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Fourth Session of the 12th Parliament

FINANCIAL SCRUTINY UNIT

Office of the Parliament of Trinidad and Tobago

HEAD 17: Personnel Department

Allocation: \$52,484,400.00

A Summary of the Department's Projects Expenditure, Divisions and Projects.

Publication

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About this Guide

This guide provides a summary of expenditure for the Personnel Department for the period 2018-2024. It provides the Members of Parliament and stakeholders with an overview of the Personnel Department's responsibilities. The primary purpose of this guide is to consolidate the information contained within the various Budget Documents pertaining to the Personnel Department and provide readers with an analysis of same. This guide is based primarily on:

- the Draft Estimates of Recurrent Expenditure 2024;
- the Draft Estimates of Development Programme 2024; and
- the Auditor General's Report on the Public Accounts of the Republic of Trinidad and Tobago for the fiscal year 2022.

Head 17: Personnel Department

Departmental Overview¹

The Personnel Department is the Department of Government charged with the responsibility for determining and/or advising on pay and other terms and conditions of service for a wide spectrum of employees within the public sector.

Established by the Civil Service Act of 1965 (now Chapter 23:01 of the Laws of the Republic of Trinidad and Tobago) the Department determines, through consultation and negotiation with appropriate recognised associations and unions, the terms and conditions of service of some:

- fifty-three (53) thousand monthly-paid officers of the Public Service;
- four thousand (4,000) monthly-paid officers employed in Statutory Authorities subject to the Statutory Authorities Act Chapter 24:01;
- twenty-six thousand (26,000) daily-rated workers employed in Government Ministries and Departments, the Tobago House of Assembly (THA) and Municipal Corporations.

The Department also advises/makes recommendations on the terms and conditions of service of:

- holders of offices within the purview of the Salaries Review Commission;
- members of the Defence Force.

Additionally, the Department is responsible for determining the terms and conditions of employment of persons employed on contract in the Public Service and in Statutory Authorities.

¹ Personnel Department website, accessed on October 1, 2023: <https://cpo.gov.tt/web/new/web/about>

In recent times, the role of the Department has expanded to that of a Central Human Resource Management Agency with responsibility for:

- policy formulation in areas of Human Resource Management which are not within the purview of the Service Commissions;
- establishing and/or reviewing the legal and regulatory framework for Human Resource Management in the Public Service;
- monitoring and auditing the practice of Human Resource Management within Ministries and Departments.

In order to discharge the responsibilities outlined above, the Personnel Department conducts collective bargaining negotiations with some sixteen (16) appropriate recognised majority unions.

It should be noted that, in view of the far reaching financial implications of many of the negotiations which the Personnel Department conducts, the Acts governing the public service provide for the Department to be subjects to "the directions of the Minister of Finance in respect of all negotiations with appropriate recognised associations.

Headed by the Chief Personnel Officer, the Department comprises, at present, one hundred and sixty-nine (169) established positions, one hundred and thirty - six (136) of which are currently filled.

Role of the Personnel Department²

The Personnel Department has seen its role changing over the years, since it was established by the Civil Service Act of 1965 (Now: Chapter 23:01 of the Laws of Trinidad and Tobago), which came into force on August 27th 1966. The Personnel Department was physically set up in 1967 when it started its journey of committed service to Trinidad and Tobago.

Today, with the culmination of several structural reviews, the Personnel Department is now comprised of seven Divisions, which are presided over by the Chief Personnel Officer, as corporate Head.

² Personnel Department website, accessed on October 1, 2023: <https://www.cpo.gov.tt/web/new/web/node/29>

Involvement in public sector transformation is not new to the Personnel Department. Indeed, over the years, considerable strides have been made as a consequence of policies that were driven by a vision of an efficient and effective system of public administration for Trinidad and Tobago, capable of meeting the challenges of the 21st century. In 1997, the Government approved a new organizational structure for the Department, which was designed to allow it to function as a Central Human Resource Management Agency.

This new role involved a transition for the Department, from being the organization directly responsible for major aspects of Personnel Management and Industrial Relations for the Public Service (except for those falling under the purview of the Service Commissions), to that of a Central Agency responsible for policy formulation in the sphere of Human Resource Management and serving as the advisory, consultative and monitoring agency for Human Resource Management Units being established in line agencies throughout the Public Service.

With effect from October 1, 1998, fulfilling the Government's policy of decentralization, the Personnel Department devolved, to line Ministries and Agencies, some of the functions for which it had previously held responsibility. The outcome has been that line agencies now have ownership of a host of human resource matters, thus empowering them with the requisite effectiveness, flexibility and responsiveness required for the day-to-day management of staff.

As a Central Agency, the Personnel Department now has responsibility for the following functions, in addition to those pertaining to its role in determining/advising on terms and conditions of employment:

- Formulating policy in all areas of Human Resource Management, including those which had not been addressed previously, such as Human Resource Planning, Succession Planning and Career Planning;>
- Establishing/reviewing the legal and regulatory framework for Human Resource Management in the Public Service;
- Providing advisory and consultative services in the sphere of Human Resource Management to line agencies;
- Monitoring and auditing the practice of Human Resource Management by the Human Resource Management Units established in line agencies.

Within this focus, the Personnel Department is making its transition from being an agency charged with responsibility for a relatively narrow, well-defined set of personnel activities to being a central Human Resource Management Agency in the Public Service.

At the same time, it must guide the transformation of the wider organization forward through the 21st century. In this regard, the Personnel Department has stepped up providing leadership in the area of Human Resource Management. On its shoulders rests the responsibility for propelling a large, often unwieldy, organization into a future that is uncertain, unfamiliar and unpredictable, but undeniably exciting. It is a task which we dare to undertake.

In keeping with our strategic objectives, we in the Personnel Department pledge to keep faith with the tasks which we have set ourselves and to do all within our means to achieve success, even as we recognize the tremendous organizational and individual fulfilment that can flow from such an endeavour.

We are not forgetful of the giant strides which will be made towards ushering in a new Public service that, must serve as a strong fillip to social and economic progress and development in this nation of Trinidad and Tobago.

The Department looks forward to the challenge, well aware of the skill and commitment of its personnel, the support of its sister agencies and the readiness of the public service community to embrace the changes that are upon us. As the Public Service continues to transform itself into a customer-friendly, service-oriented organization, through the medium of effective Human Resource Management systems, the role of the Personnel Department stands paramount.

The Department has a crucial role to play in the review and development of the legislative and regulatory framework for Human Resource Management. Consequently, it will continue to manage and administer, centrally, certain statutory functions such as collective bargaining, compensation management and benefits management, all aimed at maintaining a stable Industrial Relations climate.

