breach should be healed because it opens up one of the greatest points that should be considered by the public and the incumbents in Parliament, both Houses. How can we make a sharper distinction in order to deepen our democratic way of life by having the Executive separate from the Parliament, that is, the Legislature? If the Parliament were on its own, for example, and this Hyatali Commission Report were presented to the Legislature, the Parliament, it did not necessarily matter which party or which executive came in office.

On the second preamble:

“Whereas there have been no adjustments to the Republican Constitution...at any time in the last twenty-five years in response to changing social and cultural circumstances;”

Well, I think that was answered partially by the last speaker. That is not true, at least in my respectful view. I think, relatively speaking, one of the fundamental constitutional changes that took place in this country, especially in the context in which it was done, was when the government of the day decided to transfer certain powers of appointment to the President to act in his own discretion, in particular, sections 120, 122 and 124 of the Constitution, meaning more specifically that whilst the government, the Prime Minister, had certain powers to appoint certain people, he transferred that power to the President, to act in consultation with the Leader of the Opposition and the Prime Minister. Those appointments are very serious ones in terms of their scope and the nature of the responsibilities of the Chairman of the Police Service Commission; the Chairman of the Public Service Commission and those such offices; that, to me, was a—

Sen. Prof. Ramchand: Mr. Vice-President, I wonder if my colleague would allow me to clarify, because I think he has misinterpreted the intention of the

preamble? What I was saying is there have been no adjustments to the republican Constitution in response to changing social and cultural circumstances, meaning that very little account was taken of the fact that this was a multicultural and multi-ethnic society and that certain broad movements and changes needed to be made to the Constitution to accommodate that knowledge about our society. So to say that the President was given more power is not to say that it was made in response to changing social and cultural circumstances. I hope that clarifies where I stand and I still think that my colleague is making a good point about the transfer of power to the President. I am not denying that.

Sen. Prof. R Deosaran: Well, with great respect, I do not think it is clarified because, if the Senator wanted “cultural” he should have put the word “cultural” but social—and, of course, you might know I am a social scientist, so when you use the word “social”, as I know it, it includes the premise on which I am making the point—tensions in your society, the potential for social conflict, and that is in the context that I am making the point. I believe, with due respect again, perhaps that distinction should have been clarified when he was introducing the Motion to correct people like myself who might be tempted to misunderstand. However, it is more than that, Mr. Vice-President.

The amendment that we seek in section 66A and B and C and so on is another fundamental amendment and adjustment to the Constitution of recent vintage. That is a remarkable amendment and perhaps the UNC government should be rightly commended. *[Interruption]* Well, we will come to that just now. *[Laughter]* No, I think it was a remarkable development and I am not too sure if the parliamentarians and even the parliamentary staff understand the seriousness of this development, this adjustment, because the adjustment will help change the social and cultural circumstances in the country. That is what it will do. It is not an object of social and cultural circumstances.

That significant amendment, Mr. Vice-President, will help change the social and cultural circumstances in this country, in the particular sense that Parliament has now discovered, perhaps a little belatedly, some of its true potential. It can ask for papers, it can ask certain officials to come before it, and the cases that the hon. Senator pointed to are good examples because, if you ask me how constitution reform could help the people or is constitution reform something merely for the enjoyment and the intellectual satisfaction of people in Parliament, my answer is no. I think constitution reform could help us deal with crime, constitution reform could help us deal with health services more effectively, could help us deal with education, even poverty alleviation and AIDS. How? Through these joint

parliamentary committees, by invoking elements of governance such as transparency and accountability—live and direct, as the Jamaicans would say. You call the officials responsible. So it is going to be not business as usual any more, and I therefore was happy to see what you might call the PNM Government entering and trying to strengthen the work and the functions of these joint select committees. I think both sides in this example should be applauded because seldom has there been such continuity in matters of what is essentially parliamentary reform.

I hope the public is not disappointed when, even if we have constitution reform, they might realize, well, that will not solve all our problems. Nowhere in the world has a constitution solved the people's problems unless there were certain supplementary conditions in force. I was happy to hear the concepts of ethics, convention and tradition of which, I say quite regrettably, we have had little in this country, for a long time, in the arena of public affairs. There are some reasons for it. Our institutions are young, we are still groping in relative terms, and, many people get away with a lot of things that they should not get away with. The bad precedents are set, so the level of civility is not as it should be to enable your constitution to work effectively, constitution being a set of skeletal arrangements as they are.

The flesh, that is the activation of your constitution, will depend on what my colleague would call social and cultural circumstances. One example is the level of civility, but, if you go back to the question of convention, convention has a lot to do with the capacity of a society or a community to feel shame for doing certain wrong things before the law pounces on you. The extent to which you have shame operating or not in a society will depend on whether you will have civility. The question we should ask in this day and age as we approach constitution reform, Mr. Vice-President, is, "Is this a shameless society or not?" given what we are reading and what we are hearing.

Therefore, I submit, you can have the Constitution in all different fanciful expressions but if there is no civility at a viable level and if there is no shame—shame is what makes a society civilized. Sometimes we need a little hypocrisy to hide our guilt and our wrongdoing but hypocrisy is the art of a civilized society because it tells you people are ashamed so they cannot say what they would like to say, they cannot show their true feelings. I am not speaking about stealing and bribery and so on, I am talking about civil connection; good taste.

Many things, for which we are clamouring to be changed in the Constitution, could be solved by good judgment and taste, you know. You know when you

really reflect, if you want to appoint people or you want to do this and that or you do not want to do this, the Constitution cannot be your bread and butter or serving you tea, breakfast and dinner all the time. Good judgment, if properly applied, could and should help solve a lot of our problems, including the one that presumably gave rise to the present clamour for Constitution reform, the 18/18 tie—good judgment. For, my own view, I do not understand why the thing had to be at the level at which it got but, as I said, I am quite reluctant to offend unnecessarily, because when you look at it, generally, what is driving this country's politics is not so much ethics, convention and tradition, you know. For a long time, it is spite, envy and victimization.

I hate to use such strong language but I could exemplify each one. Spiting people, you know, because of views they might hold, or because something they did you did not like in the public arena; envy, which is a dangerous one, there is a resentment building up against the middle class and even against people who work hard for what they have. There seems to be an infection of envy against people who have goods and services for which they work hard. I would not speak about the role that some newspapers have in fomenting that envy. Everybody feels as a second-class citizen and they want more, sometimes without working hard for it as others have worked hard for theirs.

This is a thesis by itself, which I would not get into because it is linked to relative deprivation on an irrational basis. Everybody feels deprived and they want somebody else's goods even if they have to steal it. The question of victimization is linked to crime, which I think we all know, making victims of innocent people. Some people say, "Well, the poor people have to steal. They have nothing else." That is not true. Being poor does not entitle you to harm somebody else. Being poor does not entitle you to cause injury to another poor person. Being poor should no longer be an excuse for threatening the Government and the rest of society that when you are instructed not to commit an illegal act, whether it be vending or squatting, you threaten the Government and the society by saying you will either go and steal or you will kill yourself or—Listen, we have got to have a more sensible mode of existence in this society, but these are the results of bad habits accumulated over the years and I was wondering whether constitution reform could really deal with some of these issues on its own. Certainly not; but we leave the way out of this scenario for another time.

3.30 p.m.

Like some of you, I decided to review the basis on which our Government rests: whether you call it a liberal democracy or the Westminster system. One of

the books which engaged my attention is one entitled *The Social Contract*. Of course, I do not want to scare you, I will not quote from it and bore you any further, except to say that there are some provisions here, that were derived in the 17th and 18th Centuries which provided the basis on which a government like this exists: *The Social Contract*. It would be better if I read the two lines for you. It tells you when the people are entitled to revolt. Now, times have changed, of course, and whether we are not civil or envious, the people in this country are generally very conservative, moreso in Tobago. It states:

“When the Prince hinders the legislature from assembling in its due time, that is when the governors delay in calling the legislature or allowing the legislature to act freely, pursuant to those ends for which it was constituted, the legislature is so altered and the people have a right to revolt implicitly. Or, when by the arbitrary power of the Prince, the electors or the ways of having an election are altered without the consent and contrary to the common interest of a people, there also the legislature is altered.”

As the writer says the people are entitled to rise in revolt. Page 125 of *The Social Contract*. It is under the pen of John Locke who wrote a number of other pieces on *The Social Contract*.

I do not want to give anybody a lesson in history, but I think these are the parameters which we should revisit to understand why we have two sides in the House, and how the Independent Benches are formed. The Independent Benches are a necessary element. The last speaker, I am quite sure, would support this. The heat of an adversarial relationship can be so much in an Upper House, that it is perhaps the sobering views of people like my colleagues who should throw some cool temper upon the discourse, but it is more than that.

If you have a Westminster system, which constitutionally—and in terms of raw politics—is destined to be adversarial, well everybody cannot join a party. Everybody cannot take one side or the other side. There should be voices that are fairly or relatively independent, patriotic, and equally committed to finding effective representation, at least in some corner of its legislature.

I can elaborate on this, because they will ask you: “is nine enough?” Some people want 10,000: they call it a constituent assembly and macro Senate. When you are going that kind of route, you are asking for trouble; not in a Parliament where you need decisions, management and matters of that kind. Perhaps, we leave that too for another time.

Unrealistic expectations will not help us solve the challenges that we are facing. Political romanticism and archaic ideals about everybody must have a say, that cannot work and it is well delineated in the book. There must be a modicum of representation; meaning a balance of interest in the Parliament, not everybody. Just as you do not want an elite to govern you, you cannot have the masses governing you indirectly: one is anarchy; one is oligarchy, but neither is good. I would think, in a society like this, having had the experiences we have had, we should look for good judgment and proper balance in the things that we do. [*Desk thumping*]

This brings me to an essential point. Is a political party relevant to constitution reform? The answer is yes. A lot of what happens in Parliament, in our circumstances, is derived from what the party says. I do not want to be too personal or specific, but it happens all across the world. If the General Council suggests so and so, it comes to Parliament as policy, because that is the system under which we operate, so the party is very important. Except in many cases, not in the present necessarily, the party is a one-man thing, it becomes crippled, lethargic and atrophied, whereas it is supposed to be the opposite. That is where your voices from all the corners should find expression, not necessarily in Parliament; it should come through a proper party system. That is where the conduit should be: through proper, representative party politics, but you do not have that—not in all cases. I am telling you what the general trend has been. Am I wrong?

Let us hear from an expert from a small but, very enlightening book, which tells us that things do not have to be necessarily big to be effective, a very enlightening book. This book is called *Modern Constitutions* by Wheare. Page 75 states:

“The political party is perhaps the most important influence upon the working of a constitution.”

There are reasons, as I told you, and that is where the people will connect to its Parliament: through its constitution. But the party must be so organized to respond to those constituents' needs and those basic elements across the country. One would have a party to go to and object, propose and debate the freshness and relevance out of which will then come to Parliament by the party's representatives in the Parliament—do we have that here? I am shocked when I hear something comes to the Parliament and the Member of Parliament for a certain area gets up and say he objects, or he boycotts that, and does not want that. Did he speak to his constituents? Not at all! I am merely citing these examples, an expert opinion, to

remind us that it will strengthen our governance if our party system becomes more representative and responsive. We cannot have everyone here. Could we put a constituent assembly here? Let them work through a party structure. Let them take the risk.

So important is the party, that one is tempted to say that the constitution is a mere skeleton: it is party which provides the flesh and blood which gives to the body politic, its life and individuality. So, when you speak about constitution reform, parallel to that, you have to speak about party reform. The extent to which the country, or the incumbents in Parliament, would wish to put some reference to that in the Constitution is, of course, a matter for debate, but certainly one for consideration.

This whole motion of Dr. Politics does not begin in Parliament or the Executive; it begins where the party structure is, and how the party structure allows an individual to rise above all others, as if it is a kingdom and not a democratic element.

So, at this time in our history—I agree with part of the preamble—people are wondering what is the Parliament good for? If, for so many months, business can go on, what is the use of a Parliament? Is it that the Parliament has become a political eunuch: helpless and hapless? It should not be so. I hope, in the new dispensation of reform, Parliament is strengthened. If there is one view I have—I would like to articulate, perhaps, at another time—it is the strengthening of the legislature.

There is another preamble which points to groups clamouring for constitution reform, and it reminds me, Mr. Vice-President, when the Wooding Commission gave its report, the *Express* carried a series of commentaries and analyses. *[Interruption]* This is how social scientists do their work. This is part of the evidence I am working with. The *Express* asked, at that time—this was Sunday, June 02, 1974—a person who was then a very young gentleman to do a series on the Wooding Commission Report. One of the headlines was “Attack on Apathy of the Public”, meaning with all its flourish—sometimes we get so nostalgic that our memories get eclectic and we forget things because it produces inconvenience upon ourselves. But this will help remind us of what happened. There were no great crowds clamouring for constitution reform, perhaps that is how societies function; like different levels of opinion makers, and so on. But the point is, the Commission itself was very surprised at the level of apathy, especially in responding to its recommendations.

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So, if we find today, for example, when the Independent Senators went around, the nine of us, trying to fill an unexpected breach by trying to hear what the public had to say on this particular matter, a total of one thousand people attended; including the nine. How are you going to interpret that? That is why I am saying we have to use reason, and not necessarily use numbers. Because 50,000 people present a petition, reason has to prevail still if you want to have an enlightened democracy. So it was in 1974.

In fact another preamble, the last one that is, spoke about what the People's National Movement in its election manifesto said it would do. They promised to have the widest possible discussion and participation in the process, leading up to the reform of the Constitution for a modern Trinidad and Tobago. I hope that is true, I have not checked the manifesto, nobody came by my door to ask me to vote for PNM. [*Interruption*] Next time do not leave me out; at least you could try. They also promised to develop a constitution capable of ensuring the involvement of all citizens in the running of the country, and permitting equity in the distribution of the resources.

As I took up this page, I happened quite fortuitously to notice another story, which that same young gentleman covered, it was a very intriguing experience. He went into the hills of Belmont to meet a small group of idealistic young people, which was then the National Union Freedom Fighters, and he interviewed them and got it published in the *Express*. He was not blindfolded all the way, only part of the way, [*Laughter*] and he came back and gave expression to their views as to why they felt the society was not equitable enough, and what grievances they carried in their hearts so as to make them take that seemingly extreme measure. It was youthful exuberance and idealism, but that is another story. The young gentleman—

Mr. Vice-President: The hon. Senator's speaking time has expired.

Motion made, That the hon. Senator's speaking time be extended by 15 minutes. [*Sen. Dr. E. Mc Kenzie*]

Question put and agreed to.

Sen. Prof. R. Deosaran: Thank you, Sir. So, the young gentleman whom the *Express* asked to do these special features went up there at great risk, but with vigilant journalism, and brought the views of those people who were in distress to the public, which the *Sunday Express* published on June 2, 1974 on both the front page and page 16. [*Interruption*] Who was the young reporter? Ramesh Deosaran [*Laughter*] [*Desk thumping*]. One could see I did not want to announce my name,

but I was seduced by people's curiosity. The question with politics and constitution reform, therefore, has a lot to do with leadership.

I remember once again—in making these comments I am imploring directly and with respect that the members of the different political parties recognize what a party ought to be, and you ought to play your part and not be—what should I say—“yes-men” or “yes-women” all the time. You have an integrity to maintain. When you come out in the open, of course you can take your collective position. But the parties—you should be flesh and blood, feeding into the constitution and the legislature, as I have referred to just now. This reminds me of a British philosopher, Samuel Butler, when he said: “Political power, the fumes of it invade the brain and make men giddy, proud and vain”. That is where you have other people like Hobbes trying to restrain these oligarchs from expressing these natural tendencies to accumulate power unto themselves and crippling others from expressing fulsome views. Let us be guarded. I think a word said to the wise is certainly enough.

I remember—there is evidence, it is not just history, Mr. Vice-President—an enquiry into Tidco, when one of the board members was saying he knew the decision was wrong but he remained quiet. Now certainly, the Government does not expect you to stay quiet when its agencies are so mismanaged, unaccountable, and misdirected. When the Government appoints people to a state board, I expect the Government to get its money's worth in terms of everybody contributing according to his/her own ability. You are telling me that you did not want to offend the rest of the members.

In this new dispensation, therefore, whilst I recognize the need for collective responsibility, especially at Cabinet level, we should have fewer and fewer “yes-men”, and more people of good conscience. Even at the Airports enquiry, somebody said he wrote the letter because he was afraid of losing his job. That is ridiculous! It is time we have people who are prepared to stand up, to enhance our mode of governance. That should be encouraged with due respect to the other elements of due process, the right to reply and so on. But they should not be victimized. That is the point I was making when I spoke about spite, envy, and victimization. People are afraid of being victimized. What it does is to degenerate our system of government.

I remember again, in Alabama, when the segregation was quite intense and Martin Luther King was moving towards civil rights legislation, pressing for it. A few men were walking on the pavement in Alabama, they carried a sign on both sides of their shoulders which said very simply: “I want to be a man.” That

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symbolized what the struggle was all about: the maintenance of individual dignity and integrity, equality amongst all, which was promised in the Preamble to the American Constitution. When I say I have a strong feeling about strengthening Parliament and trying to leave the Executive to do its own business, and then be accountable to the Parliament, I want to have our men and women in the Legislature have their consciences freed up, so they can be better persons and better servants of the population.

Mr. Vice-President, my distinguished colleagues think I have taken up enough of your time, and I wish that you give some serious considerations to the points I have made. Thank you very much. [*Desk thumping*]

Sen. Dr. Jennifer Kernahan: Mr. Vice-President. I am very, very happy to engage in this debate today, because I feel that a lot of what has been said by the previous speaker, I am going to add and reinforce. Essentially, what has come from the previous speaker is that the issue of constitution reform has to be looked at in the wider context of the thrust towards a new society, a new democracy, which has been on the agenda of the people of this country for over 30 years. Mr. Vice-President, this is going to be the thrust of my debate today.

