Fourth Session of the 12th Parliament

FINANCIAL SCRUTINY UNIT
Office of the Parliament of Trinidad and Tobago

HEAD 06: SERVICE COMMISSIONS DEPARTMENT

ALLOCATION: $88,545,000.00

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

An electronic copy of this Guide can be found on the Parliament website: www.ttparliament.org

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About this Guide

This guide provides a summary of expenditure for the Service Commissions Department for the period 2018-2024. It provides the Members of Parliament and their stakeholders with an overview of the Department’s responsibilities. The primary purpose of this guide is to consolidate all of the information contained within the various Budget Documents pertaining to the Service Commissions 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 Report of the Auditor General on the Public Accounts of the Republic of Trinidad and Tobago for the financial year ended September 30, 2022.
Head 06: Service Commissions

Department Overview\(^1\)

The Public Service Commission as we know it today was preceded by the Civil Service Selection Committee and the Civil Service Staff Board which were established for the purposes of appointments, promotions, transfers and discipline in 1928 and 1936 respectively. The Public Service Commission was first constitutionally entrenched in 1959 and subsequently in the 1962 Independence Constitution and the Republican Constitution, 1976, Sections 120 and 121. The Public Service Commission has jurisdiction over the Civil, Fire and Prison Services.

The Police Service Commission and the Judicial and Legal Service Commission were established in 1960 by amendment of the Orders in Council which existed to advise the Governor on matters relating to the appointment, promotion, transfer and discipline of members of the Police Force and persons holding posts in the Public Service requiring the possession of legal qualifications respectively. They were similarly entrenched in the 1962 Constitution and in the 1976 Republican Constitution – the Police Service Commission under Sections 122 and 123 and the Judicial and Legal Service Commission under Sections 110 and 111.

In recent times the Constitution (Amendment) Act, 2006, (Act No. 6), has repealed Section 123 of the Constitution to limit (and expand) the powers of the Police Service Commission relative to persons holding or acting in the offices of Commissioner and Deputy Commissioner of Police only and to also hear appeals against the decision of the Commissioner of Police with respect to discipline and promotions. The Teaching Service Commission was established in 1968, also by an amendment of the Constitution, to deal with the recruitment, promotion, transfer and the discipline of members of the Teaching Service.

**Ideology behind the Establishment of the Service Commissions**

The 1962 and 1976 Constitutions sought to insulate the various Services from political influence exercised directly upon then by the Government of the day. To guarantee that status of the respective Services, legal and procedural safeguards were put in place making the Service Commissions fully autonomous and vesting in them, to the exclusion of any either person or authority, the power to make appointments to the relevant Service, promotions and transfers within the Service and power to remove and exercise disciplinary control over the members thereof. Further, the Service Commissions are precluded by the Constitution from forming any part of the Service of the State (Section 3) (4) (b) (iii) of the Constitution of the Republic of Trinidad and Tobago).

By the entrenchment of the Commissions the framers of the Constitution had the objective therefore of establishing non-political bodies in high public regard with a view to maintaining a neutral Public Service operating by the merit principle and free from the undesirable effects of discrimination, nepotism and injustice.
Functions of the Service Commissions

The Service Commissions provide the following functions as enshrined in the Constitution:

**Appointments:** - The Commissions in making appointments to the Services under their jurisdiction ensure that the persons being appointed satisfy the pre-requisites of integrity, skill, ability, training and experience and any other criteria laid down in their Regulations. Appointments are made without discrimination, prejudice or political influence of any kind. For the Commissions, fairness and equality of opportunity is the right of every citizen.

**Promotions:** - The Commissions are guided by the principles and criteria laid down in their Regulations. Training, experience, merit and ability and relative seniority of all eligible officers are among the criteria considered, along with relevant promotion examinations such as are held for entry into the administrative class or Prisons and Fire Services.

**Transfers:** - The Commissions have set out specific regulations to guide the process of transfers within their Services. If transfers are to be made from one Service to another, the respective Service Commissions must consult each other before the transfer can be done.

**Exercise Disciplinary Control:** - Disciplinary proceedings against officers in the Services (other than the office of Judge in the Judicial and Legal Service) are governed by the respective Regulations. The role of the Commissions in disciplinary matters is that of an independent and impartial body that receives complaints or allegations of misconduct which have contravened any relevant Codes of Conduct set down by the Employer or which are in breach of any implied terms and conditions of the particular Service.²

Vision
A team of human resource specialists committed to excellence in service and meeting customer needs through timely and quality services.

Mission
To revolutionize SCD processes and services by leveraging technology to provide robust advisory services to our clients, support the Commission's monitoring and policy responsibilities and to do so through our core values.