Further, it must, of necessity, be involved in researching and interpreting information on best practices in Human Resource Management to effectively advise, monitor and audit the Human Resource Management Units being established throughout the Public Service. In

seeking to fulfil all these roles, the Personnel Department proposes to continually examine and manage its relationship with its key stakeholders, as well as its internal systems and processes, to ensure their currency.

The Department, therefore, recognizes that, in order to achieve these ultimate objectives, the incorporation of progressive thinking, strategic planning and management into its processes has become a critical necessity. Consequently, as we keep moving forward, many fundamental changes will be wrought within the Personnel Department in support of the Department as a champion and driver of the desired change within the Public Service.

We are positively moving forward and are continuing to effectively manage our changing role, which will ultimately redound to the benefit of the Public Service and the nation.

Divisions of the Personnel Department³

The Legal Services Division is responsible for providing the Chief Personnel Officer with legal advice on the day-to-day operations of the Personnel Department and for representing the Chief Personnel Officer in litigation before any Court or Tribunal. The Division is also responsible for the negotiation and preparation of contracts (consultancy services).

The Compensation Management Division is responsible for developing, maintaining and managing the job evaluation/classification and pay systems established for offices in the Public Service and Statutory Authorities subject to the Statutory Authorities Act, for those positions falling under the purview of Salaries Review Commission, and for daily-rated positions in Central Government and certain other agencies. The Division's responsibilities also include determination of base salaries for contract positions.

The Industrial and Labour Relations Division is responsible for formulating, recommending and implementing policies geared to promoting a harmonious Industrial Relations climate in the Public Sector. It is also involved in collective agreement management, dispute

³³ Personnel Department website, accessed on October 1, 2023: <https://cpo.gov.tt/web/new/web/>

resolution and the provision of advice and technical support to internal and external clients on matters pertaining to Industrial and Labour Relations in the Public Sector.

The Human Resource Policy, Planning and Research Division is responsible for developing and recommending policies required to facilitate the successful performance of Human Resource functions in the Public Service. It is also responsible for monitoring and reviewing such policies and for providing advisory services to Public Sector institutions in the area of Human Resource Planning. Additionally, the Division undertakes research and analysis to support the work of the Department.

The Human Resource Management Services Division is responsible for providing advisory and technical support services to Ministries and Departments to facilitate Public Sector reform initiatives. They also act as a catalyst for change to ensure the adoption of strategic Human Resource Management principles and practices, especially in the areas of career and succession planning. It is also responsible for monitoring the implementation of Government policy pertaining to the establishment of Human Resource Management Units in Ministries and Departments and Employee Assistance Programmes.

The Corporate Services Division is responsible for ensuring that the core business Divisions of the Personnel Department are provided with the institutional capability, infrastructure and administrative support services needed to perform their functions effectively and efficiently. It is also responsible for managing the Communications and Public Relations portfolio and coordinating the Department's relationship with its internal and external publics. The Division's Human Resource Management Unit manages internal staffing and looks after the welfare of staff of the Department.

The Benefits Management Division is responsible for developing and recommending policies on terms and conditions of employment, other than pay, for monthly paid officers in the Public Service and Statutory Authorities who are subject to the Statutory Authorities Act. As well as, daily-rated employees for whom the Chief Personnel Officer is deemed to be the Employer and for persons employed on contract. These policies include those relating to Employee Assistance Programmes and Health and Safety Management.

Relevant Legislations⁴

- [Industrial Relations Act Chapter 88.01](#)
- [Civil Service Act Chapter 23.01](#)
- [The Constitution of the Republic of Trinidad and Tobago](#)
- [Retrenchment and Severance Benefits Act Chapter 88.13](#)
- [Maternity Protection Act Chapter 45.47](#)
- [Police Service Act Chapter 15:01](#)
- [Fire Services Act](#)
- [Prison Service Act Chapter 13.02](#)
- [Statutory Authorities Act Chapter 24.01](#)
- [Municipal Corporations Act Chapter 25.04](#)

Executive Team

Chief Personnel Officer - Commander Dr. Daryl Dindial

Deputy Chief Personnel Officer (Ag.) - Ms. Wendy Barton

Deputy Chief Personnel Officer (Ag.) - Ms. Hazel Villafana

⁴ Personnel Department website, accessed on October 1, 2023: <https://www.cpo.gov.tt/web/new/web/document-center/legal-documents>

Auditor General Report Findings for the Fiscal year 2022⁵

Current Transfers

3.15 With effect from October 1, 2019, a Treasury decision was taken to decentralise the payment of contract gratuities to ministries and departments. Ministries and departments are now required to bring to account contract gratuities under 04 - Current Transfers and Subsidies/007 - Households/40 - Gratuities to Contract Officers. Ministries and Departments Appropriation Statements recorded \$183,345,509.83 expended to meet the payments of contract gratuities.

Table 3.3 Contract Gratuity Payments as per Appropriation Account 2022

Head of Expenditure	Ministry/Department	2022 (\$)
17	Personnel Department	1,763,148.32

⁵ Report of the Auditor General on the Public Accounts of the Republic of Trinidad and Tobago for the Financial Year 2022 Pg 33
<https://auditorgeneral.gov.tt/sites/default/files/Auditor%20General%27s%20Report%202022.pdf>

Key Statement from the 2022 Standing Finance Committee Debate

During the Standing Finance Committee debate of 2022, the following statement was made in relation to the emphasis of the Personnel Department for the fiscal year 2022/2023:⁶

“The Personnel Department is responsible for determining and advising on pay and terms and conditions of employment in the public service, estimated to be around 90,000 workers. The Department determines, through consultation and negotiations with appropriate recognized majority unions and associations, the terms and conditions of service for persons in the civil service; Statutory Authority, subject to the Statutory Authorities Act; the teaching service; the police service; and the fire service; and prison service.

The department is also responsible for the determination of terms and conditions of employment for members of the defence force, daily-rated workers, contract employees; the provision of secretariat services and advice to the Salary Review Commission on the terms and conditions of employment for office holders within its purview; the provision of secretariat services and advice to the Human Resources Advisory Committee on terms and conditions of organizations in the state sector. The department is also required to advise on a wide range of HR issues in the public service, including matters related to industrial relations. These include matters before the Industrial Court, grievances and disputes

Currently, the department is engaged in three job evaluation exercises. One is for the officeholders within the purview of the House of Assembly and Statutory Authorities, subject to the Statutory Authorities Act, and another for officers in the prison service. The leadership of the department, through the implementation of the Strategic Plan Framework 2022, continues to strengthen the organization to improve the timeliness and quality of service delivery to all its stakeholders.”