Since the period 1970—1976 the question of a new society, a new democracy and new institutions which will reflect the aspirations and the needs of our people for full participation, equity and justice in the society has been put on the agenda but has been suppressed. Therefore, out of that vacuum that had been created, we see all the ills of this society that we are experiencing today.

Mr. Vice-President, I would like to just give the basis of this development of our island in the context of our being a country in a chain of islands that had been dominated by a history of slavery and indentureship, colonialism and neocolonialism. West Indian society, Trinidad and Tobago society, has been a creation of the colonial powers and had been created, basically, as a tool with the sole objective of developing their mercantile economies at the expense of West Indian economies. Everything that has happened in these islands and the West Indies, all the institutions, culture, and way of life that have been imposed here, basically, have been with the single-minded objective: development of the metropole and the consequent underdevelopment of our islands.

We have been forcibly brought here, a mixture of tribes and people, brought together, herded together in this oppressive and dehumanizing system of forced labour under the harshest conditions. Our religious and cultural values, our social

standards and norms, all these institutions: political, social and legislative, have historically been imposed. The problem is that as a people our development was not internally motivated. It was not driven by a sense of a society moving to develop/dominate the environment, and moving to a sense of development in a social environment, where all peoples are looked after, where all our peoples can contribute to the development of the society where the cultures, norms, and ideals of a society are based on a work ethic that is geared to development, and geared to development in the interest of all the people. That is the fundamental contradiction that we have faced in the society.

What has happened is that in these plantation economies, we were essentially producers of raw materials for the metropole, and we were expected to import finished manufactured products. What this would have done is engender a culture of dependency in these islands, a culture of dependency on the metropole for ideas, inspiration, thoughts and visions that did not reflect ourselves. We were always a people in rebellion, ruled by these institutions. I am proposing today that we continue—because of the policies of the neocolonialist government that we have been saddled with for the last 40 years—to be a people ruled in rebellion, because we have not been able to harness the ideals and aspirations of the people and bring them into line with what is happening at the level of the political directorate.

We have the same situation where the colonial powers ruled a people in rebellion. Today we have a neocolonial regime ruling a people in rebellion. Until we address this basic essential situation where there is antagonism between the rulers and the ruled—we can talk about constitution reform until the cows come home—we are going to miss the objective of this exercise.

One of the major issues we note in our societies today that has come from that whole history of dependency is the fact that we in these islands that are manifestly fruitful, that have the best climates, do not feed ourselves. We still continue to import food from the metropole. We still continue to be dependent, for our very survival on what we can import. We spend billions of dollars every year. After 40 years of all the independence process and so on, we are still in that position. Where is the political will? Where is our vision? Where is the will to carry ourselves forward as independent people in this country? I am saying that this has perpetuated itself because of the lack of a political leadership which can give voice to the basic aims and values of people.

Mr. Vice-President, what is most shameful about this situation that we have found ourselves in today, in the society, is that we were privileged to have at the

helm of the political organization that has ruled this country the longest, one of the most brilliant minds in the Western Hemisphere. In spite of having this, we were not able to get the relevant systems and organizations in place to carry ourselves forward. This is one of the most tragic aspects of what is happening in our society today.

Mr. Vice-President, our society in the pre-independence and post-emancipation period, has given the political directorate a number of signals over the years, with respect to where we want to go and how we want to get there. The coming of independence in 1962 was a turning point where, I believe, people felt at last we would get on track, we would establish the instrument of true democracy, we would establish the institutions and political climate that would give us the sort of development thrust that people have been looking for all these years. What has happened, is that we have failed to deliver on what people expected of independence in this country.

Just eight years after the independence process in 1962, this society was faced with a fundamental, social upheaval where the people were talking to the political directorate about where they wanted to go and how they wanted to get there, the type of institutions that they wanted to see instituted in the society to engage the widest number of people to bring all the talent, energy and vision of all the people in the society to play in the whole political process.

Mr. Vice-President, the issues that were raised during this period between 1970 and 1976—because it involved not only the mass, social class: the unemployed and the employed, but, the labour movement, especially in 1976, where we had trade unions coming together and working with people on the blocks, with the unemployed and the students. There was this whole new regeneration and revitalization of the society, where people were actively talking about the institutions they wanted to see, and the kind of society they wanted to live in.

The whole question of constitution reform had been on the agenda since then, because constitution reform is not just a question that is sterile and isolated, but a question of institutions and heads of institutions, and how they are going to function with each other. Although that is part of the process, the question of constitution reform, placed in the context of the sort of mass movement and dialogue that took place in that six-year period had to do with the vision/concept of the structure of the society, the concept of where the society wanted to go, where it wanted to take its people.

When we deal with the concept of what kind of people we are, when we deal with the concept of our history, and what we have come from, the sort of colonial mindset that has been engendered along the way, and the whole question of exorcizing the colonial ghost of the past; when we deal with those concepts, in that context, the question of what sort of institutions, how they relate to each other, and how the people are going to fit in this whole scenario, will come as a logical consequence. You cannot deal with it in a sterile manner without dealing with the gut concepts of what sort of society we are going to produce.

In 1970 all the economists said the economic and social indicators in the society were very much on par. Unemployment, for example, was around 13 per cent. We have seen unemployment rates much higher than that in recent times. The gross domestic product and other economic indicators did not indicate a society in crisis. This did not! In fact, the society was in crisis, the people were in rebellion, and this manifested itself in all the mass demonstrations and all the different organizations and institutions that were engendered by that movement.

Mr. Vice-President, as I said before, some of the issues were the rigid class and social profiling of our society. The people understood that there was very little social mobility. There was this inherent colonial order in the society which dictated that people of a certain colour were at the upper echelon of the society, and everybody else was at the bottom. It was very difficult for people to move in certain areas of the society regardless of merit and brilliance. This was a very serious issue on which people took to the streets in that period. The people protested against economic disparity in our society: the fact that certain classes were monopolizing the goods and services and the income that accrued to the society from the wealth which belonged to all the people of the society. Therefore, there was need for mechanisms to be put in place to equilibrate the economic disparity in our society.

Mr. Vice-President, there were the issues of the stifling of the productive capacity of ordinary people in our society. Unless you are given the resources by which you can develop your talents and will to be independent and supersede whatever conditions that face you, it is difficult. People felt they had the talent, vision and energy but they were not being given the sort of regard or resources. No institutions were put in place for people to be able to access the means of developing themselves in the society.

In the 1970—1976 movement, people protested the foreign ownership of the commanding heights of our economy, we liked to say in those days. This was a huge issue that brought fundamental, economic policy changes after the 1970

period, instituted by the political directorate who chose to institute some of the demands of that movement at that level. The lack of a sense of participation and ownership: The ordinary people in the society had not bought into the political process, had not bought into the whole emancipation process that they thought would have started after independence. They still felt alienated. They fell outside the whole question of political governance. They did not feel that they had the political connection to what was happening in Parliament, or what was happening in the upper legislative levels of the society. They felt that other institutions needed to come into play for the people to have that sort of voice.

Mr. Vice-President, the point is that people did not only enunciate and articulate these feelings, the brightest and the best of our generation of the 1970 era enunciated and articulated these feelings. But what happened in effect were practical manifestations of where people wanted to go, started to show themselves in our society. Nascent beginnings of how people wanted to organize themselves were manifested in the society. These were brutally suppressed and demolished by the then political regime. This is what sowed the seeds of the chaos that we have in our society today.

To take a few examples: When we looked at what was happening in the schools during that period, young people were participating in the whole political process. They were participating in their societies, and in their schools, they were forming student councils. There was the National Organization of Revolutionary Students (NORS) that was founded in the 1970 era, that encouraged young people to form student councils in every school. They started to debate their institutions, what kind of institutions they would like to see, what they found wrong with the institutions that existed, with the social relations that they saw in their environment, and so on. They linked up nationally and they had their councils, discussions and seminars.

Therefore, that was a way, that was an institution, that was an organization that was linking young people; bringing them together in intellectual thought and debate, which could only have redounded to the benefit of the people Trinidad and Tobago. Here it was the young people were taking the responsibility for the future of this country into their own hands, and they were coming up with the solutions, ideas and vision for the society they would like to see. These student bodies were outlawed by the political directorate. When one looks in retrospect, it is astounding that a government could be so irresponsible and short-sighted that people could not see the value of these institutions and movements that were coming out of our society during that period.

Mr. Vice-President, we had a whole movement against the question of consumerism that had been engendered by neocolonial thoughts in the society. The question of “you are what you have”. A new concept came out of that: “you are what you make of yourself,” you are what you can give. We looked at the question of how thought patterns were influenced by colonial thought patterns. We looked at the way we dressed. We looked at the type of food we ate. We looked at the fact that we liked foreign, imported food rather than the local produce of our farmers and the whole question of the economics of the societies, whereby the internal, economic linkages could not be established in our societies because our own people did not support our own local produce. We preferred to send our scarce foreign exchange abroad to import foreign goods and food. We looked at all that in the society and people came up with the question of—

There were a number of organizations, Mr. Vice-President, young people from the blocks, the urban areas; people who, all their lives knew only concrete; people, who out of that whole debate, out of that whole new concept of a people and society taking responsibility for themselves with respect to food production. There are a number of them who went back to the land. They went to different areas in Valencia and Cumuto. The Black Panthers Organization is one that comes to mind: a group of young people. They had this concept that we should go back to the land and produce food, and that young people should take a very active part in agriculture and agricultural production. Was this supported by the political directorate? Did people have the vision to see that was somewhere positive that we should go and something that should be supported? Co-operatives were formed spontaneously. The ideas of these young people with respect to rejecting the old mindsets and old colonial institutions that dictated that we should be consumers and not producers; those concepts were rejected in 1970 and the nascent institutions were actually formed, whereby young people formed co-operatives. They went back to the land and there was no support, backup or vision that that was where the society wanted to go.

Mr. Vice-President, on what were known as “the blocks”, institutions were formed. We are talking about constitution reform and what institutions we should form in our society. The people had shown us clearly what kind of institutions they wanted and they went out and actually formed them for themselves. A lot of positive, institutional values came out of that era, that were totally suppressed. The blocks, before that whole new social and cultural regeneration that came in 1970, that were sites of just idle talk and liming, became economic enterprises. Any young man worth his salt in that period, in 1970, became a producer. Each block was associated with the production of items that were even more

importantly of local origin. People made beautiful items of jewellery, and costume jewellery out of coconut, bamboo, palm; things that were locally produced. This would have been established, were it encouraged and supported, as institutions of power to the people, giving them the sort of economic basis to function and develop in the society, because this was what we needed to get coming out of a colonial experience: where everything was imposed from outside and where people were ruled in rebellion.

Mr. Vice-President, during the period 1970—1976 was one of the first instances where we had an opportunity to redirect the rules from outside imposing institutions on our people: institutions that we do not know the origin of, where we were on the path to replacing these institutions with positive institutions that came from the level of the people, out of their foresight, vision and energy.

The whole block structure became an economic unit. It also became a cultural unit for regeneration, because out of many of those blocks came the formation of the steelband movement. People got together and they became active, not only economically but culturally. They were involved in the production of artistic value in the production of mas' costumes. I remember very clearly, one of the most famous blocks that came out of the 1970 movement, that spoke of the will of the people, spoke of where the people were intellectually at that time was a band from St. James which produced a famous mas' called "A Thousand and One White Devils." They depicted that whole cultural regeneration. That movement, through mas', depicted the whole colonial history and how we were a people ruled in rebellion. Now we were looking back at that whole colonial imposition, and actually making fun of it: something which we have done since slavery.

Mr. Vice-President, the question of Kwanzaa, the question of naming day ceremonies, these were organizations that came into being out of that whole 1970 mass movement and that whole cultural and political regeneration: these are new institutions, concepts and ideas that came out of that period.

So, when we are talking about constitution reform, Mr. Vice-President, it is in the context of all the institutions—we have to talk about that—ideas and focus that people brought to bear on redirecting their lives, mental faculties, focus, energies and vision of who we are as a people and where we need to go as a people. We were getting rid of the mindset that dictated to us that we were creatures of a colonial dynasty that had to live on forever. We rejected that in 1970, Mr. Vice-President.

Everybody, today, has an African name. All young people today have African names, because in 1970 the whole question of taking back one's identify was on

the forefront. People named their children based on the traditional names of the African population. The naming day ceremonies were new institutions in which we named our children and gave them a whole new focus; even the question of puberty, of crossing over from a girl to womanhood or a boy to manhood. We took the old traditional ideas of our African ancestry and we brought that into our society. This is so important because what is happening with our young people today is because of the suppression of this whole new trend and new ideas that were put on the table, institutions that were brought to the forefront over 30 years ago. We have our young people growing up today, they do not know whether they are children or adults, and they are being forced to be adults when they are children, sometimes by their own parents and guardians. They are totally lost at sea, they do not know which way is up, because the structure and concepts that were brought back into our societies in that period were totally ignored, brutalized and suppressed. Therefore we have this void and our children now are lost at sea wandering; they do not know where they are, who they are, where they came from, and what is their history.

Mr. Vice-President, if we want to talk about changing the society in a fundamental way, or setting up institutions that are really going to work for the people of the society, we have to start talking about giving those children a sense of history.

Sen. Prof. Deosaran brought these newspapers from 1974, some Members said: "Oooh, that looks as if it was a million years ago." We do not remember our history. We do not know what happened 10 or 15 years ago. There are people who are 30 or 40 years old today, who would have been very young in that period and who do not know anything of their history or the new concepts/ideas that came out of that period; where we had attempted to go, what kind of institutions and ideas came out of that period. People are 40 years old today and do not know anything about that.

Mr. Vice-President, we have to start with a sense of history. We have to start in the schools, and with our children. We have to stop suppressing the history of the people of this country. We have to reorganize and revitalize our education system in such a way that people will have a sense of history and know where they came from and where they are going. This is important for our young people. We cannot talk about constitution reform because people are not listening. The young people are not going to listen because they feel it is something very alienated, very far from where they are. They are not interested in those abstract concepts. If you bring it to them and show them where they themselves

participated in a process which could have carried the society forward, then they would understand what you are talking about. They would be amazed to understand that their generation of 30/40 years ago brought certain ideas to the society for its development. Therefore, we have to have a sense of history. We have to carry it to the children.

As I said before, because of our lack of vision, the lack of understanding, and the lack of exorcism of this colonial ghost that had haunted us throughout those years, we were never able to emancipate ourselves and get rid of that negative backward thinking, we created this vacuum. We created a situation where—Mr. Vice-President, it so interesting that young people in that period also had a new approach to intellectual thoughts and activities. They were reading books by Mao Tse Tung, Kim Jong Il, Fidel Castro and Reginald Dubois.

Mr. Vice-President, I would like to remind the people of this country that this new thrust to intellectual activity was actually suppressed and demolished by the then political directorate: the people who claimed to have cornered the question of intellectual thought. Books were banned. In fact, what had happened, it was so funny, one of the important works of Dr. Eric Williams was banned from this country because it was published in one of the countries from which books were banned. You end up banning your own book in order for young people in this country not to have access to the intellectual thoughts and ideas of other Third World countries which were in the process of questioning in their societies, of looking for new ways, thoughts, concepts, visions, and new ways to govern themselves. This was an international process. It was not confined to the West Indies or to Trinidad and Tobago alone, this was international. We were looking at other societies.

They were doing the same thing in America, all over the Caribbean and Africa. These were post-independence movements in Africa. A lot of serious, intellectual thoughts were coming out of Africa: Kwame Nkrumah. All those thinkers were coming out and their books were being published. We were looking for direction, to relate with what was happening around us, and intellectual thoughts and intellectual activities were actually suppressing this country.

What we have now is a generation of people without the exposure to the ideas that we were exposed to, without the will to look for those ideas. When one looks at oneself as isolated in a little pond, it can be very depressing. When you look around the world and you see what is happening around you, then you get the strength from what is happening around you. You see that other people are going through the same process, and it gives you the sort of strength and courage to stand up and fight your battles.

When you suppress that intellectual activity and intellectual thought, you get what you have today: young people who do not read, who cannot read, all they do is maybe watch some television and imbibe all the violence and the sick pornography that we have on television today; that is what we expose them to. We allowed all this filth to come into our country over the last 40 years. You expose your children to all of this but you suppress the positive thrust of our young people for self-assertion, thought, debate, and honesty to find out and debate among ourselves what is happening here. You expose them to everything negative that is coming from outside, so you get what you have today.

Young people have a very simple mentality, they do not see further than their noses. They cannot see what lies beyond the next corner, so they react. Sen. Prof. Deosaran spoke about that: the question of lack of reason, thought in the social relations in our society, and people just reacting all over the place, and reacting violently because they are being given guns.

As I said before, the vacuum that was created in the society by that lack of support for the positive ideals and regeneration that started in 1970—76, a vacuum was created. Therefore, you have that vacuum created and filled with guns and people who have a gun culture and gun mentality: they cannot reason, think or follow a line of argument, therefore they will react. They will pull a gun to kill you, because they cannot think and they cannot talk. Any person or animal that cannot express itself in a positive, intellectual way will react physically. This is what has happened in our society. It is a direct result of the policies and positions that were taken 30 years ago.