Core Values
- Integrity
- Fairness
- Confidentiality
- Innovation
- Agility
- Professionalism
- Results Driven
- Appreciation
- Accountability

Executive Management

Director of Personnel Administration: Mr. Corey Harrison

Deputy Director of Personnel Administration (Ag.): Mrs. Helen Warner

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Deputy Director of Personnel Administration (Ag.): Mr. Martel Waldron

Executive Director, HRM Public Service Commission (Ag): Mrs. Caminee Baboolal

Executive Director, HRM Judicial and Legal Service Commission: Ms. Anisha Ramadhar

Executive Director, HRM Police Service Commission (Ag): Ms. Dale Brizan

Executive Director, HRM Teaching Service Commission (Ag): Ms. Farya Mohammed-Basdaye
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 Subsides/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

<table>
<thead>
<tr>
<th>Head</th>
<th>Ministry/Department</th>
<th>2022 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>06</td>
<td>Service Commissions</td>
<td>686,653.85</td>
</tr>
</tbody>
</table>

Commitments

3.16 Commitments are recorded in the vote books of Ministries and Departments to record future payment obligations and to reserve funds to meet such payment obligations during the financial year. Therefore, in a financial year uncommitted balances of budgeted funds are available to meet expenditures that are supported by invoices.

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start of a new financial year, commitments recorded in the previous financial year that remained unpaid are brought forward in the vote books.

3.17 Comptroller of Accounts Circular No. 15 dated July 27, 2022 required ministries and departments to present in the Notes to the accounts at Note 21(i) of the Appropriation Accounts a statement showing total outstanding commitments in respect of each sub-head of expenditure as at September 30, 2022. Presented below in Table 3.4 are the commitments recorded by Ministries and Departments at Note 21(i) of their Appropriation Accounts.

Table 3.4 Commitments as per Note 21(i)

<table>
<thead>
<tr>
<th>Head</th>
<th>Ministry/Department</th>
<th>Commitments as per Note 21(i) ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>06</td>
<td>Service Commissions</td>
<td>3,828.00</td>
</tr>
</tbody>
</table>
Key Statement from 2022 Standing Finance Committee Debate

During the reading of the Appropriation (Financial Year 2023) Bill, 2022, the following statements were made in relation to the emphasis of the Service Commissions Department:

“The Service Commissions Department, the Secretariat for the four constitutionally enshrined Service Commissions provides administrative and technical advisory services to enable the Commissioners to carry out their constitutional functions. The plans for all the Commissions for fiscal 2023 include:

- The further filling of key positions across the public service;
- Enacting policy change through the revision of the regulations;
- Increasing operational efficiency;
- Continued stakeholder engagement; and
- Ensuring discipline in the public service.

The Service Commissions Department is pivotal in ensuring that the Commission succeed in achieving their mandates and is seeking to establish a revamped organization that is better structured to meet the expanding needs of the public service, anchored on a digital platform.

The Service Commissions Department, through the pillars of technology, people, processes and structure has crafted initiatives to ensure success. In July 2022, it launched an electronic document management system project. Approximately $3 million have been spent on

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the project for the financial year 2022. The SCD’s evolution to a paperless organization is one that incorporates data analytics in making decisions and reengineered processes operations that will ensure there is a better public service.

The deployment of this system will accelerate the internal processes of the SCD by a faster dissemination and routing of correspondence within the SCD to and from other Ministries and Departments. It will facilitate greater tracking of matters from initiation to resolution. Also, utilizing formulated workflows will aid in enforcing compliance with internal business processes as well as tracking key performance indicators. In the near future, this system will enable the potential for further efficiency via data — sorry, digital data submission, bypassing paper forms and greatly accelerating the capture and processing of matters. It will also enable the creation of specialized portals for agencies, stakeholders and public servants to submit and track matters directly improving efficiency through data recovery in the event of natural disasters.

The department has also reviewed its current structure to ensure more agility and greater efficiency, aligning the use of technology and future states to ensure that the new structure will assist the Commissions to effectively achieve their mandate. This should be finalized by the end of the year. Training and development and succession planning have been at the forefront of the department’s strategy and developing its human resource.”

- Minister of Public Administration

 Sen. the Hon. Allyson West
Supplementation of Appropriation for the fiscal year 2023

During fiscal 2023, it was necessary to have a Supplementation of Appropriation of resources to fund urgent and critical Recurrent and Capital Expenditure in areas where insufficient or no allocation was provided. The source of these additional funds was the Consolidated Fund. The Service Commissions requested and was granted the following supplementations:

Recurrent Expenditure - $3,566,000.00
02/001/22 – Short Term Employment - $865,000
The sum is required to facilitate the payment of salaries to persons employed in the Police Service Commission Secretariat whose contracts are pending renewal and therefore they are being paid under Short Term Employment for the period May to September 30, 2023.

02/001/23 – Fees - $1,468,000
This sum is required to facilitate the cost of the Oracle Software Licenses for IHRIS, retain the services of examiners and markers for entrance and promotional examinations and to retain the services of Attorneys to September 30, 2023.

02/001/28 – Other Contracted Services - $158,000
Funding is required to supplement the allocation to meet the cost of cable services, maintenance and sanitization contracts

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and wireless data link services to September 30, 2023.