**-Minister of Public Administration
Senator the Honourable Allyson West**

⁶ Standing Finance Committee Hansard of October 06, 2022 accessed on October 1, 2023 <https://www.ttparliament.org/wp-content/uploads/2022/09/sfc20221010u.pdf>

The Department's Total Allocation as a Percentage of the National Budget for the Period 2018-2024

Year ⁷	Total Allocation ⁸	National Budget ⁹	Percentage of National Budget
2018	\$33,838,119	\$54,211,726,813	0.06%
2019	\$38,239,537	\$54,581,467,181	0.07%
2020	\$45,307,400	\$57,388,076,726	0.08%
2021	\$52,383,778	\$56,498,472,820	0.09%
2022	\$51,811,576	\$58,974,346,470	0.09%
2023	\$44,812,060	\$67,063,358,456	0.07%
2024	\$52,484,400	\$68,384,229,740	0.08%

- Total allocation for the Personnel Department as a percentage of the National Budget increased by 0.01% between the period 2022/2023 and 2023/2024

⁷For the Financial Years 2018-2022, actual figures were used to calculate total allocation. However, estimates were used to calculate the total allocation for the Fiscal Years 2023 and 2024.

⁸ Total Allocation for the Personnel Department=Recurrent Expenditure + Consolidated Fund Expenditure

⁹ The National Budget =Recurrent Expenditure + Development Programme Expenditure Consolidated

Where the Department Spends its Money

2023-2024 Estimates of Expenditure

The budget allocation of **\$52,484,400.00** for the Personnel Department is comprised of:

- The Draft Estimates of Recurrent Expenditure in the sum of **\$34,180,400.00¹⁰**; and
- The Draft Estimates of Development Programme – Consolidated Fund in the sum of **\$18,304,000.00¹¹**.

The Estimates of Recurrent Expenditure include:

- 01 Personnel Expenditure - **\$14,977,000.00**;
- 02 Goods and Services - **\$18,773,400.00**;
- 03 Minor Equipment Purchases - **\$30,000.00**; and
- 04 Current Transfers and Subsidies - **\$400,000.00**.

The Personnel Department's:

- Recurrent Expenditure as a percentage of the total Recurrent Expenditure budget is **0.05%**; and
- Consolidated Fund as a percentage of the total Consolidated Fund is **0.57%**.

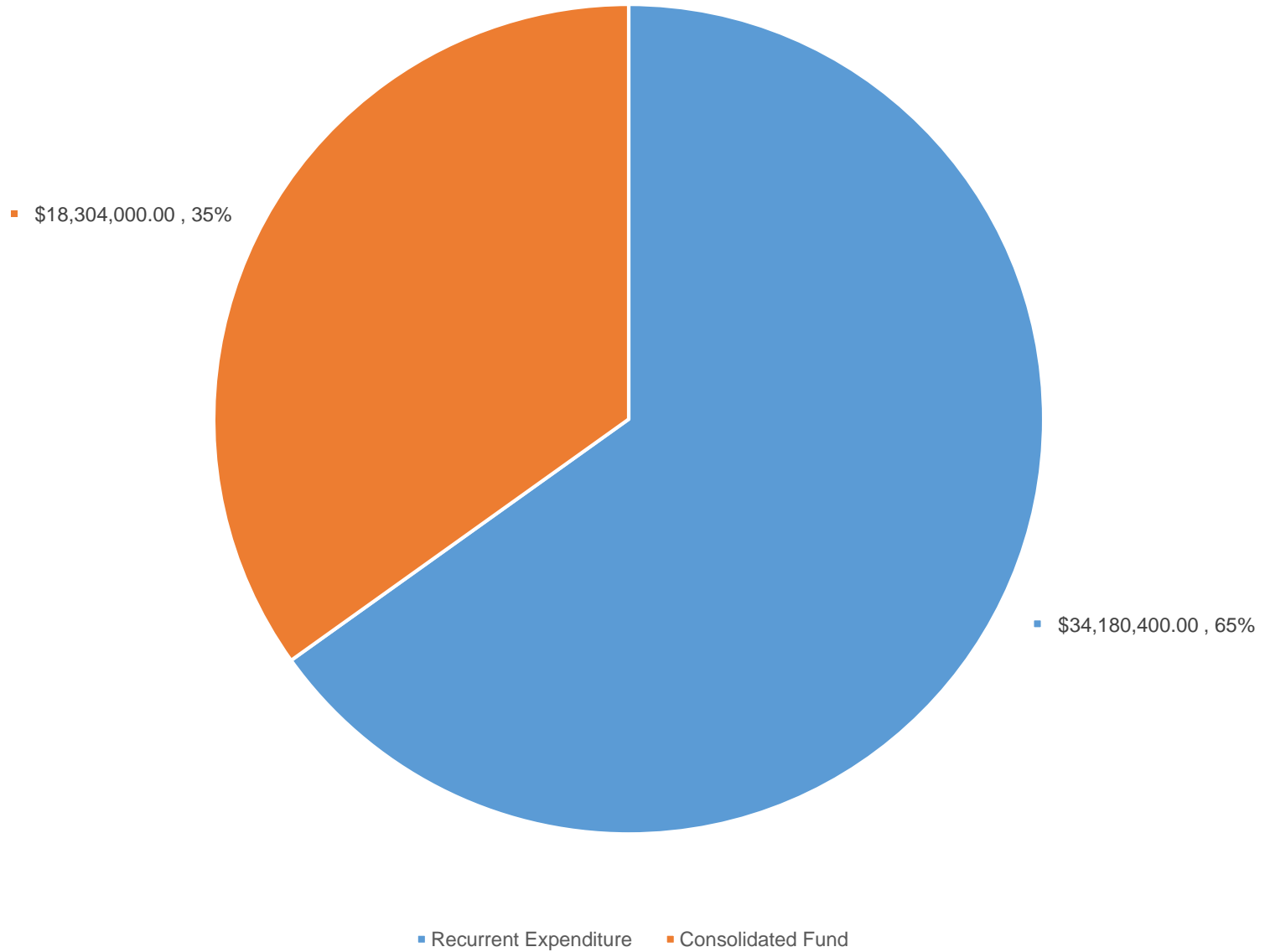
¹⁰ Draft Estimates for Details of Estimates of Recurrent Expenditure for the Financial Year 2024: accessed on October 3, 2023:

<https://www.finance.gov.tt/2023/10/02/estimates-of-recurrent-expenditure-2024/>

¹¹ Draft Estimates of Development Programme for the Financial Year 2024, accessed October 3, 2023:

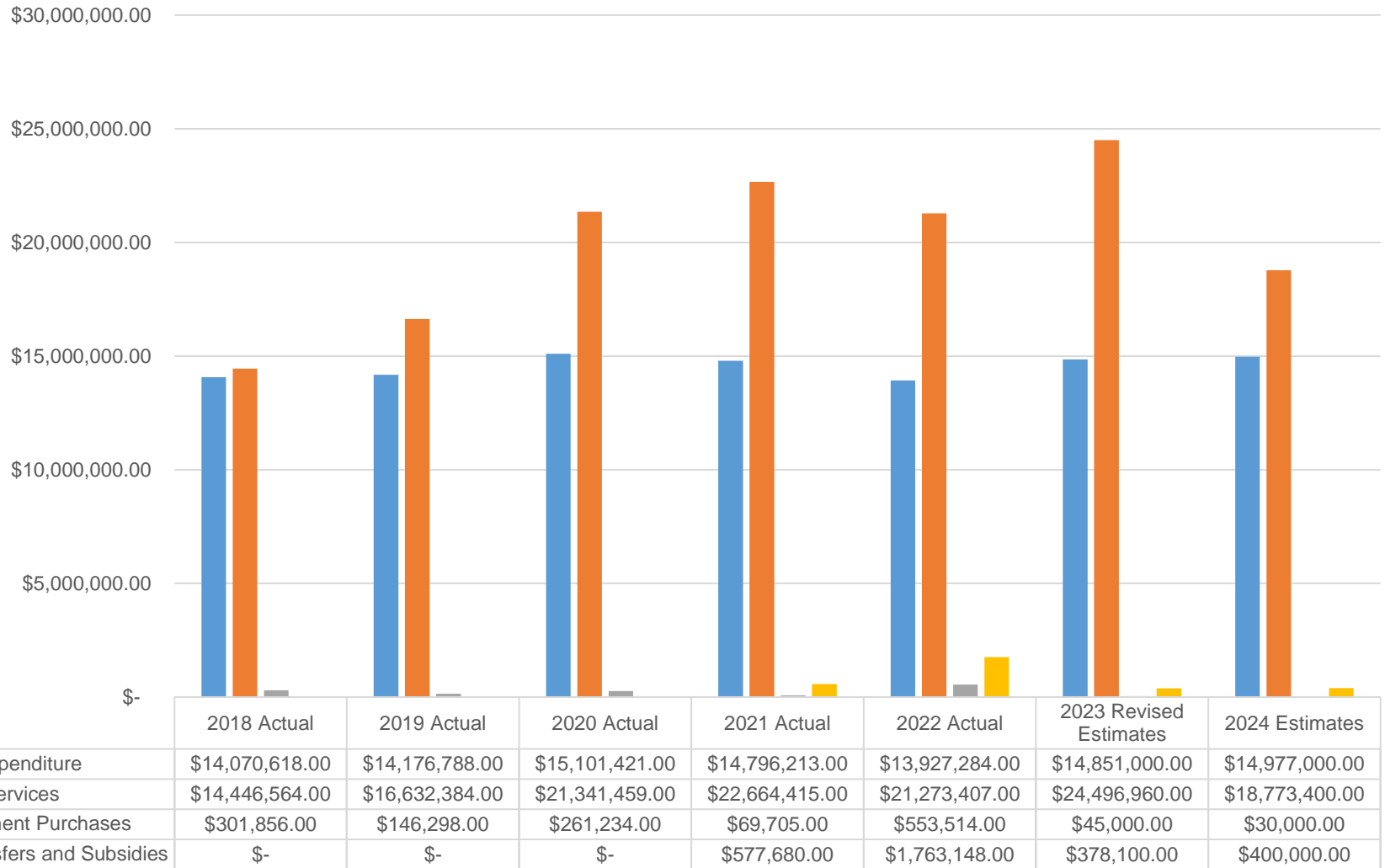
<https://www.finance.gov.tt/2023/10/02/estimates-of-development-programme-2024/>

Personnel Department's Total Budget Allocation



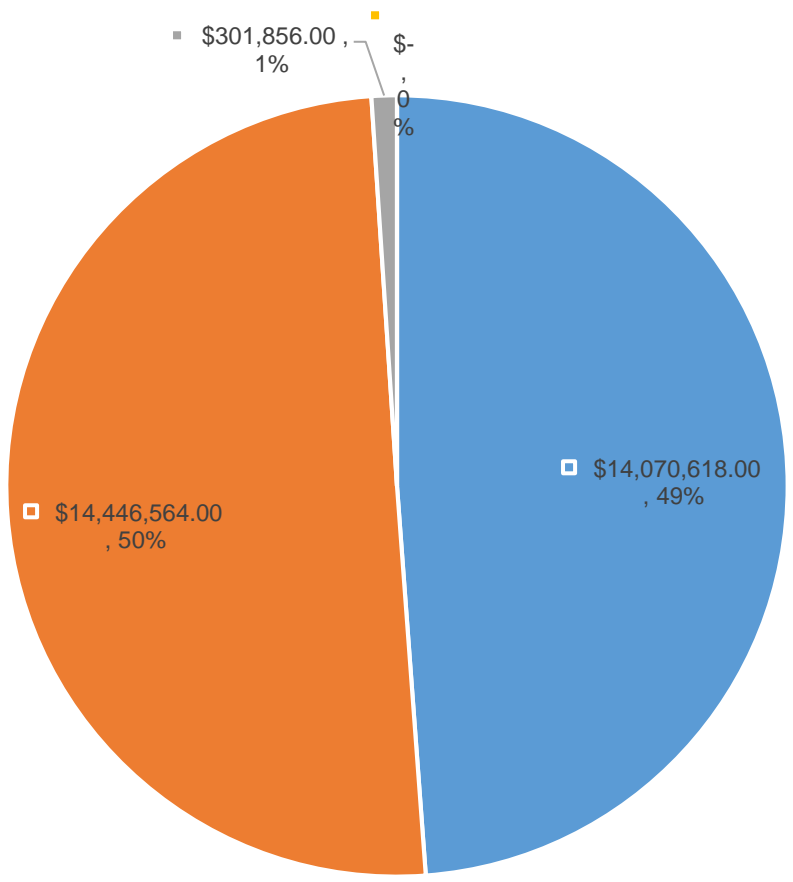
Summary of Recurrent Expenditure for the Period 2018-2024¹²