Mr. Vice-President, I am not saying that there are no positive voices in our society, but the positive voices in our society continue to protest, talk and do their works very quietly. There are a lot of positive community organizations in the society which continue to carry that message, that flag, that energy, and that positive thinking. Unless we can incorporate these people into that whole process—as we should have done over 30 years ago—of enunciating a vision for the society, a vision and a concept of what sort of social relationship we want between man and man—Do we want a social concept where, because you have money, you are better than another man? Is it that we want a society where every man could stand up because of the positive contribution, and every man is respected because of the contribution he could make to society? These are the sorts of concepts that we need to work out and fine-tune, and, within that context, look at the social and organizational structures that have been proposed, elaborated or practised by our people and, which have been put on the agenda over the last 30—40 years.

Mr. Vice-President, I hate to say this, but I have to say it because it is true: the UNC government is the only government in the last 40 years that has been able to revitalize and rekindle the vision and enthusiasm for a new type of society among the young and even the older people and labour in the society that we had lost over the last 40 years. The UNC did not just come yesterday, it is not a party just six years old, or was in power for six years, it had its roots in the ULF movement, a movement which took Trinidad and Tobago by storm because there was a ULF block in every part of this country, where trade union workers and people were interacting. Labour leaders and workers who were employed were interacting on the blocks and elaborating, thinking and discussing every night. There were people with their Marxist, Leninist and local books: local thinkers were looking at what we have, what are the resources out there. They were looking at all these ideas for new institutions in this country. That process had started since ULF days. Therefore, this is why the UNC was a head and shoulder above every other political administration that came close to grappling with the essential issues and problems of our society.

Mr. Vice-President, our people continue to be a people ruled in rebellion. This is spin-off from the colonial days where we were a people ruled in rebellion. We continue to be a people ruled in rebellion, because the visions, ideas, concepts and institutions that our people have in their hearts and what they want to see in this society do not mesh, do not come into line with what is espoused by the political directorate. Sterile constitutions, organizations and institutions that do not reflect the type of society and relations that people want to see—inter-class, inter-race, inter-generational relationships—if they do not speak to these basic concepts, they are doomed to failure.

We have had a Constitution in this country since 1962, what good has it done us? Where have we gone? Look at where we are. We have a Constitution and we changed it in 1972 and 1987. We have thought of the Constitution, but have we done so with hearts, minds, feelings and aspiration of our people? Have we delivered? That is the essential problem that we have to face, Mr. Vice-President.

4.30 p.m

Mr. Vice-President, our people have spoken; they have spoken loud and clear and they have been ignored; they have been suppressed; they have been brutalized; and the finest and best in this country have been put in jail. In 1970, for just wearing an Afro haircut, you were subjected to serious police pressure. The police would take you and cart you off to jail, cut your hair and take your dashiki off your back.

Mr. Vice-President, when drugs were introduced in this country, young people were walking around falling down drunk on drugs; the police did not take them off to jail; no remedial measures were put in place; and nobody did anything because that was fine. Do you understand? But as long as you are thinking; as long as you are challenging established political ideas, established political directorates; established concepts and so on; and only a certain small class of the society is reaping all the benefits of the society, to the detriment of what is happening at the bottom; to the detriment of the masses of this country, you are on no man's land and you are liable to any sort of repression and suppression. Mr. Vice-President, those are the facts; this is the history of our society.

We must debate the whole issue of how we can implement and institute ideas from the bottom up, rather than from the top down, because we have tried it; we have done it; we have been there and it does not work, especially with a government and a political directorate that is totally cynical, totally manipulative and totally deaf to the cries of ordinary people in this society. Even working within the limited resources of certain rigid institutional frameworks and so on, perhaps, we could have done a better job, but this particular directorate has a long track record of neglect, cynicism and manipulation that is not going to do this country any good; whether within the ambit of constitutional reform or outside the ambit of constitutional reform.

Mr. Vice President, in spite of that, the cry of the people of this country, is for constitutional reform at this time. We have set up historically—and we have continued the thrust of the colonial powers—a divided society, where people fight each other and forget the focus of development of the society.

We have a society where the institutions that are set up are not conducive to proper development of the society. One part of the society always feels alienated and left out under this present Constitution; under this present political organization; and you cannot run a society that is divided, not if you want serious social progress. If you want a society where people have to live in gated communities; you want people to have pit bulls; and you want people to have a sense of isolation and apartness from the rest of the society, then it is okay, and the Government can continue with that and then they will have to face the consequences of a society that is practically out of control, as it is now.

If the Government wants to continue with that, they can go along the old path. If the Government wants to change that fundamentally, they will have to look and listen; go back to history; look at the institutions; look at the ideas; and look at the vision that was annunciated by a people over 30 years ago. The Government will

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have to study that period in history, between 1970—1976; study what people were coming up with; study how our young people reacted; study the ideas and the vision of what came out of that whole turbulent social history; and look at where we need to go and how we need to deal with the concepts that we are dealing with today.

Mr. Vice-President, this is basically the gist of my contribution. Our people are hurting. At this point in time, we see a political system that is totally out of sync with the realities of our people. We see a political system of this first past the post—this adversarial form of politics—which we inherited and never managed to get rid off. We see a situation in which half of the population always feels alienated from the other half, no matter which party wins.

Mr. Vice-President, it is time that we take a serious look at what we need to do to bring all the resources, all the energy and all the ideas of the people of this country, in harmony with the whole concept of social development. We will continue—like in the colonial days—to be a people ruled in rebellion if we do not take into consideration the ideas, the vision and the thoughts of our people and bring them into harmony with what is happening at the political levels and the levels of the political directorate.

Mr. Vice-President, the time is now—and this Government has the opportunity of a lifetime—to make a revolutionary move in a sense; to make a 180 turn and go back to the roots; go back to the people; listen to what has been said; and try to fashion a new concept, a new ideology, based on what is happening here. The Government cannot continue to be deaf and dumb through the cries and pleas of this country, because we all have to live here; we all have to face social consequences; and we all want what is best for our country.

Mr. Vice-President, I thank you. [*Desk thumping*]

Mr. Vice-President: Hon. Senators, we shall now take the tea break. The Senate will now be suspended and we will return at 5.05 p.m.

4.35 p.m.: *Sitting suspended.*

5.05 p.m.: *Sitting resumed.*

ADJOURNMENT

The Minister of Public Administration and Information (Sen. The Hon. Dr. Lenny Saith): Mr. Vice-President, I beg to move that the Senate do now adjourn to Tuesday, February 11, at 1.30 p.m. I would like to inform hon. Senators that we propose to take all the items on the Order Paper at the next sitting of the Senate.

**Industrial Relations
(Crisis)**

Sen. Wade Mark: Mr. Vice-President, the absence of an integrated and coherent strategy and policy to address the issue of meaningful economic development, lies at the root of the emerging and unstable industrial relations situation in the Republic of Trinidad and Tobago.

Since the unfortunate installation of the PNM regime on the backs of the population, a virtual blight—if not a nightmare—has descended upon our nation. Ineptitude and incompetence seem to be the order of the day—whether it is crime, health care, education or attracting foreign investment and retaining it—and this regime seems to be drifting aimlessly, bounding in the process.

Mr. Vice-President, the crisis in the industrial relations arena appears to be escalating on a daily basis with no solution apparently in sight. Citizens are literally dying because of lack of health care, and the Government continues to live in a state of virtual denial.

The cost of living has risen astronomically and we are advised to exercise more discipline when we make purchases, and now thousands of workers and their families have been mercilessly thrown on the dung heap by this regime.

Mr. Vice-President, I wish to share with you, the list of workers dumped to date. Six hundred and seventeen workers and their 2000 dependants were mercilessly retrenched by a heartless and brutal regime, and there was no intervention by the Government. Indeed, we understand that the Government has given its full blessings to this virtual act of terrorism by the BWIA management, and we were told that BWIA is a private company and the Government will not intervene.

This is in sharp contrast to the Government's speedy intervention at a company called Citadel—when a big time party “sawatee” and his band of PNM mouthpieces at that station, on the pretext of saving the jobs of some 30 workers—we were told that the Government had to intervene to save 30 jobs, but the BWIA workers and their over 2000 dependants appear not to be so lucky. They are not lucky at all. They must go home and suffer and starve.

Mr. Vice-President, I wish to let you know that Barbados Mutual Life, which is now Sagicor, recently retrenched 30 workers and their families. They gone! Bullet for them! The Telecommunications Services of Trinidad and Tobago retrenched 71 workers and their families. Death for them by the PNM! Mr. Vice-

President, 80 workers lost their jobs at Carib Glassworks and another 60 workers are earmarked to die—to go and to be retrenched. One hundred and forty-five workers were retrenched at McDonald's fast foods—they closed down. They get fed up! Approximately 38 workers were retrenched at the Airports Authority, where Rose Janniere is the Public Relations Officer of the PNM. She is getting big money. Workers have gone home and their families are starving. Mr. Vice-President, TIDCO has sent home 15 workers. Trinidad Cement Limited has retrenched some 50 casual workers and their families in the process. Mr. Vice-President, that is not all.

We understand the following workers are to be killed—not to be killed, Sir—to be retrenched shortly: 9,000 at Caroni to go; 800 to go at the Port Authority—that is what we were told. Maybe, the hon. Minister can tell us if this is so. Four hundred to go at WASA—that is what we were told; 1,800 to go at Petrotrin and Trinmar—that is what we have been informed; and 150 workers to go at the Public Transport Service Corporation—that is what we were told. Mr. Vice-President, the story unfolds. Over 72,000 workers and their families have been placed on the breadline or are being threatened to be placed on the breadline.

Mr. Vice-President, a Government is not supposed to be in the business of retrenching or even facilitating the retrenchment of workers. The Government's business is to provide peace and happiness for the nation's citizens. The Government's business is to create and generate employment and job opportunities for our citizens. The Government's responsibility is to create an appropriate investment climate, so we can attract private business to get into business, to generate jobs, to promote production and to expand production, not to dislocate, not to create distress for workers in this land.

Mr. Vice-President, is this a mere tip of the iceberg of what is to come? What about the Government daily-rated workers? We understand that the Government has plans there as well as. What about workers employed in the state enterprises and public utilities? What is happening there? The economy appears to be slowing down hence, the dislocation of thousands of workers in the private sector. This Government has to provide leadership. It has to intervene, as it did at Citadel, and save the jobs of workers at BWIA, Caroni (1975) Limited, and all those other areas where jobs are being threatened.

Mr. Vice-President, I tell you here this afternoon and this honourable Senate, that unless the Government of this country intervenes quickly to halt this retrenchment madness in this land, industrial relations will become more and more unstable and even explosive. Working people are growing restless with this regime and its incompetence to handle the economic situation in this country and

unless something is done quickly to arrest this situation, workers are going to hit the streets of this country sooner rather than later, and it will be the Government—Venezuela is an example for the whole world to follow. So let the Government continue to play with fire; it shall get burned if it does not take care of this situation. We are warning the Government here today.

The situation at the level of industrial relations is not good and the hon. Minister of Labour and Small and Micro Enterprise Development should provide the Senate with some kind of perspective on Government's policy in trying to bring about stability, peace and harmony in the arena of industrial relations. We need to know what is the policy of the Government with respect to the saving of jobs. We want to know what the Government is doing to save jobs in this country. We want to know what the Government is doing to create jobs. Is the Government allowing the marketplace to dictate whether people live or die? Are we saying that market forces will determine whether I have a job or I do not have a job? Let us know! The Government is playing with fire and, therefore, we believe that the Government has a responsibility to inform this honourable Senate what it is doing or what it proposes to do to deal with the growing level of unemployment, retrenchment and the worsening industrial relations situation in our country.

Mr. Vice-President, I tell you and this honourable Senate—not because I want to scare people; not because I want to threaten anyone—that the ordinary people's patience is running out and there will be an explosion in this country—not because I want it; not because we are willing it into being; but we are saying that when people's stomachs are empty and they have mortgage payments to meet and there is no hope on the horizon, Mr. Vice-President, a hungry man is an angry man and they will take action.

I call on the hon. Minister to give this Parliament some kind of assurance that the Government is intervening; the Government has a policy; the Government is trying to stop retrenchment and trying to save jobs because jobs are important for people to live decently, in dignity and civility.

Mr. Vice-President, I thank you very much. [*Desk thumping*]

The Minister of Labour and Small and Micro Enterprise Development (Hon. Lawrence Achong): Mr. Vice-President, I have just listened to a contribution that is full of misinformation and mischief. In typical UNC style, they are once again, trying to scare the population of Trinidad and Tobago. We do not have any crisis in industrial relations in Trinidad and Tobago. So I do not know, in the first case, what this Motion is all about. What we have is a dispute between doctors and the Government that is going to be settled, one way or the other, this week.

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In terms of other so-called crisis, I am unaware of what the Member is speaking about. The retrenchment at BWIA—while it is unfortunate—is nothing unusual. It is no different from the hundreds that were laid off by bpTT or AMOCO, during the term of the last government. There were several instances where people were being retrenched and that is part of life. Once there is industry and you have employment, you will have unemployment from time to time. This Government is committed, in a number of ways, to ensuring that employment levels in this country are reduced to 5 or 4 per cent within the next two years.
[*Desk thumping*]

Mr. Vice-President, quite recently, a task force was formed, headed by Dr. Julien, and comprising of people from all walks of life and different professions. It is a 20-man task force, the aim of which is to bring unemployment down to zero in two to three years' time. We are going to make the attempt. But coming back to Sen. Mark, it is a pity the Senator should have started off his debate talking about the doctors, because the doctors' problems started one week before the election of 2001, when for the first time in history of this country, an inter-ministerial team negotiated directly with doctors and agreed to terms and conditions that the Chief Personnel Officer, at the time, had objected to.

The then government broke the law in 2001, by agreeing to a two-year collective agreement, which is contrary to the laws of Trinidad and Tobago. Not only that. When they were told that they had no money to pay these outrageous allowances to the doctors, the Chief Personnel Officer was instructed to go ahead. In 2001, we had a government encouraging the breaking of the law, and the Senator comes here this evening and makes all sorts of wild accusations—wild and baseless. I am refuting that there is no crisis in industrial relations, none. This is just another attempt to hoodwink the population.

The PNM Government has a track record of good industrial relations, which is far better than the UNC. I want to assure this honourable Senate that the fears expressed by Sen. Mark are unfounded. His statements, by and large, are untrue and we will see a level of industrial peace here.

Sen. R. Montano: Will you resign if your words do not come true?

Hon. L. Achong: Mr. Vice-President, I thank you for the opportunity to reply.
[*Desk thumping*]

Question put and agreed to.

Senate adjourned accordingly.

Adjourned at 5.27 p.m.

WRITTEN ANSWER TO QUESTION

The following question was asked by Sen. Wade Mark:

**New Persons Employed
(WASA)**

3. A. Could the hon. Minister of Public Utilities and the Environment tell this Senate about the number of new persons employed by the Water and Sewerage Authority (WASA), giving their names, qualifications, work experience, and the respective positions occupied during the period January 2002 to the present time?
- B. Could the hon. Minister further state whether these jobs were publicly advertised?
- C. Could he also provide the relevant information and documentation to support the transparency of the recruitment process?

Pursuant to his reply to question 3, earlier in the proceedings, the Minister of Public Utilities and the Environment (Sen. The Hon. Rennie Dumas) caused to be circulated to Members of the Senate the following statistics:

WATER AND SEWERAGE AUTHORITY**ON-THE-JOB ORIENTATION PROGRAMME 2002**

NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
1	ABDOOL	REAIZ	June 17, 2002	December 31, 2002	8 (Inc. Math & English)	4			
2	ABDOOL	DONNIE	June 24, 2002	August 31 2002	8 (Inc. Math & English)				
3	ABNER	KATHY-ANN	June 17, 2002	December 31, 2002	5				

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
4	AKRILL	TRENT	July 4, 2002	December 31, 2002	8 (Inc. Math & English)		Computer Literacy I, II, III	Credit Accounts Clerk — Courts	
5	ADAMS	SHONELLE	September 9, 2002	December 31, 2002	6 (Inc. Math & English)				
6	ADAMS	DIAHANN	July 1, 2002	August 31 2002	9 (Inc. Math & English)				
7	ALEXANDER	SHERRY	June 14, 2002	December 31, 2002	7 (Inc. Math & English)		Typing (NEC), Arithmetic (RSA), Computer Literacy	Supervisor — Pizza and Burger Boys	
8	ALEXANDER	TERRANCE	September 2, 2002	December 31, 2002	7 (Inc. Math & English)				
9	ALEXIS	LISANNE	July 2, 2002	December 31, 2002	6 (Inc. Math & English)		Computer Literacy (Dip. M.E.T.)		
10	ALFRED	KRYSTOFF	June 17, 2002	December 31, 2002	6 (Inc. Math & English)				
11	ALLEN	FAYOLA	June 10, 2002	December 31, 2002	8 (Inc. Math & English)	1	Computer Literacy	Numerator —CSO Office Interim Manager Rapport	
12	ALLEYNE	BERIC	July 1, 2002	December 31, 2002	7 (Inc. Math & English)	3	A+ Certification		
13	ALLICK	JOSANNE	June 10, 2002	December 31, 2002	5 (Inc. Math & English)		Computer Literacy, Airline Reservations Levels I, II & III		
14	ANDREWS	ARETHA	June 10, 2002	December 31, 2002	9 (Inc. Math & English)		Computer Literacy	Quality Assurance — Santa Rosa Foods Ltd.; Sales Rep. — Direc One Ltd.	
15	ANDREWS	ANISHA	September 2, 2002	December 31, 2002	7 (Including Math and English)		ACCA Levels A, B and C; Computer Literacy		

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
			June 10, 2002	December 31, 2002					
16	ANGERON	DAVID	June 10, 2002	December 31, 2002	7 (Including Math and English)				
17	ANTOINE	KONATA	June 24, 2002	December 31, 2002	6 (Including Math and English)	3		Sales Clerk, JTA Supermarket Dulans	
18	ANTOINE	RICHARD	June 24, 2002	December 31, 2002	2		Cert. in Computer Repairs & Electronics	Industrial Maintenance Worker	
19	ASHBY	NIKIESHA	June 17, 2002	December 31, 2002	6 (Inc. English)		Airline Reservation, Computer Literacy, Telephone Op/Receptionist, M.O.U.S.	Cashier —Courts; Telemarketer — Paragon M.S.I. Ltd.; Reservation Asst., Clerical Asst., NIB; Lab. Tech —John Donaldson	
20	AUGUSTE	AMELIA	June 11, 2002	December 31, 2002	6 (Inc. Math and English)		Computer Literacy, Autocad (Basic)	Autocad—Tech. Synthesis Group Ltd.; Cashier—Anchorage; Clerk—P.I. Caribbean Ltd.	
21	AULD	KESTER	June 17, 2002	December 31, 2002	8 (Inc Math and English)				
22	BAILEY-LASHLEY	AKIL	September 30, 2002	December 31, 2002	4		A+ Computer Technician; Computer Literacy	Stores Clerk/Office Attendant/ Messenger, U.W.I.	
23	BAIRD	KADINE	June 10, 2002	December 31, 2002	5 (Inc. Math and English)				
24	BALFOUR	KEN	June 25, 2002	December 31, 2002	7 (Inc. Math and English)		Dip. Mechanical Engineer'g; Computer Literacy		

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
25	BAPTISTE	CHERISE	June 17, 2002	December 31, 2002	6 (Inc. Math and English)		Computer Literacy; Web page Development I & II	Computer Instructor — Computer Learning Center	
26	BARTON	KARRYL	June 17, 2002	December 31, 2002	8 (Inc. Math and English)		Computer Literacy		
27	BENGOCHEA	SALASHE	June 18, 2002	August 31, 2002	5 (Inc. Math and English)				
28	BENOIT	ANEIKA	July 1, 2002	December 31, 2002	8 (Inc. Math and English)			Internship — T.T.U.T. Corporation	
29	BENOIT	LISA MARIE	June 17, 2002	August 31, 2002	8 (Inc. Math and English)	4	Computer Literacy		
30	BEREAUX	AIDEN	June 10, 2002	August 31, 2002	8 (Inc. Math and English)	4	Computer Literacy	Facilities Clerk — N.G.C.; Sales Clerk — Green Thumb Enterprises	
31	BETAUDIER	IYANNA	June 24, 2002	December 31, 2002	7 (Inc. Math and English)			Counter Sales Baseline Services Company Ltd.	
32	BHARATH	RENNY	June 10, 2002	August 31, 2002	8 (Inc. Math and English)	4		Financial Asst. — National Petroleum Marketing Co Ltd.; Checker — Tunapuna Regional Corp.	
33	BIRBAL	NARVIN	July 25, 2002	December 31, 2002	6				
34	BISHOP	RHONDA	September 2, 2002	December 31, 2002	4 (Inc. English)		Media and Training Certificate		
35	BISSESSAR	PRECIOUS	July 8, 2002	December 31, 2002	5 (Inc. Math and English)				

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
36	BOATSWAIN	KINDA	September 2, 2002	December 31, 2002	5 (Inc. Math and English)				
37	BOBB	TIFFANY	June 17, 2002	August 31, 2002	5 (Inc. Math and English)				
38	BRANFORD	MARLON	June 10, 2002	December 31, 2002	8 ((Inc. Math and English)	4	Dip Mech. Engineer'g	Sales Rep — Equipment & Supplies (W.I.) Ltd.	
39	BRASSEY-BAKER	SISNEY	September 9, 2002	December 31, 2002	5 (Inc. Math and English)		Computer Literacy, Certificate — Credit Union Fin. Manage't	Cashier/Counter Clerk — Bank of Commerce Republic Bank Ltd & Tunico Credit Union	
40	BRATHWAITE	KEONE	June 17, 2002	December 31, 2002	3 (Inc. Math and English)			Telecommunication Technician — Karik Market-ing	
41	BRISTO	MELISSA	August 13, 2002	December 31, 2002	6 (Inc. Math and English)				
42	BYER	KERWIN	September 2, 2002	December 31, 2002	5 (Inc. Math and English)		Computer Literacy	Clerical Worker — N.F.M. Ltd.	
43	CAESAR	GYASI	June 6, 2002	August 30, 2002	8 (Inc. Math and English)	4	Peachtree Account'g BSc., Computer Information Systems	Computer Tech. — Dtech Computer Services; General Maintenance Tech. — U.W.I.	
44	CAMPBELL	CHRISTOPER	September 9, 2002	December 31, 2002	5 (Inc. Math and English)		Certificate in Refridgera-tion Cycle	Data Entry Clerk — TSTT; Electrician — Peakes	
45	CELESTINE	ANTHONY	June 10, 2002	December 31, 2002	5 (Inc. Math and English)	5	BSc. Economics, Dip. Administrative Management, Microsoft Certified System Engineer		

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
46	CHADEE	KERRY-ANN	June 12, 2002	August 31, 2002	5 (Inc. English)				
47	CHADEE	DAVE	June 24, 2002	August 16, 2002	9 (Inc. Math and English)		Computer Literacy & Program-ming	Warehouse Supervisor — J. Chai Trading Co. Ltd.	
48	CHANDLER	DELISHA	June 27, 2002	December 31, 2002	7 (Inc. Math and English)				
49	CHARLES	CECELIA	June 10, 2002	December 31, 2002	4 (Inc. Math and English)		Computer Literacy, Geriatric Nursing	Office Clerk — T&T Regiment; Geriatric Nurse- Living Water Hospice	
50	CHARLES	KRYSTLE	September 2, 2002	December 31, 2002	4 (Inc. English)		Computer Literacy, Practical Accounting		
51	CHICHESTER	CRYSTAL	June 24, 2002	December 31, 2002	6 (Inc. Math and English)		Computer Literacy	Telephone Operator/Trainee — Petrotrin	
52	CLEMENT	RUDY	June 10, 2002	December 31, 2002	7 (Inc. Math and English)		Computer Literacy		
53	CONSTANTINE	ARIANA	June 24, 2002	December 31, 2002	8 (Inc. Math and English)		Computer Literacy, Peachtree Accounting	Cashier — Low Cost Supermarket; Data Entry Clerk — CAWECU Credit Union; Accounts Clerk — Bamboo Auto Collision	
54	COUTOU	JOSH	June 13, 2002	December 31, 2002	8 (Inc. Math and English)				
55	CROSBY	ANEKA	July 3, 2002	December 31, 2002	5 (Inc. Math and English)		Computer Literacy; Diploma, Executive Secretary Tech.	Secretary - Pentecostal Lighthouse Tabernacle	

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
56	CUPID	SHALON	July 2, 2002	December 31, 2002	5 (Inc. Math and English)			Accounts Clerk — Central Wholesale Stores, Librarian/Sub Teacher — Longdenville Government School	
57	CURDEN	KEZIA	July 30, 2002	December 31, 2002	6 (Inc. Math and English)	1	Computer Literacy		
58	DANIEL	TIFANIE	September 9, 2002	December 31, 2002	5 (Inc. English)				
59	DAVIS	KESTON	September 2, 2002	December 31, 2002	7 (Inc. Math and English)	2	Dip., M.E.T.	Billing Clerk, T.S.T.T.; Mechanical Tech., Bruce Elevators Services Ltd. and Peake	
60	DAVIS	SHERWIN	July 1, 2002	December 31, 2002	7 (Inc. Math and English)	3	Autocad, Level I & II; Dip., M.E.T.	Clerk I, Ministry of Attorney General and Legal Affairs	
61	DE COTEAU	SUZETTE	September 2, 2002	December 31, 2002	8 (Inc. Math and English)	3	Computer Literacy		
62	DE GANNES	CHARISSA	June 17, 2002	December 31, 2002	8 (Inc. Math and English)				
63	DENOON	TRUDI	June 24, 2002	August 31, 2002	6 (Inc. Math and English)	2	Computer Literacy, Dip., Executive Secretary Tech		
64	DIAMOND	CANDACE	July 1, 2002	December 31, 2002	10 (Inc. Math and English)			Trainee — Trico Industries	
65	DILLON	CHE	September 4, 2002	August 31, 2002	8 (Inc. Math and English)				
66	DOS SANTOS	REQUITA	June 10, 2002	December 31, 2002	9 (Inc. Math and English)	4	Computer Literacy	Teacher, St Joseph Convent (Tobago)	
67	DWARIKA	KERRY	June 18, 2002	December 31, 2002	9 (Inc. Math and English)		Computer Literacy		

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
68	EDMUND	LEONARD	September 5, 2002	December 31, 2002	2 (Inc. Math and English)		Dip., Industrial Maint'ce	Maintenance Tech. (Trainee)-Geddes Grant Industries	
69	EDMUND	GABRIELLA	June 17, 2002	December 31, 2002	9 (Inc. Math and English)				
70	EDWARDS	DUANE	June 10, 2002	December 31, 2002	7 (Inc. Math and English)				
71	EDWARDS	SAEDI	June 17, 2002	December 31, 2002	3 (Inc. English)			Enumerator - C.S.O.; Librarian (Trainee)-W.A.S.A.	
72	EMAMALI	DAVAN	June 17, 2002	December 31, 2002	7 (Inc. Math and English)				
73	FIGARO	JANELLE	June 17, 2002	December 31, 2002	7 (Inc. Math and English)			General Asst., A-Class Draperies & Interiors	
74	FORDE	COLIN	September 11, 2002	December 31, 2002	7 (Inc. Math and English)	4		Trainee, Tobago House Of Assembly	
75	FRANCIS	YOLANDE	September 9, 2002	December 31, 2002	5 (Inc. Math and English)				
76	FRANK	NIKISHA	July 9, 2002	December 31, 2002	4 (Inc. Math and English)			Handyman, Neil's Welding Shop	
77	FRANKLYN	JASE	June 10, 2002	December 31, 2002	9 (Inc. Math and English)				
78	FRASER	MIGUEL	June 10, 2002	December 31, 2002	5 (Inc. Math and English)		Computer Literacy		
79	FREDERICK	SHERWYN	June 17, 2002	December 31, 2002	6 (Inc. Math and English)		Dip., H.R.M.; Computer Literacy		
80	GAJRADGE	RYAN	June 11, 2002	December 31, 2002	8 (Inc. Math and English)		N.E.C. Certificate, Welding		
81	GAMBA	KETURAH	September 9, 2002	December 31, 2002	5 (Inc. Math and English)				
82	GARNES	SPARKLE	September 9, 2002	December 31, 2002	4 (Inc. English)				

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
83	GAYLE	ALICIA	September 9, 2002	September 13, 2002	6 (Inc. Math and English)				
84	GELLINEAU	RAYMOND	August 19, 2002	December 31, 2002	3 (Inc. English)		Computer Literacy	Trainee, Nealco Data Link	
85	GEORGE	ANDREA	September 23, 2002	December 31, 2002	6 (Inc. Math and English)		Certificate A.B.E.		
86	GIBBS	CRYSTAL	June 10, 2002	December 31, 2002	4 (Inc. English)				
87	GIBBS	MARISHA	June 17, 2002	December 31, 2002	9 (Inc. Math and English)	4		Sales Clerk, Cattleya's Gift Shop; Receptionist, Doctor's Office	
88	GONZALES	CASSANDRA	July 29, 2002	December 31, 2002	6 (Inc. Math and English)		Certificate, B.C.E.T.		
89	GOODING	RIANELLA	June 14, 2002	December 31, 2002	7 (Inc. Math and English)	3	Computer Literacy	Trainee, PowerGen Co.; Camp Councillor, La Joya Sporting Complex	
90	GORDON	GARY	June 17, 2002	December 31, 2002	8 (Inc Math and English)				
91	GUERRA	CHERISSE	June 25, 2002	December 31, 2002	6 (Inc. Math and English)	4			
92	HARRIS	RICHARDINE	June 10, 2002	December 31, 2002	8 (Inc Math and English)		Computer Literacy, Reception-ist Course		
93	HART	EDEN	June 13, 2002	December 31, 2002	5 (Inc. Math and English)	3		Trainee, P.O.S. Credit Union	
94	HENRY	HAKIMA	July 29, 2002	December 31, 2002	8 (Inc. Math and English)	3			
95	HINDS	TONI	June 17, 2002	August 31, 2002	8 (Inc. Math and English)				
96	HOLDER	GABRIELL	September 2, 2002	August 31, 2002	6 (Inc. Math and English)		Typing, Intermediate; Certificate, Events Management and ABE.	Executive Asst., Dykon Developments Ltd.; Interim Manager, Rapport Youth Info. Center	

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
97	HOOD	MELISSA	August 5, 2002	December 31, 2002	5 (Inc. Math and English)		Certificate, H.R.M., Hair-dressing & Cosmetology; Computer Literacy	Asst. Purchasing Manager, U.R.P.; Store Manager, Rennie's Fashions	
98	HOSFORD	ONIKA	August 30, 2002	December 31, 2002	6 (Inc. Math and English)		Computer Literacy		
99	HOSEIN	FEERAZ	July 8, 2002	December 31, 2002	7 (Inc. Math and English)		Computer Literacy		
100	HOWELL	JASON	September 9, 2002	December 31, 2002	10 (Inc. Math and English)	4			
101	HUNTLEY	LEANA	August 6, 2002	December 31, 2002	5 (Inc. Math and English)		Computer Literacy	Inventory Clerk, P.O.S. Gen. Hospital; Clerical Worker, Hansen's Disease Control Unit	
102	IFILL	NYOKHA	July 11, 2002	December 31, 2002	5 (Inc. Math and English)		Computer Literacy	Roytec Trainee — Memory Bank	
103	INNISS	DIXIE-ANN	July 15, 2002	December 31, 2002	6 (Inc. Math and English)		Electronic Engineering Tech., Computer Literacy		
104	JACK	DOMINIC	June 10, 2002	December 31, 2002	8 (Inc. Math and English)				
105	JACK	SHERESE	September 2, 2002	December 31, 2002	5 (Inc. Math and English)		Computer Literacy		
106	JACKSON	NAKEISHA	September 9, 2002	December 31, 2002	5 (Inc. Math and English)		Computer Literacy		
107	JACOBS	DAMION	June 10, 2002	December 31, 2002	5 (Inc. Math and English)		Computer Literacy		
108	JAMES	FELICIA	June 10, 2002	December 31, 2002	6 (Inc. Math and English)		Computer Literacy		

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
109	JAMES	RICHARD	June 18, 2002	December 31, 2002	8 (Inc. Math and English)	4			
110	JAMES	LESELLE	June 10, 2002	December 31, 2002	6 (Inc. Math and English)		Computer Literacy	Poll Clerk —Elections and Boundaries Commission	
111	JELLINE	PETERS	September 2, 2002	December 31, 2002	5 (Inc. Math and English)				
112	JOHN	ISAIAH	June 20, 2002	December 31, 2002	8 (Inc. Math and English)	4	Computer Literacy	Asst. Teacher — Williamsville Junior Secondary School	
113	JOHNSON	FELICIA	September 2, 2002	December 31, 2002	2				
114	JONES	PAETRICE	July 8, 2002	December 31, 2002	7 (Inc. Math and English)		Computer Literacy	Data Cleanup/Capture Clerk, Min. Of Education; Training Co-ordinator, Fun Computers	
115	JONES	AISHA	September 9, 2002	December 31, 2002	8 (Inc. Math and English)				
116	JONES	GERMAINE	June 17, 2002	December 31, 2002	6 (Inc. Math and English)				
117	JOSEPH	RIA	June 18, 2002	December 31, 2002	8 (Inc. Math and English)				
118	JOSEPH	CHERRONE	August 5, 2002	December 31, 2002	4 (Inc. Math and English)		Certificate - General Draughting (Pre-Tech.); Certificate — Autocad (Level I)		
119	JOYEU	AVEANN	September 9, 2002	December 31, 2002	5 (Inc. Math and English)				
120	KEISHA	MOORE	September 2, 2002	December 31, 2002	6 (Inc. Math and English)		Computer Literacy		
121	KHAN	AMIT	June 13, 2002	December 31, 2002	7 (Inc. Math and English)	4			

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
122	KHAN	AADILA	July 22, 2002	December 31, 2002	5 (Inc. Math and English)				
123	KHODAI	RAJESH	June 10, 2002	December 31, 2002	9 (Inc. Math and English)		Private Pilot Licence —Briko Flight Academy		
124	KING	SHAUN	June 17, 2002	December 31, 2002	9 (Inc. Math and English)		Computer Literacy	Clerk — Total Convenience Management	
125	KING	NATASHA	June 10, 2002	December 31, 2002	7 (Inc. Math and English)	3			
126	LACARIO	ANOAH	June 13, 2002	August 30, 2002	7 (Inc. Math and English)	4	Computer Literacy		
127	LASHLEY	KERSTEN	June 20, 2002	December 31, 2002	9 (Inc. Math and English)		Computer Literacy	Sales Clerk — City Walk Clothing Store	
128	LAWERENCE	DUANE	June 12, 2002	December 31, 2002	7 (Inc. Math and English)				
129	LE GENDRE	KELLY	July 1, 2002	December 31, 2002	7 (Inc. Math and English)	2		Sales Rep., Medianet Ltd.; Sales Rep. —Baw Chateau	
130	LEWIS	LENNOX	July 1, 2002	December 31, 2002	6 (Inc. Math and English)				
131	LEWIS	JUNNEL	August 26, 2002	December 31, 2002	4 (Inc. English)				
132	LUTCHMEDAL	MELISSA	September 9, 2002	December 31, 2002	4 (Inc. English)		Computer Literacy	Sales Clerk, Music Factory; Machine Operator, Peake Industries Ltd.	
133	LYNCH	GISELLE	September 2, 2002	December 31, 2002	7 (Inc. Math and English)				
134	MANNETTE	RYAN	June 24, 2002	August 31, 2002	3 (Inc. Math and English)		N.E.C., Dressmaking and Design	Clerical Asst., Registrar General Red House; Cashier, Prestige Holdings Ltd. K.F.C.; Delivery Operator, Royal Castle; Secretary, W. Juman's Lumber Yard Telemarketing	