Personnel Department



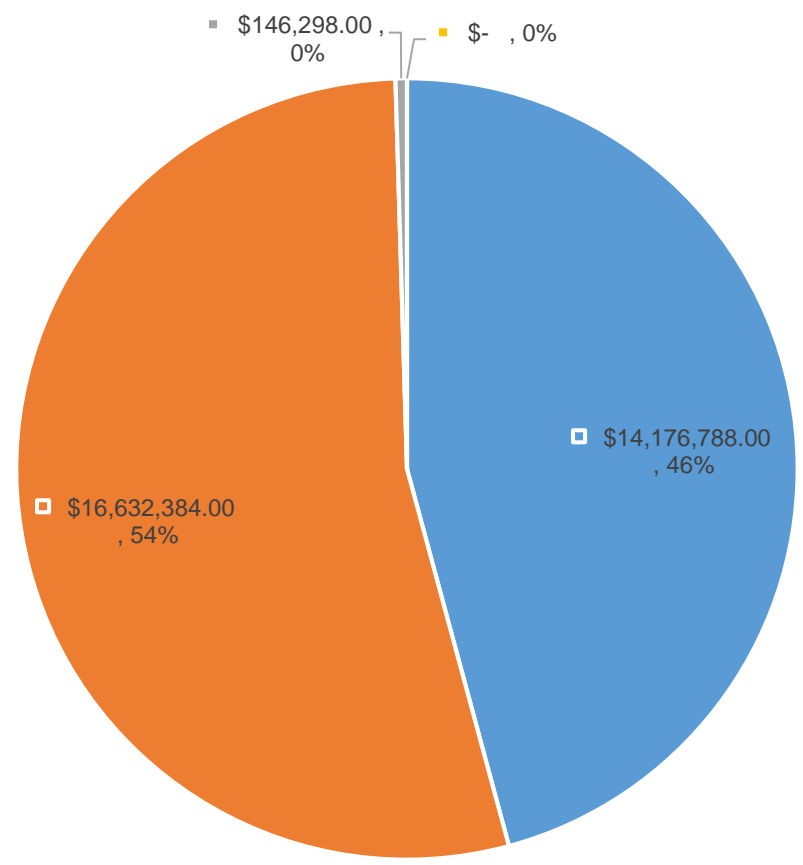
¹² Draft Estimates for Details of Estimates of Recurrent Expenditure for the Financial Year 2024: accessed on October 3, 2023: <https://www.finance.gov.tt/2023/10/02/estimates-of-recurrent-expenditure-2024/>

2018 Actual - \$28,819,038.00



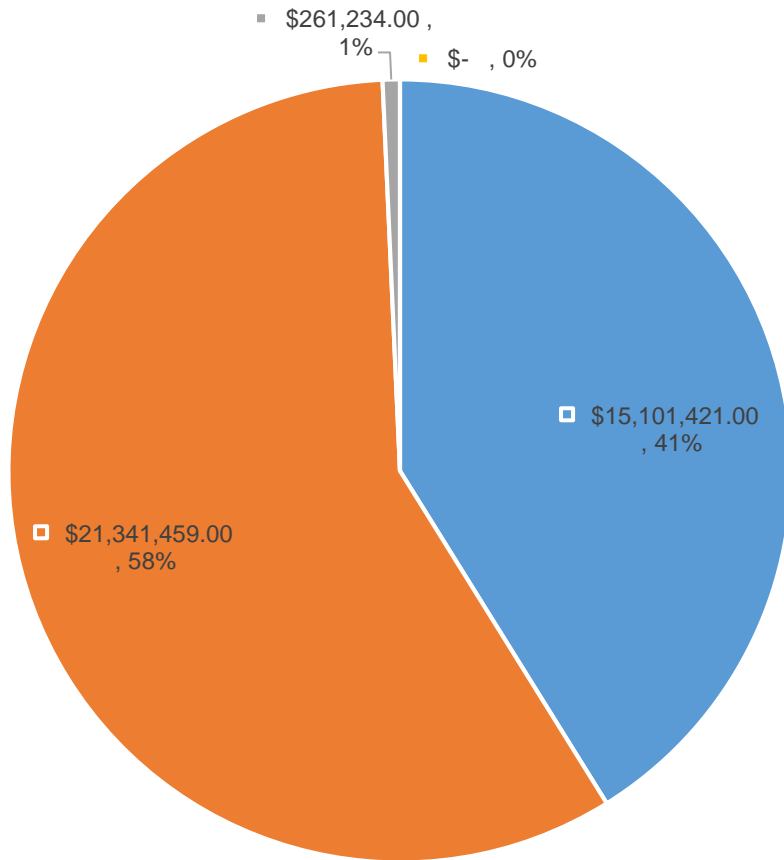
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies

2019 Actual - \$30,955,470.00



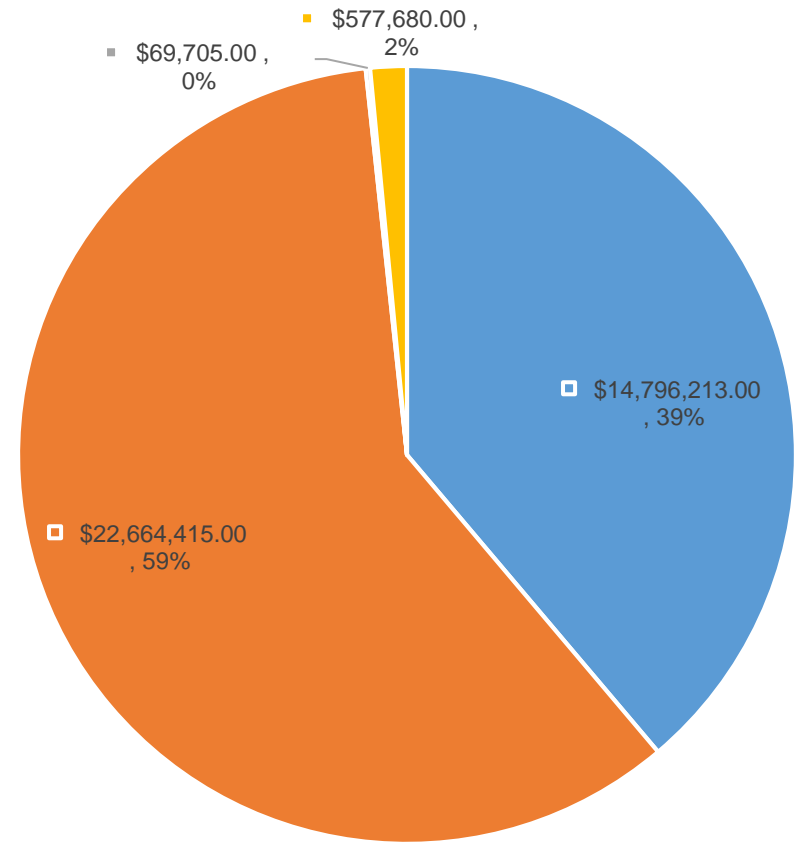
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies