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
135	MANSWELL	KARI	July 16, 2002	December 31, 2002	7 (Inc. Math and English)		Machinery Fitter, Milling Machine Operator, Lathe Setter Operator, Computer Literacy	Grocery Attendant, Tru-Valu; Administrative Asst., WASA; Camp Counsellor, Humming Bird Day Camp	
136	MARSHALL	CHELAN	June 18, 2002	December 31, 2002	4 (Inc. English)				
137	MARSHALL	JUSTICE	June 10, 2002	December 31, 2002	5 (Inc. Math and English)				
138	MARTIN	MANASI	June 24, 2002	December 31, 2002	8 (Inc. Math and English)		Computer Literacy		
139	MATTHEWS	CALANA	September 10, 2002	December 31, 2002	9 (Inc. Math and English)	3			
140	MC ALLISTER	KENNARD	July 15, 2002	December 31, 2002	3 (Inc. English)		Certificate In Welding	Welder-Traffic Management Branch, A1 Contractor, Damus Ltd	
141	MC COMIE	LLEANA	June 17, 2002	December 31, 2002	7 (Inc. Math and English)				
142	MC INTYRE	MARIA	June 17, 2002	December 31, 2002	6 (Inc. Math and English)		M.I.C. — Journeyman Certificate in Mech. Engineering	General Machinist, Mustapha Engineering Works Ltd	
143	MC KENZIE	SHERVAIS	June 17, 2002	December 31, 2002	7 (Inc. Math and English)		Dip, M.I.S.	Telemarketing Sales Rep., Direct One Ltd.; Asst. T.S.U. Clerk, Inland Revenue	
144	MILLER	WELATE-KRISTOS	June 10, 2002	December 31, 2002	9 (Inc. Math and English)	4	Computer Literacy	Part-time English Teacher, U.W.I.	
145	MILLER	MARIO	July 3, 2002	December 31, 2002	3 (Inc. English)		Certificate In Welding		
146	MOHAMMED	ASHMEED	June 18, 2002	December 31, 2002	9 (Inc. Math and English)	4	Computer Literacy	Office Asst., Security Techniques Consultants Ltd	
147	MOHAN	NAVIN	July 8, 002	December 31, 2002	4 (Inc English)		Computer Literacy		

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
148	MORTLEY	STACY	June 10, 2002	December 31, 2002	7 (Inc. Math and English)	2	Micro-Entrepreneurship Cert., Dip. In Labour Studies		
149	MUNGAL	DAWATY	June 24, 2002	August 31, 2002	7 (Inc. Math and English)				
150	MUWAKIL	NIMAH	July 15, 2002	August 9, 2002	4 (Inc. Math and English)		A+ Computer Technician,PC Repairs & Networking		
151	NEWTON	KEOL	June 10, 2002	December 31, 2002	8 (Inc. Math and English)	3			
152	NOEL	ELYSE	June 10, 2002	December 31, 2002	8 (Inc. Math and English)		Computer Literacy	Invigilator for CXC Exams, Ministry Of Education, Receptionist Millennium Fitness Center	
153	O'BRIEN	GAYNOR	June 18, 2002	December 31, 2002	7 (Inc. Math and English)				
154	PETERKIN	KHISHA	June 25, 2002	December 31, 2002	7 (Inc. Math and English)				
155	PHILLIP	RHIAN	June 10, 2002	August 31, 2002	7 (Inc. Math and English)				
156	PHILLIP	NKOSI	May 8, 2002	December 31, 2002	4 (Inc. Math and English)		A+ Computer Technician,PC Repairs and Networking		
157	PIERRE	DANE	June 10, 2002	August 31, 2002	8 (Inc. Math and English)	4	Computer Literacy	Trainee, Client Admin. Dept.; Client Admin. Rep., Maritime Life Caribbean Ltd	
158	PILGRIM	SHARLENE	June 10, 2002	December 31, 2002	8 (Inc. Math and English)				

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
159	PITT	JOEL	August 2, 2002	August 31, 2002	7 (Inc. Math and English)	4		Trainee, W.A.S.A.	
160	PRINCE	MERICA	May 9, 2002	December 31, 2002	6 (Inc. Math and English)				
161	RAGOBAR	DANE	June 12, 2002	August 31, 2002	5 (Inc. English)				
162	RAGONANAN	HIMRAJ	July 23, 2002	December 31, 2002	8 (Inc. Math and English)			Clerical Worker, CAWECU	
163	RAMBHAROSE	RIANNA	June 10, 2002	August 31, 2002	6 (Inc. Math and English)	3	Computer Literacy		
164	RAMDEEN	JANELLE	June 17, 2002	December 31, 2002	7 (Inc. Math and English)	4			
165	RAMLOCHAN	RENA	June 10, 2002	December 31, 2002	7 (Inc. Math and English)		Computer Literacy	Sales Clerk — American Stores Ltd., Superior Store Ltd., Nevico Ltd	
166	RAMPERSAD	VISHAL	June 10, 2002	December 31, 2002	7 (Inc. Math and English)		Computer Literacy		
167	RAMPERSAD	ARNOLD	July 1, 2002	December 31, 2002	8 (Inc. Math and English)				
168	RAPHAEL	GLEESON	August 12, 2002	December 31, 2002	10 (Inc. Math and English)	4	Computer Literacy	Sales Clerk, Media Net Ltd.	
169	RAPHAEL	SHURMAN	September 16, 2002	December 31, 2002	6 (Inc. Math and English)				
170	RAPHAEL	AMANDA	June 24, 2002	December 31, 2002	9 (Inc. Math and English)	4	Computer Literacy	Lab Tech -Victoria Labs Ltd & Presentation College	
171	REGIS	MARLON	September 9, 2002	August 31, 2002	7 (Inc. Math and English)		Computer Literacy		
172	RENNIE	LAYLA	September 16, 2002	December 31, 2002	5 (Inc. English)		Certificate In Child Care	Data Entry Clerk, Millenium Concepts Ltd.	
173	RETESS	TENESHA	June 17, 2002	December 31, 2002	7 (Inc. Math and English)	3			

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174	ROBAIN	KERON	July 9, 2002	December 31, 2002	9 (Inc. Math and English)	4	Certificate, Computer Applications	Clerical Officer, T.S.T.T.; Admin. Asst., CLICO Investment Bank	
175	ROBERTS	CHRISTOPH	June 10, 2002	December 31, 2002	4 (Inc. Math and English)		Computer Literacy		
176	ROBERTSON	ADANNA	June 10, 2002	December 31, 2002	7 (Inc. Math and English)	4			
177	ROBLEY	SELON	June 20, 2002	December 31, 2002	5 (Inc. Math and English)	3	Associate Degree, M.I.S.		
178	RODRIGUES	RORY	September 2, 2002	August 31, 2002	6 (Inc. Math and English)		Computer Literacy	Enumerator, C.S.O.; Clerical Asst., I.W.E.S.; Data Entry Clerk, E.A.R.T.H.	
179	ROJAS	DWAYNE	June 10, 2002	December 31, 2002	5 (Inc. Math and English)			Data Entry Clerk, Tunapuna/Piarco Regional Corp.; Office Asst., U.W.I.	
180	ROJAS	KELLY-ANN	June 17, 2002	December 31, 2002	11 (Inc. Math and English)	4	Computer Literacy	Field Editor, C.S.O.	
181	ROMERO	KEVIN	June 18, 2002	December 31, 2002	8 (Inc. Math and English)	4			
182	SAJAD	KHALIEM	June 18, 2002	August 31, 2002	6 (Inc. Math and English)				
183	SAMUEL	DIANE	September 16, 2002	December 31, 2002	5 (Inc. Math and English)		Computer Literacy	Clerical Worker, N.I.B.	
184	SANKAR	RESHMA	June 17, 2002	December 31, 2002	8 (Inc. Math and English)	4			
185	SAUNDERS	ABEBE	June 10, 2002	December 31, 2002	5 (Inc. Math and English)		Certificate, Occupational Health and Safety, Light Welding and Fabrication, Piping Design; Computer Literacy	Steel Worker/Mason, Tudor Enterprise and Blue Tick Ltd., Trainee Inspector, Trinidad Inspection Ltd.	

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
186	SCOTT	ASHKAI	October 4, 2002	December 31, 2002	5 (Inc. Math and English)	4			
187	SEMPER	JENDAYI	June 10, 2002	December 31, 2002	5 (Inc. Math and English)				
188	SERRETTE	MARVIN	September 4, 2002	December 31, 2002	7 (Inc. English)	2		Attendant, Hilo Food Stores	
189	SHIELDS	ALICIA	June 10, 2002	August 9, 2002	7 (Inc. Math and English)	1	Computer Literacy	Field Interviewer, HHB & Associates; Office Asst., Phillips Lumber Supplies	
190	SIRJU	JOSELLE	June 10, 2002	August 31, 2002	6 (Inc. Math and English)			Clerical Asst., N.I.B.; Office Asst./Driver, Advance Plastics	
191	SMITH	CHARLES	June 11, 2002	December 31, 2002	6 (Inc. Math and English)	2	M.C.S.E, Computer Literacy, A+ Computer Technician	Office Asst., Operational Support Services Ltd. Trainee Tech., Microsystems Services Ltd.	
192	SPENCER	JOANNE	June 18, 2002	December 31, 2002	6 (Inc. Math and English)	4	Computer Literacy, I.T. Skills	Data Entry Clerk, Computer & Controls Ltd.	
193	SPENCER	MAURICE	June 17, 2002	August 31, 2002	7 (Inc. Math and English)	3		Telephone Operator, B.H. Rose Ltd.	
194	SPRINGER	NATALIE	June 17, 2002	December 31, 2002	7 (Inc. Math and English)				
195	ST. AUDE	CHARLES	September 2, 2002	December 31, 2002	8 (Inc. Math and English)				
196	ST. CLAIR	DAWN	June 24, 2002	December 31, 2002	7 (Inc. Math and English)		Computer Literacy		
197	ST. JOHN	RIA	June 10, 2002	December 31, 2002	7 (Inc. Math and English)	4			

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
198	STERLING	LAUVEL	June 24, 2002	December 31, 2002	7 (Inc. Math and English)				
199	STEWART	SHONEL	July 15, 2002	December 31, 2002	6 (Inc. Math and English)				
200	STIELL	BRENNAN	June 24, 2002	December 31, 2002	9 (Inc. Math and English)				
201	STONE	DENNISON	June 14, 2002	December 31, 2002	7 (Inc. Math and English)	3			
202	STREETE	KANEDIA	September 9, 2002	December 31, 2002	9 (Inc. Math and English)	3			
203	SUCHIT	HANNAH	June 18, 2002	December 31, 2002	5 (Inc. Math and English)	4	Computer Literacy	Clerical Asst., C.X.C.; Sales Clerk, D'Abadie Discount Hardware	
204	SYLVESTER	PRECIOUS	September 2, 2002	December 31, 2002	7 (Inc. Math and English)	4			
205	TAM	NICHOLAS	June 17, 2002	December 31, 2002	8 (Inc. Math and English)	4		Internship, Unit Trust Corp.	
206	THOM	KENISHA	June 24, 2002	December 31, 2002	9 (Inc. Math and English)		Computer Literacy		
207	THOMAS	PETAL	August 29, 2002	August 31, 2002	4 (Inc. English)		Computer Literacy	Office Asst, CAWECU	
208	THOMAS	KEYON	June 11, 2002	December 31, 2002	5 (Inc. Math and English)			Asst. Teacher, Heart's Montessori School	
209	THOMPSON	KERSTON	June 10, 2002	August 31, 2002	7 (Inc. Math and English)				
210	THOMPSON	MISALA	August 12, 2002	December 31, 2002	7 (Inc. Math and English)		Computer Repairs & Maint'ce		
211	TOBIAS	VALISCIA	June 13, 2002	December 31, 2002	4 (Inc. Math and English)		Computer Literacy		
212	TRISAN	BLACKMAN	August 27, 2002	December 31, 2002	8 (Inc. Math and English)		Computer Literacy	Trainee Clerk, CAWECU	

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
213	VIDALE	ASHAKI	October 21, 2002	December 31, 2002	8 (Inc. Math and English)	4	Computer Literacy	Clerical Asst, Chaguaramas Development Authority; Trainee, W.A.S.A.	
214	WADI	HASINA	August 6, 2002	December 31, 2002	6 (Inc. Math and English)		Computer Literacy; Shorthand, Typing (Intermediate)	Admin. Asst., The Maritime Financial Group; Production Asst. Little Fire Picture	
215	WALCOTT	JOSANNE	June 17, 2002	December 31, 2002	8 (Inc. Math and English)	4			
216	WASHINGTON	OSEI	November 22, 2002	December 31, 2002	7 (Inc. Math and English)	4	Computer Literacy	Clerk/Typist, First Citizens Trust & Merchant Bank; Trainee, T.S.T.T.; English Teacher, College Of Business & Tech.	
217	WATSON	DEDAN	June 24, 2002	December 31, 2002	6 (Inc. Math and English)	4	Computer Literacy Advanced Level		
218	WILLIAMS	MARVIN	July 10, 2002	December 31, 2002	1 (Inc. English)		Computer Repairs & Maint'ce Level I, M.I.C. Journey-man Cert, Industrial Maint'ce		
219	WILLIAMS	GLOREN	October 16, 2002	December 31, 2002	5 (Inc. Math and English)			Secretary, Tower Promotion Ltd.	
220	WILSON	NIKISHA	November 22, 2002	December 31, 2002	5 (Inc. English)				
221	WINZEY	NEELA	October 3, 2002	December 31, 2002	3 (Inc. English)		Computer Technician		
222	WRIGHT	SAEDI	October 8, 2002	December 31, 2002	5 (Inc. English)				
223	YEE	TAMARA	November 22, 2002	December 31, 2002	4 (Inc. Math and English)		A+ Technician Certificate; Computer Literacy		

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NO	LAST NAME	FIRST NAME	PERIOD		O'LEVEL SUBJECTS	A'LEVEL SUBJS.	OTHER QUALIFICATIONS	WORK EXPERIENCE	RE-MARKS
224	YOUNG	ANDREW	June 17, 2002	December 31, 2002	6 (Inc. Math and English)		Peachtree Accounting	Instructor, H.J. Internet Café & Computer Training Center	

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WATER AND SEWERAGE AUTHORITY
CONTRACT WORKERS EMPLOYED FOR THE YEAR 2002

EMP #	LAST NAME	FIRST NAME	1ST EMP DATE	LAST START DATE	LAST END DATE	JOB NAME	O'LEVEL	A' LEVEL	OTHER QUALIFICATION	WORK EXP'CE	T/C
12673	ABRAHAM	JASON	15-Jul-02	01-Nov-02	31-Jan-03	Customer Service Asst. I/II	7 (Inc. Math and English)	2	Computer Studies, Certificate; DACEASY Level 1-Basic Account'g	Nil	C
12660	ACHING	CHOY-JOASH	01-Jul-02	01-Nov-02	31-Jan-03	Account'g Technician I	5 (Inc. Math and English)	Nil	Nil	Stores Clerk; Dispatch/ Clerical Clerk	C
15175	ALEXANDER	TONISHA	26-Sep-02	01-Nov-02	31-Jan-03	Customer Relations Asst.	7 (Inc. Math and English)	Nil	Computer Literacy Certificate	Telephone Operator/ Receptionist	
50177	ALEXANDER	TERRANCE	03-Oct-02	03-Oct-02	03-Oct-02	Customer Regularisation Assistant					C
15184	ALEXANDER CHARLES	GERMAINE	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Assistant	6 (Inc. Math and English)	Nil	Typewriting-Advanced; Computer Literacy Pitman Exam. Inst.-Book-keeping and Accounts	Nil	C
15218	ALI	LISHA	9-Oct-02	9-Oct-02	28-Feb-03	GIS Assistant	7 (Inc. Math and English)	3	BSc. Information Systems and Management	Nil	C
12662	ALI-MOHAMMED	RUTH	24-Jun-02	01-Nov-02	31-Jan-03	Customer Service Asst. I/11	5 (Inc. Math and English)	Nil	Pitman-Advanced Typing Computer Literacy Certificate	Administrative Secretary / Assistant	C
08949	ARRINDELL	EGAN	09-Aug-02	09-Aug-02	31-Jan-03	Building Supervisor	Nil	Nil	Autocad Technical Drawing; Draughting	Engineering Assistant; Draughtsman Supervisor; Teacher	C
15217	AUGUSTE	ELIZABETH	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst.	6 (Inc. Math and English)	1	Microsoft Office	Nil	C
15204	BALDEO	ALISA	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	4 (Inc. English)	Nil	Computer Literacy Certificate	Nil	C

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EMP #	LAST NAME	FIRST NAME	1ST EMP DATE	LAST START DATE	LAST END DATE	JOB NAME	O'LEVEL	A' LEVEL	OTHER QUALIFICATION	WORK EXP'CE	T/C
12620	BAPTISTE	JOSEPH	30-May-02	30-May-02	30-Jun-02	Site Clerk	5 (Inc. Math and English)	Nil	Computer Literacy; Typing	Sales Representative	C
15219	BOWEN	RIET	10-Oct-02	10-Oct-02	31-Dec-02	Staff Assistant I/I	8 (Inc. Math and English)	3	Computer Literacy	Customer Service Rep; Clerk	C
12645	BRATHWAITE	STACEY	17-Jun-02	1-Oct-02	31-Jan-03	Human Resources Asst. I	6 (Inc. Math and English)	Nil	BSc. Computer Science; Computer Literacy	Clerical Assistant; Computer Operator; Sales Supervisor	C
15183	BURROWS	ALON	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Assist.	6 (Inc. Math and English)	NIL	Business Management and Admin Diploma	Sales Representatives	C
15199	CAMPBELL	JENELLE	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst.	7 (Inc. Math and English)	2	Computer Literacy Certificate	General Clerk 1; Audit Clerk	C
15155	CHANDLER	DIASHA	02-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst	4 (Inc. Math and English)	NIL	Computer Literacy Certificate	Nil	C
15158	CHEE WAH	CHRYSTAL	02-Sep-02	02-Sep-02	28-Feb-03	Customer Service Asst.	8 (Inc. Math and English)	Nil	Nil	Nil	C
15134	CLARKE	DAMIAN	22-Jan-02	12-Oct-02	31-Jan-03	Site Clerk	7 (Inc. Math and English)	Nil	Nil	Nil	C
15171	CLAXTON	DHIANN	26-Sep-02	01-Nov-02	31-Jan-03	Customer Relations Assistant	6 (Inc. Math and English)	2	Computer Literacy Certificate Computer Programming	Date Control Officer Computer Instructor Customer Service Rep.	C
50006	CLEMENT	RUDY	03-Oct-02	03-Oct-02	31-Jan-03	Customer Assistant	7 (Inc. Math and English)	1	Introduction to Computers	Nil	C
15225	COLLINS-PILGRIM	KARLENE	24-Oct-02	24-Oct-02	31-Dec-02	Staff Assistant I/II	5 (Inc. Math and English)	3	Certificate In Introduction To The Business World	Customer Service Representative; Marketing Assistant	C
15165	CREESE	CARLA	02-Sep-02	02-Sep-02	28-Feb-03	Customer Service Asst.	7 (Inc. Math and English)	Nil	Nil	Store Clerk	C
15042	CUMMINGS	DON	01-Oct-02	01-Nov-02	31-Dec-02	Engineering Technician I	9 (Inc. Math and English)	2	National Diploma in Construction; Autocad I	Nil	C

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EMP #	LAST NAME	FIRST NAME	1ST EMP DATE	LAST START DATE	LAST END DATE	JOB NAME	O'LEVEL	A' LEVEL	OTHER QUALIFICATION	WORK EXP'CE	T/C
12667	CUNNINGHAM	DON	16-Jul-02	16-Jul-02	30-Aug-02	Asst. Warehouse Supervisor	8 (Inc. Math and English)	1	Nil	Nil	C
15194	DANZINE	NATASHA	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst	4 (Inc. Math and English)	Nil	Nil	Sales Clerk; Cashier	C
50009	DE COTEAU	SUZETTE	10-Jun-02	4-Sep-02	28-Feb-03	Customer Accounting Staff Assistant	5 (Inc. Math and English)	Nil	Shorthand/ Typing	Administrative Assistant; Store Clerk; Production Assistant	C
15179	DE COTEAU-BERNARD	JEANETTE	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Assistant	3 (Inc. English)	Nil		Clerk; Sales Clerk	C
15209	DONALD	ALLANA	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst.	5 (Inc. English)	Nil	Nil	Secretary; Geriatric Nurse	C
15197	DONALD	CRYSTAL	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst.	8 (Inc. Math and English)	Nil	Nil	Customer Service Representative	C
15222	DOUGLAS	ALICIA	23-Sep-02	23-Sep-02	31-Dec-02	Project Accountant	9 (Inc. Math and English)	4	BSc. Accounting	Sen. Admin. Asst.; Acct. Mg't Trainee; Accts. Clerk; Customer Service Rep.	C
15141	DRIGGS	DAROL	01-Mar-02	03-Sep-02	30-Nov-02	Customer Accounting Staff Asst.	5 (Inc. Math and English)	Nil	Nil	Nil	C
12624	EDWARDS	RAUL	14-May-02	01-Nov-02	31-Jan-03	Engineering Technician I	7 (Inc. Math and English)	NIL	M.E.T.; Autocad	Clerk; Tradesman	C
15138	ELIAS	NYASHA	1-Mar-02	1-Mar-02	31-Aug-02	Customer Accounting Staff Asst.					C
15160	FELIX	ONIKA	02-Sep-02	02-Sep-02	28-Feb-03	Customer Service Asst.	7 (Inc. Math and English)	Nil	Nil	Cashier	C
12668	FELIX	DANIELLE	16-Jul-02	01-Nov-02	31-Jan-03	Customer Service Asst. I/II	8 (Inc. Math and English)	2	Diploma Computer Programming; Cert. MIS	Bank Clerk; Customer Service Representative	C
15195	FRANCOIS	KEISHA	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst.	Nil	Nil	Nil	Labourer	C

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EMP #	LAST NAME	FIRST NAME	1ST EMP DATE	LAST START DATE	LAST END DATE	JOB NAME	O'LEVEL	A' LEVEL	OTHER QUALIFICATION	WORK EXP'CE	T/C
15182	FRASER	BRENDON	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst	Nil	Nil	Technical Drawing	Nil	C
15188	FRIDY	CARLENE	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Assistant	5	Nil	Receptionist Course; Computer Literacy	Cashier/ Crew Trainer; Teaching Computer Literacy	C
15224	GARNET	FITZROY	1-Oct-02	1-Oct-02	31-Dec-02	M.I.S. Tech	Nil	Nil	Nil	Telephone Technician	C
15205	GEORGE	ANDRE	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	5 (Inc. Math and English)	3	Introduction to Business Software		C
15203	GIBBS	JOSANNE	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	7 (Inc. Math and English)	3	Nil		C
12664	GIBSON	DANE	2-Jul-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	7 (Inc. Math and English)	Nil	Nil	Customer Service Assistant	C
15190	GIBSON	NICOLE	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation - Asst	4 (Inc. English)	Nil	Nil	Nil	C
15166	GOBIN	JAIANTI	02-Sep-02	02-Sep-02	28-Feb-03	Bill Room Assistant	6 (Inc. Math and English)	Nil	Nil	NIL	C
15220	GODEN	TIRZAH	25-Sep-02	25-Sep-02	31-Dec-02	User Support Officer	6 (Inc. Math and English)	4	Diploma Telecommunications	Data Entry Clerk	C
12643	GOODING	RESA	12-Jun-02	12-Jun-02	31-Oct-02	Customer Service Asst. I/II	8 (Inc. Math and English)	4	Nil	TEACHER; SUPERVISOR	C
15207	GRAY	KERRON	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	Nil	Nil	Nil	Nil	C
15159	GREAVES	AYANA	02-Sep-02	02-Sep-02	28-Feb-03	Customer Service Assistant	7 (Inc. Math and English)	Nil	Nil	Nil	C
15189	GREENE	ALICIA	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst	9 (Inc. Math and English)	Nil	Nil	Nil	C

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EMP #	LAST NAME	FIRST NAME	1ST EMP DATE	LAST START DATE	LAST END DATE	JOB NAME	O'LEVEL	A' LEVEL	OTHER QUALIFICATION	WORK EXP'CE	T/C
15151	HACKSHAW	HEATHER	14-Aug-02	01-Sep-02	31-Dec-02	Project Assistant	7 (Inc. Math and English)	4	ACCA Levels 1 & 2; Computer Literacy	Accounting Asst.; Clerical Asst.	C
15214	HARRIS-ROBINSON	SHARI	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Assistant	1	Nil	Nil	Receptionist; A/C Clerk	C
15172	HENRY	AVION	26-Sep-02	01-Nov-02	31-Jan-03	Customer Relations Asst.	5 (Inc. English)	Nil	Nil	Poll Clerk	C
15210	HOOKER	JERVON	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	5 (Inc. Math and English)	Nil	UWI - Computer Maintenance	Office Assistant	C
15170	HOSEIN	ANNISHA	26-Sep-02	01-Nov-02	31-Jan-03	Customer Service Asst. I/II	7 (Inc. Math and English)	Nil	Computer Literacy	Nil	C
50062	HOWELL	JASON	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Assistant	4 (Inc. English)	Nil	American Computers & Electronics Ltd. - Computer Repairs & Maintenance, Design & Graphics	Computer Technician; Data Entry Clerk	C
12670	JOHN	ARIANNE	09-Jul-02	9-Jul-02	31-Jan-03	Management Assistant II			ABE Advance Diploma; Computer Literacy	Computer Tutor	
12638	JOHNSON	MERLENE	03-Jun-02	01-Nov-02	31-Jan-03	Customer Service Asst. I/II	7 (Inc. Math and English)	Nil	Dietary Technician Course	Clerk; Supervisor	C
12631	JOHNSON	JOEL	13-May-02	01-Nov-02	31-Jan-03	Project Assistant	8 (Inc. Math and English)	Nil	Computer Literacy	Nil	C
12689	JONES	KATHY-ANN	13-Aug-02	13-Aug-02	30-Nov-02	Construction Assistant I	7 (Inc. Math and English)	3	Nil	Nil	C
12615	JOSEPH	KRISTAL	30-Apr-02	01-Nov-02	30-Apr-03	Staff Assistant I/II	7 (Inc. Math and English)	Nil	Computer Literacy	Sales Supervisor	
15162	JULIUS	DELORES	02-Sep-02	02-Sep-02	28-Feb-03	Customer Service Staff Asst.	5 (Inc. Math and English)	Nil	Nil	Office Assistant; Accounts Clerk	C
15192	KEEZER	JAMIE	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst	Nil	Nil	Nil	Nil	C
12691	KHAYYAM	SABRENAH	13-Aug-02	01-Nov-02	31-Jan-03	Customer Service Asst. I /II	6 (Inc. Math and English)	Nil	Diploma In Counselling	Receptionist; Secretary	C

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EMP #	LAST NAME	FIRST NAME	1ST EMP DATE	LAST START DATE	LAST END DATE	JOB NAME	O'LEVEL	A' LEVEL	OTHER QUALIFICATION	WORK EXP'CE	T/C
15164	KONG	STERYLN	02-Sep-02	02-Sep-02	28-Feb-03	Customer Accounting Staff Asst.	7 (Inc. Math and English)	2	Nil	Nil	C
12632	LALL	KAMLA	16-May-02	01-Nov-02	31-Jan-03	Telephone Operator	5 (Inc. English)	Nil	AAT	Customer Service Representative; Assistant Sales Manager	C
12633	LALMAN	RICHARD	03-Jun-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst.	2	Nil	Nil	Office Assistant	C
12610	LAWRENCE	NIGEL	22-Apr-02	22-Oct-02	21-Apr-03	Hardware/ Telecom Tech.	7 (Inc. Math and English)	Nil	Diploma Telecom/ Engineering; Computer Literacy	Electrical Engineering Technician; Assistant Facilities Co-ordinator	C
15176	LEACOCK	CLYDE	26-Oct-02	01-Nov-02	31-Jan-03	Customer Relations Asst.	6 (Inc. Math and English)	4	Nil	Poll Clerk	C
15146	LEGERE	CRYSTAL	01-Mar-02	01-Mar-02	31-Aug-02	Customer Service Staff Asst.	5 (Inc. Math and English)	Nil	Peachtree Accounting; Computer Literacy	Nil	C
15150	LEONCE	SHIVAUGHN	14-Aug-02	01-Nov-02	31-Jan-03	Customer Service Assistant I/II	6 (Inc. Math and English)	Nil	Associate Degree in Business Management; Human Resource Management		C
15167	LEWIS	KEVIN	02-Sep-02	02-Sep-02	30-Nov-02	Customer Service Assistant	7 (Inc. Math and English)	Nil			C
12665	LOBIN	ALANA	09-Jul-02	01-Nov-02	30-Nov-02	Assistant Secretary	7 (Inc. Math and English)	Nil	Executive Secretary Technician Diploma	Nil	C
15136	MAHARAJ	MELISSA	01-Mar-02	1-Mar-02	31-Aug-02	Customer Accounting Staff Asst.	5 (Inc. Math and English)	Nil			C
15152	MAITLAND	LOUIS	07-Aug-02	15-Aug-02	31-Jan-03	Building Technician	5 (GCE)	Nil	Diploma in Business Management; M.E.T. Diploma	Engineering Assistant; Manufacturing Coordinator	C

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EMP #	LAST NAME	FIRST NAME	1ST EMP DATE	LAST START DATE	LAST END DATE	JOB NAME	O'LEVEL	A' LEVEL	OTHER QUALIFICATION	WORK EXP'CE	T/C
50134	MANNETTE	RYAN	01-Jul-02	01-Oct-02	28-Feb-03	GIS Assistant	6 (Inc. Math and English)	3	Technician Diploma in Building & Construction ; Autocad	Sales Representative	C
12663	MARTINEZ	INGRID	24-Jun-02	01-Nov-02	31-Jan-03	Customer Service Asst I/II	5 (Inc. Math and English)				C
15211	MAULE	NIGEL	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Assistant	5 (Inc. English)	Nil	Higher Dip.-MIS; Association of Computer Professionals-Dip, Com. Sys Design cert.	Computer Operator-Bufete Industrial, Pt. Lisas; Data Entry Clerk	C
15208	MAYO	ELON	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	7 (Inc. English)	Nil	Certificate In Public Administration	Vault Assistant	
30573	MC BARNETTE	RONNELL	18-Feb-02	03-Oct-02	07-Oct-02	Customer Regularisation Asst	Nil	Nil	Nil	Warehouse Assistant; Water Distributor	T
12611	MOHAMMED	RAYAD	22-Apr-02	22-Oct-02	21-Jan-03	Hardware/ Telecom Tech.	6 (Inc. Math and English)	2	MCP ; MCSE ; MCSA	Nil	C
12621	MOHAMMED	MARK	06-May-02	01-Nov-02	31-Jan-03	Engineering Technician I	5 (Inc. Math and English)	Nil	EEET; Computer Literacy	Nil	C
12688	MOHAMMED	MICHAEL	13-Aug-02	01-Nov-02	31-Jan-03	Customer Service Asst.I /II	8 (Inc. Math and English)				C
15206	MOHAMMED - RAWLINS	KERRY	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Assistant	7 (Inc. Math and English)	Nil	Computer Literacy Certificate	Clerk/Typist; Accounts Clerk	C
15180	MOONILAL	NEELA	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst	8 (Inc. Math and English)	3	Microsoft Office	Clerk/ Receptionist	C
12622	MORRIS	SOPHIA	22-Apr-02	01-Nov-02	31-Jan-03	Customer Service Officer I	6 (Inc. Math and English)	Nil	Computer Literacy; AAT; CAT	Clerk/Typist; Data Asst. Audit Assistant; Junior Accountant	C
15221	NILES	MICHELLE	25-Sep-02	25-Sep-02	31-Dec-02	User Support Officer			Associate Degree Information Technology	Clerical Assistant	C
12607	NOEL	NICOLA	15-Mar-02	01-Nov-02	31-Jan-03	Staff Assistant I/II			BSc Sociology/Psychology/HRM	Customer Service Rep. Clerk	C

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EMP #	LAST NAME	FIRST NAME	1ST EMP DATE	LAST START DATE	LAST END DATE	JOB NAME	O'LEVEL	A' LEVEL	OTHER QUALIFICATION	WORK EXP'CE	T/C
50029	O'BRIEN	GAYNOR	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	6 (Inc. Math and English)	2	National Diploma In Labour Studies	Nil	C
15200	O'GARRO	AMEILA	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	5 (Inc. English)	Nil	Peachtree Accounting; Microsoft Office	Data Entry Clerk; Secretary	C
15186	OLIVER	MICHELE	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Assistant	2 (Inc. English)	Nil	Pitman Examinations: Typewriting, Business Com.; Computer Literacy Certificate	Manager/Acc't Secretary	C
15198	PABAROO	JANICE	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Assistant	6 (Inc. Math and English)	Nil	Microsoft Office	Front Office Administrator/ Asst. Manager; Data Collection Officer	C
12629	PASCALL	BIANCA	13-May-02	1-Oct-02	31-Dec-02	Staff Assistant I/II	8 (Inc. Math and English)	Nil	Computer Literacy; AAT	Nil	C
15168	PAUL	LASANA	29-Aug-02	01-Nov-02	31-Jan-03	Customer Service Asst. I /II	4 (Inc. Math and English)	2	Computer Literacy	Nil	C
50024	PIERRE	RYANN	10-Jun-02	01-Nov-02	31-Jan-03	Customer Service Asst. I /II	8 (Inc. Math and English)	4	Computer Literacy	Clerk	C
15226	PLOWDEN	STANLEY	31-Oct-02	31-Oct-02	31-Jan-03	Customer Regularisation Asst.					C
15161	PRAGG	VANESSA	02-Sep-02	02-Sep-02	28-Feb-03	Customer Service Asst.	5 (Inc. Math and English)		Computer Literacy	Accounts Clerk; Office Clerk	C
12630	PRAIMDASS	WENDY-ANN	09-May-02	01-Nov-02	31-Jan-03	Staff Assistant I/II	7 (Inc. Math and English)	Nil	Computer Literacy	Accounts Clerk; Cashier	C
15140	PRINCE	NAKITA	01-Mar-02	01-Mar-02	31-Aug-02	Customer Accounting Staff Asst.					C
50019	RAMDEEN	JANELLE	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	7 (Inc. Math and English)	Nil	Computer Literacy Certificate	Nil	C
15181	RANDEEN	ANNE MARIE	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst	5 (Inc. Math and English)	Nil	Nil	Nil	C