2020 Actual - \$36,704,114.00



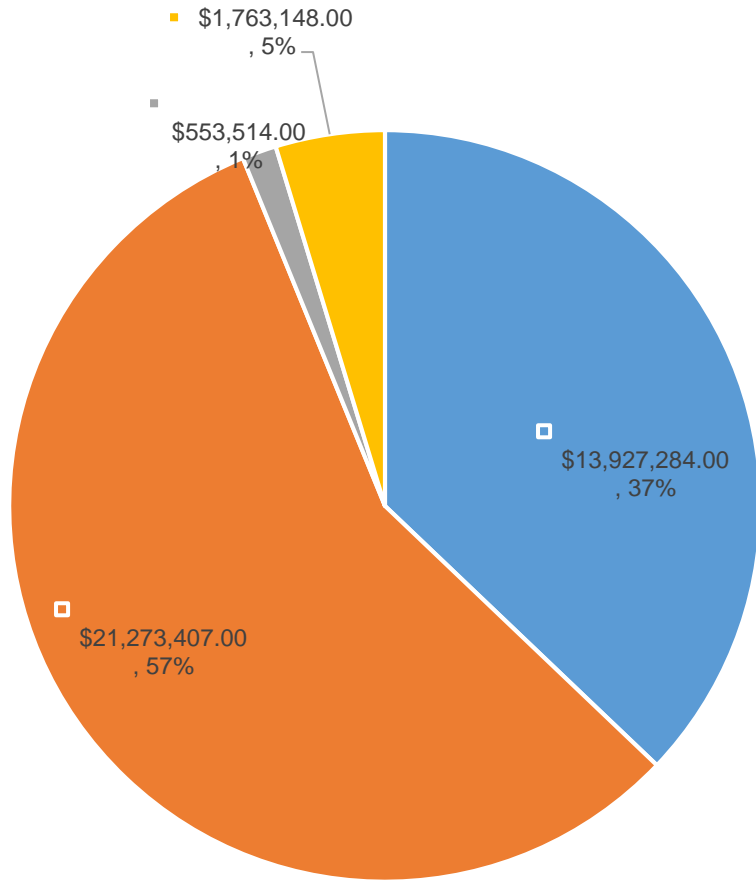
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies

2021 Actual - \$38,108,013.00



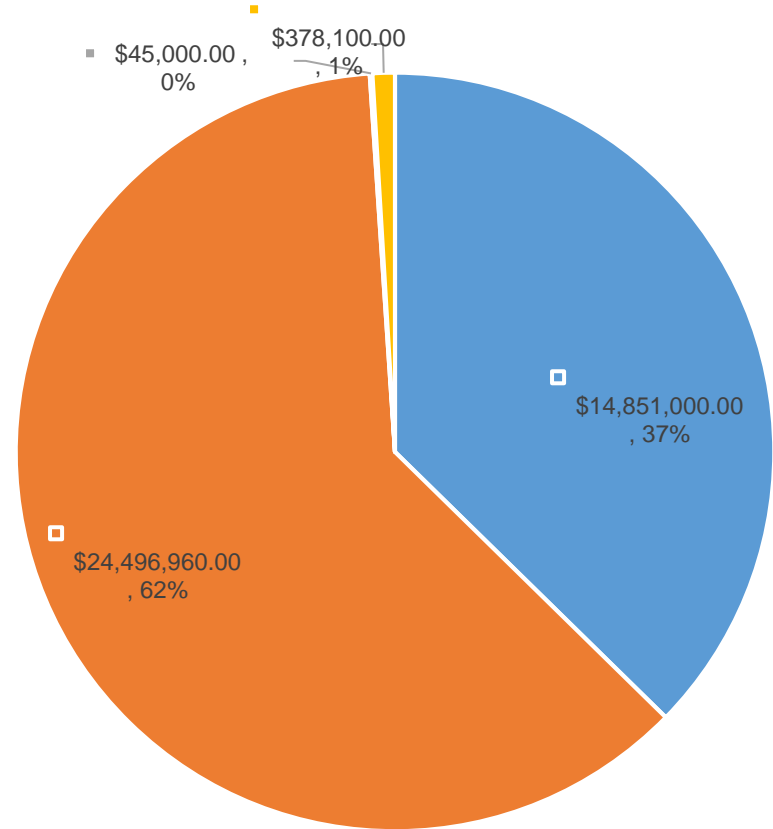
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies

2022 Actual - \$37,517,353.00



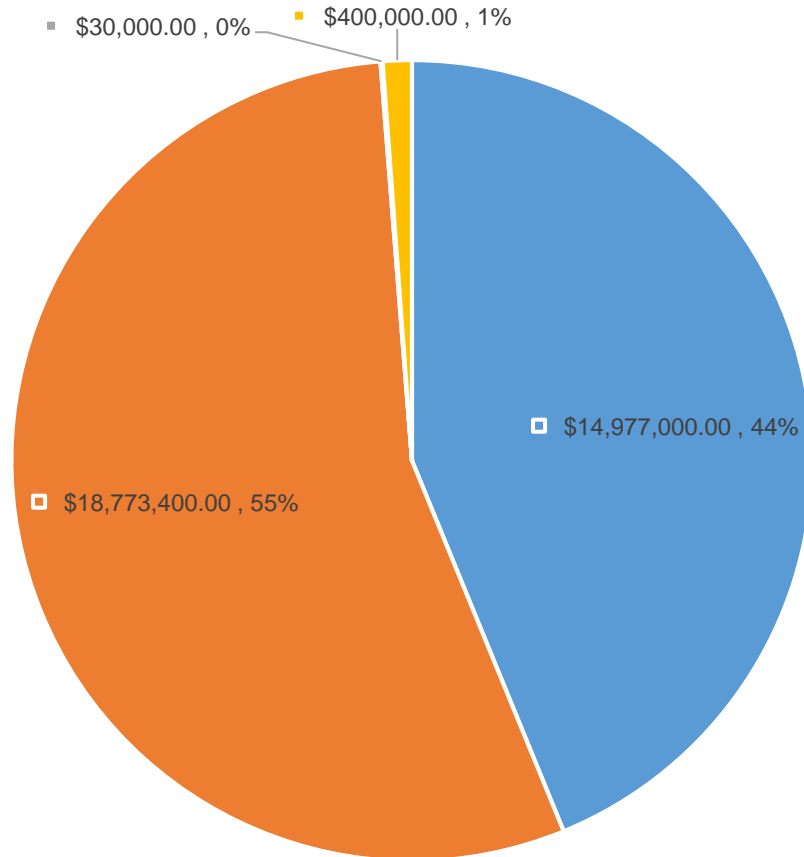
- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies