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EMP #	LAST NAME	FIRST NAME	1ST EMP DATE	LAST START DATE	LAST END DATE	JOB NAME	O'LEVEL	A' LEVEL	OTHER QUALIFICATION	WORK EXP'CE	T/C
12626	RENNIE	AKINWOLE	13-May-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst	5 (Inc. English)	Nil	Computer Literacy Certificate	Sales Assistant; Staff Assistant	C
12627	ROACH	ANTHONY	08-May-02	01-Nov-02	31-Jan-03	Staff Assistant I/II					C
50036	ROBAIN	KERON	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst					C
15148	RODRIGUES	RHODA	04-Mar-02	01-Oct-02	31-Dec-02	Customer Service Staff Asst.	7 (Inc. Math and English)	Nil	BA International Business Admin		C
12637	ROGERS	VERNIL	27-May-02	01-Nov-02	31-Jan-03	Customer Service Assistant I/II	6 (Inc. Math & English)	Nil	Computer Literacy	Customer Service Rep; Cashier Foreign Trade Clerk	
15178	ROSS	NADINE	26-Oct-02	01-Nov-02	31-Jan-03	Customer Relations Assistant	4 (Inc. English)	Nil	Computer Literacy	Nil	C
15213	ROSTANT	KAMARA	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	9 (Inc. Math and English)	Nil	Pc Pro Certification Programme	Nil	C
12641	SAMLAL	ANJANI	12-Jun-02	01-Nov-02	31-Jan-03	Customer Service Officer I			BSC Industrial Management; Certificate Computer and Basic Management	Accounts Clerk; Library Assistant; Administrative Assistant	C
12614	SANAHIE	GREGOR	02-May-02	01-Sep-02	31-Dec-02	Site Clerk	6 (Inc. Math and English)	2	Nil	Nil	
12709	SEECHARAN	TERNASHA	25-Sep-02	01-Nov-02	31-Jan-03	Customer Service Asst. I /II	5 (Inc. Math and English)	3	Nil	Nil	C
15185	SINGH	RAKESH	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst	4 (Inc. Math)	Nil	Computer Literacy Cert.; PC Repair and Maintenance	Teaching; Field Checker	C
15062	SLINGER	ALICIA	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Assistant	5 (Inc. English)	Nil	Certificates School Of International Travel & Languages; Typewriting Cert.	Data Entry Clerk; Sales Representative	

Written Answer to Question

Tuesday, February 04, 2003

EMP #	LAST NAME	FIRST NAME	1ST EMP DATE	LAST START DATE	LAST END DATE	JOB NAME	O'LEVEL	A' LEVEL	OTHER QUALIFICATION	WORK EXP'CE	T/C
12628	SOMARSINGH	MARC	17-May-02	23-Sep-02	26-Nov-02	Engineering Technician I	7 (Inc. Math and English)	3	Autocad	Office Manager; Engineering Assistant	C
50185	STERLING	LAUVEL	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	5 (Inc. English)	1	Nil	Sales Representative	C
50026	STIELL	BRENNAN	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	6 (Inc. Math and English)	Nil	Nil	Office Asst./Driver; Clerical Asst.	C
12710	STUART	AVALENE	23-Sep-02	25-Sep-02	31-Dec-02	Accounting Assistant	6 (Inc. Math and English)	3	ACCA ; Computer Literacy Certificate	Nil	C
12619	SUCHIT	ZAHIR	3-May-02	1-Oct-02	31-Dec-02	Site Clerk	8 (Inc. Math and English)	Nil		Warehouse Assistant;	C
15174	SYLVAN	STACEY ANN	26-Oct-02	01-Nov-02	31-Jan-02	Customer Relations Asst.	6 (Inc. Math and English)	Nil	Computer Literacy		C
50180	TAM	NICHOLAS	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst	7 (Inc. Math and English)	4	Nil	Nil	C
15212	THOMAS	MICHAEL	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	Nil	Nil	Nil	Driver	C
15154	THOMAS	TRINNELLE	02-Sep-02	02-Sep-02	28-Feb-03	Bill Room Assistant	5 (Inc. English)	Nil	Nil	Nil	C
15133	TIMAL	JONATHAN	21-Jan-02	01-Sep-02	31-Dec-02	Site clerk	5 (Inc. Math and English)	Nil	National Draughting Certificate	Sales Representative	
15196	TYRRELL	MARLENE	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Assistant	5 (Inc. Math and English)	Nil	Computer Literacy Certificate ; Pitman Typing Certificate	Cashier; Paging Operator	C
12642	VIAVA	SHONARI	12-Jun-02	01-Nov-02	31-Jan-03	Engineering Technician I	5 (Inc. Math and English)	Nil	National Technician Dip. in Civil Engineering; Computer Literacy Cert. Autocad Level 1	Sales Representative	C
15202	WELLS	ROXANNE	03-Oct-02	03-Oct-02	31-Jan-03	Customer Regularisation Asst	4 (Inc. English)	Nil	Nil	Sales Representative	C
15156	WILLIAMS	KENDELL	02-Sep-02	26-Sep-02	28-Feb-03	Customer Regularisation Asst	Nil	Nil	Nil	Nil	C

*Written Answer to Question**Tuesday, February 04, 2003*

EMP #	LAST NAME	FIRST NAME	1ST EMP DATE	LAST START DATE	LAST END DATE	JOB NAME	O'LEVEL	A' LEVEL	OTHER QUALIFICATION	WORK EXP'CE	T/C
15191	WILLIAMS	KEISHA	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst	7 (Inc. Math and English)	Nil	Nil	Nil	C
12625	WILLIAMS	JOYCE	13-May-02	01-Nov-02	31-Jan-03	Customer Service Officer I					C
15163	WILLIAMS	JERRY	16-Sep-03	16-Sep-02	15-Mar-02	Document Repairer/Binder				Document Repair/Book-Binding	C
15223	WILLIAMS	EARL	30-Sep-02	30-Sep-02	31-Dec-02	Project Administration Officer			BA-English Literature/Linguistics; Post Grad Dip. International Relations; Dip. Construction Tech.	Project Implementation Officer; Project Analyst	C
15193	WILLIAMS	JASON	26-Sep-02	26-Sep-02	31-Jan-03	Customer Regularisation Asst	Nil	Nil	Nil	Nil	C
12650	ANDREWS	WINSTON	17-Jun-02	17-Jun-02	Present	General Manager HR & Corporate Communications			BBA ; MBA ; MSC	General Manager Personnel Administration - ISCOTT; General Manager, Human Resources Services, TSTT	C

APPENDIX II

INTERNAL ADVERTISEMENT

The Board has approved a new leadership structure for the Water and Sewerage Authority, and now invites applications from suitably qualified Managers/Employees for the positions of DEPUTY GENERAL MANAGERS reporting to the General Managers in the following functional Divisions:

- | | |
|----------------------|--|
| * Operations | * Business services |
| * Corporate Services | * Human Resources & Corporate Communications |
| * Tobago Services | * Finance |

POSITION PROFILE

Corporate Challenge

Under the direction of the General Manager, the individual must be able to develop and implement the goals, objectives and policies appropriate to the particular Division, which are consistent with the Water and Sewerage Authority's corporate strategies.

Leadership Competencies:

The successful candidate must possess the appropriate combination of knowledge, skill and behaviour which will:

- indicate the potential to function at the level of General Manager.
- provide direction for the sub-divisional staff.
- build commitment to teamwork within and across divisional boundaries.
- tangibly contribute to the development of systems which lead to the creation of a high performance oriented culture.

MINIMUM QUALIFICATIONS

- First Degree in Social Science, Engineering or equivalent from a recognized University.
- Seven Years of managerial experience at a senior level.

Your application should be forwarded to:

General Manager
Human Resource & Corporate Communications
Water and Sewerage Authority
Farm Road, Valsayn, St. Joseph

Tel: (868) 662-2301/7

Fax: (868) 645-9364

Closing Date: 2002 September 13

Late and unsuitable applications will not be acknowledged.

Written Answer to Question

Tuesday, February 04, 2003

WATER AND SEWERAGE AUTHORITY
DEPARTMENTAL CIRCULAR STAFF NO. 25 OF 2002

DATED: 2002 November 19TH

TO:

DIVISIONAL HEADS
REGIONAL MANAGERS
ADMINISTRATIVE OFFICERS
SECTION HEADS
MEMBERS OF STAFF

SUBJECT

FILLING OF POST OF
SENIOR ENGINEER – GIS
SALARY RANGE 66/67 (\$10,781/\$11,178)

Applications are invited from suitably qualified employees within the Authority who may be interested in filling the post of: **Senior Engineer GIS – Salary Range 66/67 (\$10,718/\$11,178)**.

Particulars of the post is overleaf.

Divisional/Regional/Departmental Managers and Section Heads are kindly requested to bring this circular to the attention of persons serving in their respective divisions/regions/departments/sections and to take necessary steps to ensure that applications received are submitted to **The Assistant Manager, Employee Resourcing** no later than **2002 December 04th** together with a statement indicating the officers suitability or otherwise for the post.

MANAGER
HUMAN RESOURCES ADMINISTRATION

RANGE 66/67

SENIOR ENGINEER – GIS**FUNCTION**

To advise on the GIS database and GIS Services provided towards policy development and to maintain the GIS database and implement its application to services required by the authority, or to other agencies based on the existing policy.

KEY RESPONSIBILITIES

- ⇒ To set primary and intermediate goals, develop strategies and identify staff and external agents to meet the objectives of the GIS Section;
- ⇒ To prepare an annual budget and control expenditure;
- ⇒ To review tenders and make recommendations for approval to Manager Systems Optimization regarding the award of contracts;
- ⇒ To plan, implement and maintain an effective geo-related information system;
- ⇒ To sensitize the internal and external publics on the services and benefits and use of the GIS;
- ⇒ To review the new practices and concept of the GIS Industry and facilitate the incorporation in day to day activities.

MINIMUM QUALIFICATIONS/EXPERIENCE

- B.Sc Engineering in any of the following disciplines: Industrial/Surveying/Civil Electrical and Computer/Mechanical or Water Resources
- Three (3) years experience as an engineer in a GIS environment

PREFERRED ADDITIONAL QUALIFICATIONS/EXPERIENCE

- M.Sc Geographic Information Systems/Production Engineering and Management or Engineering Management
- Certificate Course in Geographic Information systems
- Experience as Systems Engineer in a Water Utility for at least 1 year

OCCUPATIONAL SKILLS

- Project Management
- Good problem solving and analytical skills
- Advanced supervisory skills
- Performance Management
- Ability to use software packages for: Draughting, Word-processing, Project Management and Spreadsheet Preparation
- Leadership skills
- Good communication skills

Written Answer to Question

Tuesday, February 04, 2003

WATER AND SEWERAGE AUTHORITY

DEPARTMENTAL, CIRCULAR STAFF NO. 8 OF 2002

DATED: 2001 MARCH 25TH

TO:

DIVISIONAL HEADS
REGIONAL MANAGERS
ADMINISTRATIVE OFFICERS
SECTION HEADS
MEMBERS OF STAFF

SUBJECT

SELECTION OF PERSONS FOR TRAINING AS
ZONE MANAGER – RANGE 42G

Applications are invited from suitably qualified employees within the Authority who may be interested in being trained as **Zone Managers – Salary Range 42G (\$6,728 - \$7, 107) 2002.**

Please note that the persons selected for training will be paid their regular salary during the course of the training programme and on **successful** completion they will be **eligible** for Zone Manager positions **as and when vacancies arise.**

Employees who previously applied for the position (in response to Departmental Circular No.6 of 2001) need not re-apply.

Particulars of the posts are overleaf.

Divisional/Regional/Departmental Managers and Section Heads are kindly requested to bring this circular to the attention of persons serving in their respective divisions/regions/departments/sections and to take necessary steps to ensure that applications received are submitted to **The Assistant Manager, Employee Resourcing** no later than **2002 April 15th** together with a statement indicating the officers suitability or otherwise for the post.

Manager,
Human Resources Administration

WATER AND SEWERAGE AUTHORITY

DEPARTMENTAL CIRCULAR STAFF NO. 2 OF 2002

DATED: 2002 JANUARY 28TH

TO:

DIVISIONAL HEADS
REGIONAL MANAGERS
ADMINISTRATIVE OFFICERS
SECTION HEADS
MEMBERS OF STAFF

SUBJECT

CREATION OF RESERVE LISTS FOR THE POST OF

- (i) QUALITY CONTROL ANALYST SALARY RANGE 35F/42G
- (ii) QUALITY CONTROL ASSISTANT – SALARY RANGE 24B/28E

Applications are invited from suitably qualified employees within the Authority who may be interested in being placed on a **reserve list** for the posts of:

- (i) Quality Control Analyst – Salary Range 35F/42G (\$6,170 - \$6,318 - \$6,679)/(\$6,728 – \$7,107) – 2001
- (ii) Quality Control Assistant – Salary Range 24B/28E (\$4,493 - \$5,096 - \$5,439)/(\$5,297 - \$5,588-\$6,019) – 2001

Particulars of the posts are overleaf.

Divisional/Regional/Departmental Managers and Section Heads are kindly requested to bring this circular to the attention of persons serving in their respective divisions/regions/departments/sections and to take necessary steps to ensure that applications received are submitted to **The Assistant Manager, Employee Resourcing** no later than **2002 February 13th** together with a statement indicating the officers suitability or otherwise for the post.

MANAGER,
HUMAN RESOURCES ADMINISTRATION

Written Answer to Question

Tuesday, February 04, 2003

RANGE: 42G

ZONE MANAGER

FUNCTION

To maintain the pipeline network in the region, through repairs and other maintenance activities according to specified standards.

KEY RESPONSIBILITIES

- ⇒ Supervises and participates in the work of small crews of skilled men and helpers in connection with the repairs to water mains and appurtenances;
- ⇒ Prepares routine estimates for general mains repairs and makes simple decisions;
- ⇒ Reviews signs, requisitions, accounts and paysheets;
- ⇒ Conducts routine visits to the Authority's water mains/lines and makes inspections in response to complaints, reports findings, and makes recommendations arising out of such visits to job sites;
- ⇒ Reports to Customer Management Centre (CMC) on assigned work requests before the end of the working day;
- ⇒ Meets the targets set on jobs per day basis;
- ⇒ Responds to emergencies in less than twenty-four (24) hours;
- ⇒ Completes tools and vehicles checks on a weekly basis;
- ⇒ Operates/drives the Authority's vehicle in the performance of duties.

MINIMUM QUALIFICATIONS AND EXPERIENCE

- N.E.C. Plumbing Craft Certificate or equivalent
- Heavy T Class four (4) drivers permit
- At least eight (8) years working experience
- At least three (3) years experience in repairs of mains and appurtenances

PREFERRED ADDITIONAL QUALIFICATIONS AND EXPERIENCE

- National Skills Development Certificate from a recognized body
- Certificate in Junior Supervisory Management
- Computer Literacy
- At least two (2) years in the construction field

OCCUPATIONAL SKILLS/REQUIREMENTS/KNOWLEDGE

- Skill in the use and care of standard/specialized tools, equipment
- Ability to read and interpret plumbing designs and recognize deviations
- Site management skills
- Knowledge of pipeline repair techniques and applicable standards
- Good communication skills
- Customer relation skills

RANGE 24B/28E**QUALITY CONTROL ASSISTANT****FUNCTION**

To perform routine and non-routine, non-technical and technical duties relating to the preparation of laboratory equipment and apparatus.

KEY RESPONSIBILITIES

- ⇒ To ensure that all equipment and apparatus are cleaned and sterilized in accordance with standard operating procedures;
- ⇒ To operate and maintain autoclaves, ovens, stills and deionizers;
- ⇒ To maintain a clean laboratory environment by sweeping and mopping floors, cleaning cupboards, sinks and trolleys and cleaning and dusting laboratory furniture;
- ⇒ To flush eye wash and safety showers;
- ⇒ To regenerate resins;
- ⇒ To perform simple laboratory tests;
- ⇒ To prepare sample bottles and maintain adequate stocks;
- ⇒ To prepare reagents and media;
- ⇒ To pour bacteriological plates;
- ⇒ To register samples.

MINIMUM QUALIFICATIONS/EXPERIENCE

- ⇒ Three (3) GCE or CXC O'Level passes including English, Mathematics, and either Chemistry or Biological Science or experience from working in a similar position for at least five (5) years.

PREFERRED ADDITIONAL QUALIFICATIONS/EXPERIENCE

- ⇒ Computer Literacy.

OCCUPATIONAL SKILLS

- Ability to understand and follow written and oral instructions and to write legible notes;
- Ability to carry out standard operating procedures;
- Ability to understand basic scientific principles;
- Ability to learn routine and none-routine technical and non technical laboratory duties.

WATER AND SEWERAGE AUTHORITY
DEPARTMENTAL CIRCULAR STAFF NO. 1 OF 2002
DATED: 2002 JANUARY 14TH

TO:
DIVISIONAL HEADS
REGIONAL MANAGERS
ADMINISTRATIVE OFFICERS
SECTION HEADS
MEMBERS OF STAFF

SUBJECT
FILLING OF POST OF

FLEET OFFICER I
SALARY RANGE 35F(\$6,170 - \$6,318 - \$6,679)

Applications are invited from suitably qualified employees within the Authority who may be interested in filling the position of Fleet Officer I – Salary Range 35F (\$6,170 - \$6,318 - \$6,679) 2001.

Particulars of the post are overleaf.

Divisional/Regional/Departmental Managers Section Heads are kindly requested to bring this circular to the attention of persons serving in their respective divisions/regions/departments/sections and to take necessary steps to ensure that applications received are submitted to **The Assistant Manager, Employee Resourcing** no later than **2002 January 25th** together with a statement indicating the officers suitability or otherwise for the post.

MANAGER,
HUMAN RESOURCES ADMINISTRATION

RANGE: 35F

FLEET OFFICER I**FUNCTION**

Assists in the effective and efficient despatching of the Authority's fleet of vehicles in an operating region in accordance with prescribed plans and establishing fixed assignment.

KEY RESPONSIBILITIES

- ⇒ Despatches vehicles, schedules or requests for assignments servicing or for repairs;
- ⇒ Checks message book and attends to messages;
- ⇒ Keeps Log Books, keys and monitors Log Book for proper completion;
- ⇒ Responds to all radio and telephone calls;
- ⇒ Maintains despatch standards set by the Manager Transport Services;
- ⇒ Records return of vehicles and collects keys, Log books and writes up all alleged misconduct reports;
- ⇒ Ensures all motor vehicle operators are properly attired;
- ⇒ Monitors and responsible for the security of all tools and spare tyres on rented vehicles;
- ⇒ Checks fuel tanker and signs for the delivery of fuel;
- ⇒ Manages the servicing and washing of all vehicles;
- ⇒ Prepares gate passes on public holidays and weekends for any out station;
- ⇒ Submits daily-paid overtime to administration;
- ⇒ Arranges shipping of vehicles to Tobago;
- ⇒ Officer in charge/responsible for the entire transport compound in the absence of senior personnel after 4:00 p.m. and on weekends,
- ⇒ Monitors southern region on weekends (when there is no Fleet Officer I on duty).

MINIMUM QUALIFICATIONS AND EXPERIENCE

- Five (5) GCE/CXC subjects including Mathematics and English
- Class 5 driver's license
- Certification in safety procedures and defensive driving
- At least two (2) years supervisory experience
- Two (2) years experience in dispatch control and operation of motor vehicles

PREFERRED ADDITIONAL QUALIFICATIONS

- Computer Literacy
- Knowledge of principles and techniques of scheduling transport operations

OCCUPATIONAL SKILLS/KNOWLEDGE

- Considerable knowledge in despatching techniques
- Knowledge of existing transport regulations, ordinance and procedures
- Knowledge of operations and maintenance of various types of vehicle
- Knowledge of Industrial Relation techniques and practices
- Effective communication skills
- Supervisory skills

WATER AND SEWERAGE AUTHORITY**DEPARTMENTAL CIRCULAR STAFF NO. 13 OF 2002****DATED: 2002 MAY 27TH**

TO:

DIVISIONAL HEADS
REGIONAL MANAGERS
ADMINISTRATIVE OFFICERS
SECTION HEADS
MEMBERS OF STAFF

SUBJECT

SELECTION OF PERSONS FOR TRAINING AS
CASHIERS - RANGE 32F

Applications are invited from suitably qualified employees within the Authority who may be interested in being trained to perform in the post of **Cashier – Salary Range 32F (\$5,973/\$6,130/\$6,520)**.

Particulars of the posts are overleaf.

Divisional/Regional/Departmental Managers and Section Heads are kindly requested to bring this circular to the attention of persons serving in their respective divisions/regions/departments/section and to take necessary steps to ensure that applications received are submitted to **The Assistant Manager, Employee Resourcing** no later than **2002 June 17th** together with a statement indicating the officers suitability or otherwise for the post.

Manager

Human Resources Administration

RANGE: 32F**CASHIER****FUNCTION**

To receive, receipt and hold cash in any of the acceptable modes on behalf of the Authority.

KEY RESPONSIBILITIES

- ⇒ Receives and receipt cash in any acceptable form: cash, cheques, money order, foreign currency, linx, telebanking etc;
- ⇒ Holds custody of cash up to point of hand over to Checking Officer;
- ⇒ Balances the cash against the receipts for submission to Checking Officer;
- ⇒ Cashes approved cheques for employees;
- ⇒ Manages and hands over all supporting documentation to Supervisor including cash register tapes and void receipts;
- ⇒ Prepares bills for receipting "by post" remittances;
- ⇒ Validates the legality of tender proffered for payment;
- ⇒ Reports excesses or shortages to Checking Officer,
- ⇒ Updates daily cash book;
- ⇒ Manages and hands over float to Supervisor;
- ⇒ Endorses all cheques immediately upon receipt from Customers.

MINIMUM QUALIFICATIONS/EXPERIENCE

- ⇒ Five (5) GCE/CXC subjects including Mathematics and English
- ⇒ At least five (5) years working experience

OCCUPATIONAL SKILLS

- Good interpersonal and communication skills
- Computer Literacy
- Familiarity with cash register functions

SPECIAL PERSONAL CHARACTERISTICS

- Honest
- Patient
- Courteous
- A team player
- Customer Service Oriented

WATER AND SEWERAGE AUTHORITY

DEPARTMENTAL CIRCULAR STAFF NO. 17 OF 2002

DATED: 2002 JULY 25TH

TO

DIVISIONAL HEADS
REGIONAL MANAGERS
ADMINISTRATIVE OFFICERS
SECTION HEADS
MEMBERS OF STAFF

SUBJECT

TEMPORARY VACANCY
FINANCIAL ACCOUNTANT—SALARY RANGE 64/66

Applications are invited from suitably qualified employees within the Authority who may be interested in performing in the post of **Financial Accountant – Salary Range 64/66 (\$9,793/\$10,718)**.

Particulars of the posts are overleaf.

Divisional/Regional/Departmental Managers and Section Heads are kindly requested to bring this circular to the attention of persons serving in their respective divisions/regions/departments/sections and to take necessary steps to ensure that applications received are submitted to **The Assistant Manager, Employee Resourcing** no later than 2002 August 14th together with a statement indicating the officers suitability or otherwise of the post.

Manager,
Human Resources Administration

Range: 64/66

FINANCIAL ACCOUNTANT**FUNCTION**

Responsible for the implementation of required accounting and reporting policies, procedures and practices for all elements of the Authority's recurrent programme.

KEY RESPONSIBILITIES

- ⇒ Assigns, instructs and monitors the work of functional units of accounting staff;
- ⇒ Monitors the Authority's revenue and recurrent expenditure;
- ⇒ Reviews and amends accounting policies and procedures as necessary in accordance with generally accepted accounting principles;
- ⇒ Responsible for the timely preparation of the Authority's external financial reports;
- ⇒ Prepares; monitors and reports on work programme for the three (3) units under the control of the Financial Accountant;
- ⇒ Preparation of management accounts and responsibility for accounting statements;
- ⇒ Liaises with external auditors in the audit of the Authority's annual financial statements;
- ⇒ Liaises with managers on budgetary control issues and recommends measures to resolve problems;
- ⇒ Evaluates, critically reviews and reports on the financial performance of the Authority for presentation to the Board of Commissioners after review by the Direction of Finance;
- ⇒ Deputises for the Manager Financial Services when requested to do so.

MINIMUM QUALIFICATIONS/EXPERIENCE

- ⇒ Recognized professional accounting qualification: ACCA, CIMA
- ⇒ Minimum of two (2) years experience in financial and management accounting at a senior level.

PREFERRED ADDITIONAL KNOWLEDGE/EXPERIENCE

- ⇒ Knowledge of public utility accounting practices.

OCCUPATIONAL SKILLS

- Good interpersonal skills
- Excellent Analytical skills
- Computer based Accounting Systems/Information Systems
- Accounting systems Design
- Ability to develop new working methods

WATER AND SEWERAGE AUTHORITY

DEPARTMENTAL CIRCULAR STAFF NO. 14 OF 2002

DATED: 2002 MAY 17TH

TO

DIVISIONAL HEADS

REGIONAL MANAGERS

ADMINISTRATIVE OFFICERS

SECTION HEADS

MEMBERS OF STAFF

SUBJECT

FILLING OF POST OF

SENIOR LEGAL OFFICER – RANGE 64/66

Applications are invited from suitably qualified employees within the Authority who may be interested in filling the post of **Senior Legal Officer – Salary Range 64/66 (\$9,793/\$10,718)**.

Particulars of the posts are overleaf.

Divisional/Regional/Departmental Managers and Section Heads are kindly requested to bring this circular to the attention of persons serving in their respective divisions/regions/departments/sections and to take the necessary steps to ensure that applications received are submitted to **The Assistant Manager, Employee Resourcing** no later than **2002 June 3rd** together with a statement indicating the officers suitability or otherwise for the post.

Manager
Human Resources Administration

RANGE 64/66

SENIOR LEGAL OFFICER

To provide legal services to the Authority.

KEY RESPONSIBILITIES:

- Interprets laws, regulations, agreements and provides legal advice, guidance and support to Management;
- Provides facts of the case/briefs to external Legal Advisor;
- Provides legal representation before the Courts on behalf of the Authority;
- Negotiates and settles claims on behalf of the Authority;
- Recommends amendments to existing laws that impact on the functioning of the Authority;
- Reviews contracts, agreements and other legal documents prepared by Legal Officer I;
- Initiates communication with the Authority's external Legal Advisors to establish legal courses of action that should be pursued.

MINIMUM QUALIFICATIONS/EXPERIENCE:

- ⇒ Bachelor of Law (LL.B.)
- ⇒ Legal Education Certificate (L.E.C.)
- ⇒ At least two (2) years as a practising Attorney-at-Law in a corporate environment

OCCUPATIONAL SKILLS/KNOWLEDGE:

- Knowledge of methods and practices in presenting matters before the industrial and civil court
- Sound knowledge of the laws of Trinidad and Tobago
- Knowledge of the WASA Act
- Legislative Drafting
- Property Law
- Company Law
- Contract Law

The Water and Sewerage Authority

is inviting applications for the position:

FINANCIAL ACCOUNTANT

JOB SUMMARY

Responsible for the implementation of required accounting and reporting policies,, procedures and practices for all elements of the Authority's recurrent programme.

MINIMUM QUALIFICATIONS/EXPERIENCE

- Recognised professional accounting qualification: ACCA, CIMA
- Minimum of two (2) years experience in financial and management accounting at a senior level

PREFERRED ADDITIONAL KNOWLEDGE/EXPERIENCE

- Knowledge of public utility accounting practices

OCCUPATIONAL SKILLS

- Good communication skills
- Excellent analytical skills
- Computer based accounting systems/information systems
- Accounting systems design
- Ability to develop new working methods

An attractive compensation package is being offered. The successful candidate will be given a one (1) year contract in the first instance.

Applications should be forwarded to:

The General Manager
 Human Resource & Corporate Communication
 Water & Sewerage Authority
 Farm Road, Valsayn, St. Joseph
 Tel: (868)662-2301/7
 Fax: (868)645-9364

Closing Date: August 23, 2002

Unsuitable applications will not be acknowledged

CAREER OPPORTUNITY

THE WATER AND SEWERAGE AUTHORITY

is inviting applications for the position of

SENIOR LEGAL OFFICER

JOB SUMMARY

To provide legal services to the Authority

MINIMUM QUALIFICATIONS

- Bachelor of Laws (LL.B.)
- Legal Education Certificate (L.E.C.)
- At least two (2) years as a practising Attorney-at-Law in a corporate environment

OCCUPATIONAL SKILLS/KNOWLEDGE

- Knowledge of methods and practices in presenting matters before the courts
- Sound knowledge of the laws of Trinidad and Tobago, in particular
 - Land Law
 - Company Law
 - Contract Laws
 - Tort Law
 - Industrial and Employment Law
- Legislative Drafting

An attractive compensation package is being offered.

Your application should be forwarded to:

The Director of Human Resources
Water and Sewerage Authority
Farm Road, Valsayn
St. Joseph.
Tel: (868) 662-2301/7
Fax: (868) 645-9364

Closing Date: 2002 May 29

Unsuitable applications will not be acknowledged

VACANCY

The Water and Sewerage Authority is inviting applications for the position of
CAPITAL ACCOUNTANT

JOB SUMMARY

The selected individual will be responsible for the implementation of required accounting and reporting policies, procedure and practices for all elements of the Authority's Capital Investment Programme.

MINIMUM QUALIFICATIONS/EXPERIENCE

- Recognised professional qualification: ACCA, CIMA, B.SC. Accounting or equivalent qualification
- At least five (5) years accounting experience at a senior level

PREFERRED ADDITIONAL EXPERIENCE

- At least two (2) years Capital Accounting experience
- Familiarity with the project management cycle and project monitoring procedures

OCCUPATIONAL SKILLS/KNOWLEDGE

- Excellent Analytical skills
- Capital Budgeting skills
- Investment Accounting methods
- Computer Based Accounting Systems/Information Systems
- Good Interpersonal Skills
- Accounting Systems Design
- Knowledge of Government accounting procedures
- Ability to develop new working methods

An attractive compensation package is being offered.

Your application should be forwarded to:

The Director of Human Resources
Water and Sewerage Authority
Farm Road, Valsayn,
St. Joseph.

Tel: (868) 662-2301/7

Fax: (878) 645-9364

CLOSING DATE: 2001 March 19.

Unsuitable applications will not be acknowledged.

NEWSDAY Wednesday March 14, 2001

Career Opportunities

Professional Presentations Limited

Our client, the Water and Sewerage Authority (WASA) is looking for suitably qualified persons for the positions of:

DEPUTY GENERAL MANAGER

HUMAN RESOURCES & CORPORATE COMMUNICATIONS

Position Profile

Under the direction of the General Manager, the individual must be able to develop and implement the goals, objectives and policies consistent with the Water and Sewerage Authority's corporate strategies.

Core Competencies:

The successful candidate must possess the appropriate combination of knowledge, skill and behaviour which will:

- indicate the potential to function at the level of General Manager;
- provide direction for the sub-divisional staff;
- build commitment to teamwork within and across divisional boundaries;
- contribute to the development of systems which lead to the creation of a high performance oriented culture.

Minimum Qualifications

- First Degree in Social Science from a recognized University
- Seven years of managerial experience at a senior level.

HEAD CORPORATE COMMUNICATIONS

Position Profile

Under the direction of the Deputy General Manager, Human Resources & Corporate Communications, the individual must be able to develop and implement goals, objectives and policies consistent with WASA's corporate strategies.

Core Competencies:

The successful candidate must possess the appropriate combination of knowledge, skill and behaviour which will:

- demonstrate competence in managing a range of communication issues;
- indicate an ability to supervise professionals who function in creative and technical areas;
- build commitment to teamwork within and across divisional boundaries.

Minimum Requirements

- First Degree in Public Relations, Communications, Journalism, Marketing or relevant area.
- Three years successful experience planning, evaluating and managing complex communications programmes.
- Experience as a corporate spokesperson

Submit your resume to: **Professional Presentations Limited**
49 Edinburgh Gardens 3
Chaguanas, TRINIDAD

Closing date for applications:
13th December, 2002

WATER AND SEWERAGE AUTHORITY
DEPARTMENTAL CIRCULAR STAFF NO. 17 OF 2002

DATED: 2002 JULY 25th

TO:
DIVISIONAL HEADS
REGIONAL MANAGERS
ADMINISTRATIVE OFFICERS
SECTION HEADS
MEMBERS OF STAFF

SUBJECT
TEMPORARY VACANCY:

FINANCIAL ACCOUNTANT – SALARY RANGE 64/66

Applications are invited from suitably qualified employees within the Authority who may be interested in performing in the post of **Financial Accountant-Salary Range 64/66 (\$9,793/\$10,718)**.

Particulars of the posts are overleaf.

Divisional/Regional/Departmental Managers and Section Heads are kindly requested to bring this circular to the attention of persons serving in their respective divisions/regions/departments/sections and to take necessary steps to ensure that applications received are submitted to **The Assistant Manager, Employee Resourcing** no later than **2002 August 14th** together with a statement indicating the officers suitability of otherwise for the post.

Manager,
Human Resources Administration

RANGE: 64/66

FINANCIAL ACCOUNTANT**FUNCTION**

Responsible for the implementation of required accounting and reporting policies, procedures and practices for all elements of the Authority's recurrent programme.

KEY RESPONSIBILITIES

- ⇒ Assigns, instructs and monitors the work of functional units of accounting staff;
- ⇒ Monitors the Authority's revenue and recurrent expenditure;
- ⇒ Reviews and amends accounting policies and procedures as necessary in accordance with generally accepted accounting principles;
- ⇒ Responsible for the timely preparation of the Authority's external financial reports;
- ⇒ Prepares, monitors and reports on a work programme for the three (3) units under the control of the Financial Accountant;
- ⇒ Preparation of management accounts and responsibility for accounting statements;
- ⇒ Liaises with external auditors in the audit of the Authority's annual financial statements;
- ⇒ Liaises with managers on budgetary control issues and recommends measures to resolve problems;
- ⇒ Evaluates, critically reviews and reports on the financial performance of the Authority for presentation to the Board of Commissioners after review by the Director of Finance;
- ⇒ Deputises for the Manager Financial Services when requested to do so.

MINIMUM QUALIFICATIONS/EXPERIENCE

- ⇒ Recognised professional accounting qualification: ACCA, CIMA
- ⇒ Minimum of two (2) years experience in financial and management accounting at a senior level.

PREFERRED ADDITIONAL KNOWLEDGE/EXPERIENCE

- ⇒ Knowledge of public utility accounting practices.

OCCUPATIONAL SKILLS

- Good interpersonal skills
- Excellent Analytical Skills
- Computer based Accounting Systems/Information Systems
- Accounting Systems Design
- Ability to develop new working methods