2023 Revised Estimates - \$39,771,060.00



- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies

2024 Estimates - \$34,180,400.00



■ 01 Personnel Expenditure

■ 02 Goods and Services

■ 03 Minor Equipment Purchases

■ 04 Current Transfers and Subsidies

Analysis of Summary of Expenditures¹³

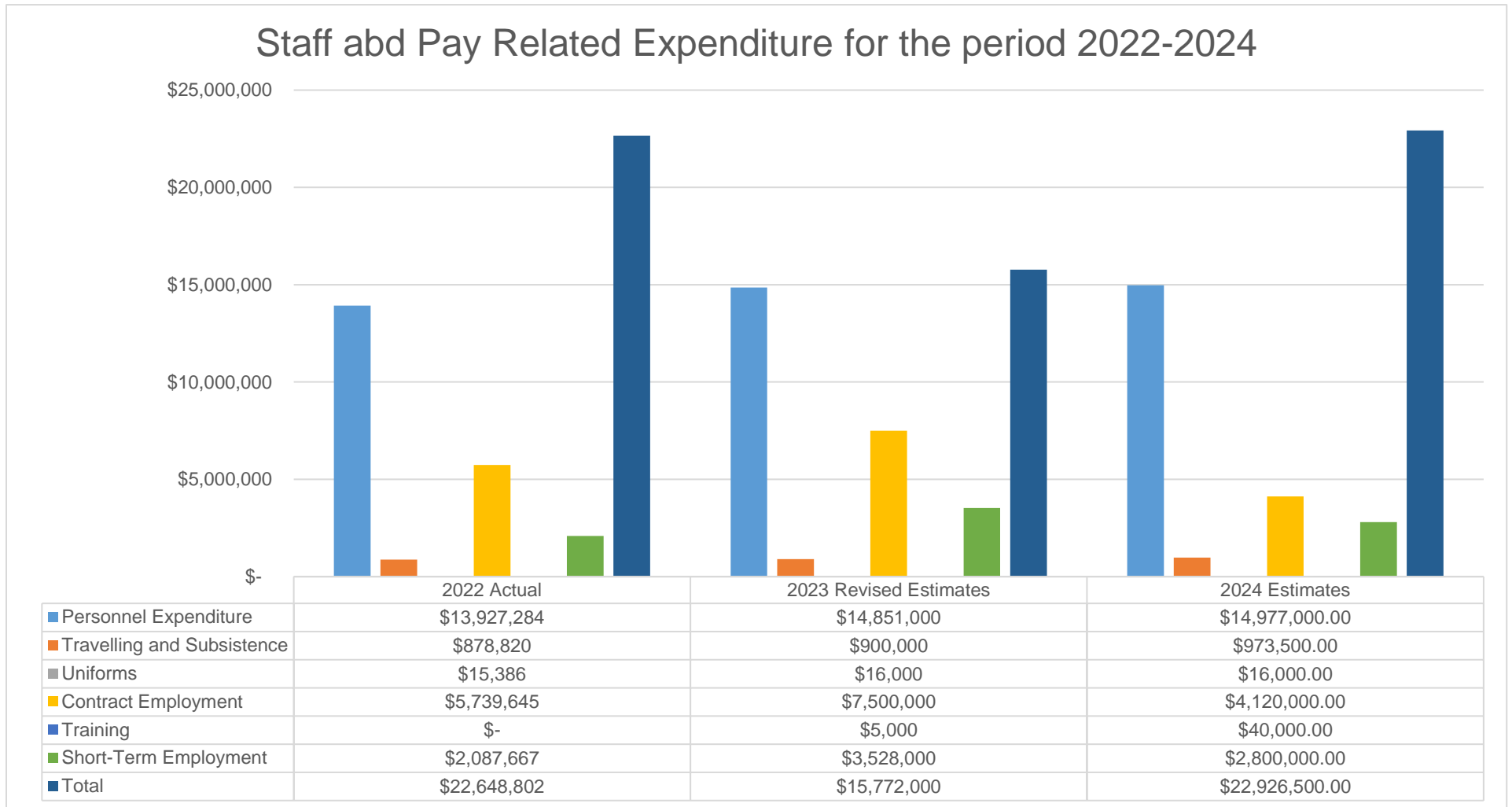
Recurrent Expenditure refers to the payments for expenses which are incurred during the day-to-day operations of the Department for personnel expenditure, goods and services, minor equipment purchases and current transfers and subsidies.

- Recurrent Expenditure for Fiscal Year 2024 is \$ **\$34,180,400.00**. This represents 0.05% of the total Recurrent Expenditure for the financial year.
- Recurrent Expenditure for Fiscal Year 2023 is **\$39,771,060 (Revised)**. Comparing this figure with Fiscal Year 2024 there was an decrease of **14%** or **\$5,590,660.00**
- **Sub-Head 02 Goods and Services** has consistently received for the largest portion of the allocation. In fiscal year 2024, it accounts for **55%** of the allocation.
- In 2024, **Sub-Head 01 Personnel Expenditure** accounted for **44%** of the Department's total recurrent allocation.
- **Sub-Head 03 Minor Equipment Purchases** has consistently received the smallest allocation between the period analysed.
- **Sub-Head 04 Current Transfers and Subsidies** received 1% of the fiscal allocation for 2024.

¹³ Draft Estimates for Details of Estimates of Recurrent Expenditure for the Financial Year 2024: accessed on October 3, 2023: <https://www.finance.gov.tt/2023/10/02/estimates-of-recurrent-expenditure-2024/>

Staff and Pay¹⁴

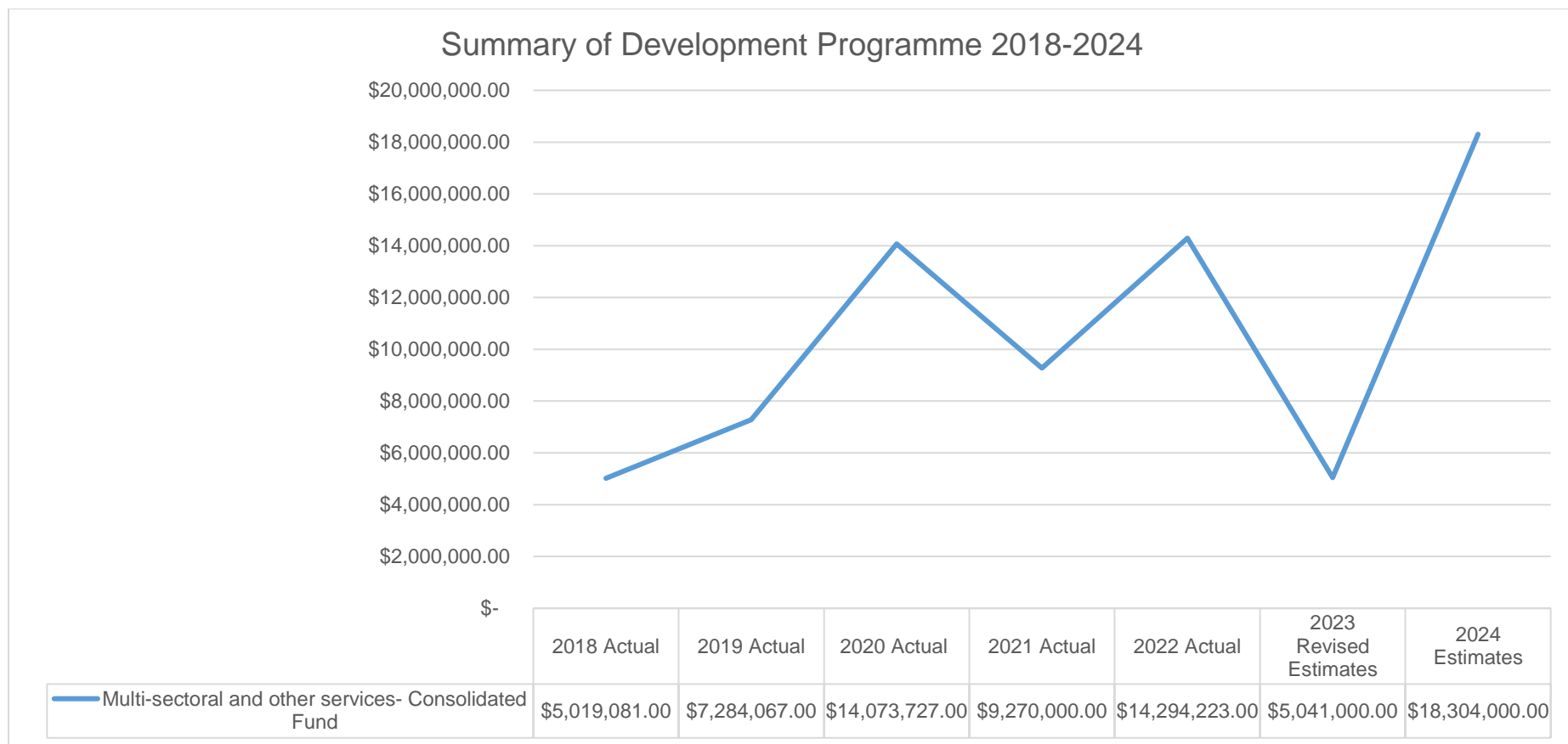
The allocation of staff expenditure for the fiscal year 2024 amounts to **\$22,926,500.00**. The following diagram provides a breakdown of expenditure related to staff and pay from 2022-2024. Comparing fiscals 2023 and 2024, there was a **45%** increase of **\$7,154,500.00**.



¹⁴ Draft Estimates for Details of Estimates of Recurrent Expenditure for the Financial Year 2024: accessed on October 3, 2023: <https://www.finance.gov.tt/2023/10/02/estimates-of-recurrent-expenditure-2024/>

Summary of Development Programme Expenditure for the period 2018-2024¹⁵

Development Programme is a capital expenditure programme aimed at improving and enhancing development in different areas of Trinidad and Tobago which includes; human resources, economic and social development. The allocation to the Personnel Department for development programmes and projects for fiscal year 2024 totalled funds disbursed directly from the Consolidated Fund = **\$18,304,000.**



¹⁵ Draft Estimates of Development Programme for the Financial Year 2024, accessed October 3, 2023: <https://www.finance.gov.tt/2023/10/02/estimates-of-development-programme-2024/>

Noteworthy Development Programme Estimates 2019-2024

The table below lists the projects that have experienced uncharacteristic variances in estimates for funding¹⁶:

Project Description		2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Revised Estimates	2024 Estimates
005-005-A036	Conduct of a Job Evaluation and Compensation Exercise for Civil Service	\$2,868,060.	\$4,538,697	-	\$8,413,220	\$1,950,000	\$9,904,000
005-06-A039	Enhancing the Research Capability of the Personnel Department	\$25,336	\$1,740,438	-	Removed		
005-06-F002	Customization and Outfitting of New Office Building	\$1,204,747	\$7,681,734	\$1,334,485	\$3,495,530	\$700,000	\$1,500,000

¹⁶ Draft Estimates of Development Programme for the Financial Year 2024, accessed October 3, 2023:
<https://www.finance.gov.tt/2023/10/02/estimates-of-development-programme-2024/>

Status of New Projects for the Financial Year 2024

The following new project received funding in the 2024 financial year¹⁷:

Project Description		2024 Estimates
005-06-A046	Conducting of a Job Evaluation/Classification Exercise in respect of the Trinidad and Tobago Police Service (TTPS)	\$1,000,000

¹⁷ Draft Estimates of Development Programme for the Financial Year 2024, accessed October 3, 2023:
<https://www.finance.gov.tt/2023/10/02/estimates-of-development-programme-2024/>

Committee Reports Related to the Personnel Department

Inquiry	Report Recommendations ¹⁸	Areas Requiring Funding or Follow-up
<p>1. <u><i>The Twenty-Fourth Report of the Committee on Public Administration and Appropriations on an Examination into the Processing of Payment of Pension and Gratuity to Retired Public Officers and Contracted Employees.</i></u> <i>July 3, 2020.</i></p>	<p><u>Issue: Backlog in the processing of gratuity for contract employees:</u></p> <ul style="list-style-type: none"> • The Ministry of Finance shall submit a progress report to the Committee on the backlog of retired contract employees who are yet to receive their gratuity by June 30, 2020; • The Personnel Department shall submit an update on the completion of the standardization and the relevant terms and conditions of all positions stated by June 30, 2020. <p><u>Issue: Determination of Increments</u></p> <ul style="list-style-type: none"> • The Chief Personnel Officer should meet with the Board of Permanent Secretaries by June 30, 2020 to provide training with the aim of clearly outlining the requirements for Circulars; • The Personnel Department should develop a brochure with Frequently Asked Questions (FAQs) for Ministries and Departments. A copy of this brochure should be submitted to the Parliament by June 30, 2020; 	<ul style="list-style-type: none"> • Status update on the payment of payment of gratuity to retired contract employees including sums payed; • Status update on the standardisation of terms and conditions for the 1,900 contract employees working without same, and an explanation of the overall effect of this on remuneration; • Whether the vacant human resource positions were filled;

¹⁸ Key Recommendations are those that may have a financial impact.

- The Personnel Department should provide an update on the following by June 30, 2020:
 - Standardisation of the remaining positions listed above inclusive of specific dates;
 - The filling of the approved positions at the Department; and
 - A progress report to the Committee on whether the core technical positions were filled inclusive of the specific dates. The report must include expected timelines to fill the vacancies (if vacancies were not filled by December 31, 2019).

General Useful Information

- Personnel Administration Division, Barbados - <http://www.padbds.com/>
- Department of Personnel and Training, India - <http://persmin.gov.in/dopt.asp>