02/001/43 – Security Services - $400,000
The sum is required to meet the cost of security services at Cipriani Plaza for the months of August and September 2023.

04/007/40 – Gratuities to Contract Officers - $675,000
This sum is needed to facilitate the payment of gratuities to contract officers whose contracts expired in 2022 and those that will expire in 2023.
The Department’s total allocation as a percentage of the National Budget for the period 2018-2024

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Allocation</th>
<th>National Budget</th>
<th>Percentage of National Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$80,257,422</td>
<td>$54,211,726,813</td>
<td>0.15%</td>
</tr>
<tr>
<td>2019</td>
<td>$75,503,671</td>
<td>$54,581,467,181</td>
<td>0.14%</td>
</tr>
<tr>
<td>2020</td>
<td>$79,517,166</td>
<td>$57,388,076,726</td>
<td>0.14%</td>
</tr>
<tr>
<td>2021</td>
<td>$73,774,887</td>
<td>$56,498,472,820</td>
<td>0.13%</td>
</tr>
<tr>
<td>2022</td>
<td>$87,024,581</td>
<td>$58,974,346,470</td>
<td>0.15%</td>
</tr>
<tr>
<td>2023</td>
<td>$80,923,000</td>
<td>$67,063,358,456</td>
<td>0.12%</td>
</tr>
<tr>
<td>2024</td>
<td>$88,545,000</td>
<td>$68,384,229,740</td>
<td>0.13%</td>
</tr>
</tbody>
</table>

- Total allocation for the Department as a percentage of the National Budget maintained a range between 0.12% to 0.15% during the period 2018 to 2024.

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

8 Total Allocation for the Service Commissions Department = Recurrent Expenditure + Consolidated Fund.

9 The National Budget = Total Recurrent Expenditure + Total Development Programme Consolidated Fund.
Where the Department spends its Money

2024 Estimates of Expenditure

The budget allocation of $88,545,000 for the Service Commission is comprised of:

- The Draft Estimates of Recurrent Expenditure in the sum of $84,545,000\(^\text{10}\); and
- The Draft Estimates of Development Programme in the sum of $4,000,000\(^\text{11}\);
  - Consolidated Fund in the sum of $4,000,000.

The Estimates of Recurrent Expenditure include:

- Personnel Expenditure - $48,572,710;
- Goods and Services - $35,548,630;
- Minor Equipment Purchases - $30,000; and
- Current Transfers and Subsidies-$393,660.

Percentage Allocation of the Service Commissions is as follows:

- Recurrent Expenditure as a percentage of the total Recurrent Expenditure budget is 0.13%; and
- Consolidated Fund allocation as a percentage of the total Consolidated Fund allocation is 0.12%.


Summary of Recurrent Expenditure for the period 2018-2024\(^\text{12}\)

![Summary of Recurrent Expenditure 2018-2024](chart)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>01 Personnel Expenditure</strong></td>
<td>$42,937,511.00</td>
<td>$44,693,679.00</td>
<td>$45,230,268.00</td>
<td>$45,381,601.00</td>
<td>$46,396,209.00</td>
<td>$46,401,000.00</td>
<td>$48,572,710.00</td>
</tr>
<tr>
<td><strong>02 Goods and Services</strong></td>
<td>$34,872,607.00</td>
<td>$29,314,882.00</td>
<td>$32,458,261.00</td>
<td>$28,255,869.00</td>
<td>$37,131,971.00</td>
<td>$30,847,000.00</td>
<td>$35,548,630.00</td>
</tr>
<tr>
<td><strong>03 Minor Equipment Purchases</strong></td>
<td>$256,379.00</td>
<td>$42,438.00</td>
<td>$55,809.00</td>
<td>$40,317.00</td>
<td>$33,939.00</td>
<td>$-</td>
<td>$30,000.00</td>
</tr>
<tr>
<td><strong>04 Current Transfers and Subsidies</strong></td>
<td>$-</td>
<td>$-</td>
<td>$171,609.00</td>
<td>$97,100.00</td>
<td>$686,654.00</td>
<td>$1,175,000.00</td>
<td>$393,660.00</td>
</tr>
</tbody>
</table>

Analysis of Recurrent Expenditure

Recurrent Expenditure refers to the payments for expenses that 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 $84,545,000. This represents 0.13% of the total Recurrent Expenditure for the financial year 2024.

- For the fiscal 2024, the largest portion of the allocation has gone to Sub-Head 01 Personnel Expenditure. This figure has fallen within a similar range over the period 2018-2024, accounting for approximately 57.5% of total recurrent funding for the Department for fiscal year 2024 for the day-to-day operations of the Department.

- Minor Equipment Purchases received the lowest percentage of the allocation for the period 2018 to 2024.

- Sub-Head 02 Goods and Services received the second largest portion of the allocation and has been fluctuating over the period 2018-2024. Comparing fiscal year 2023 revised estimate of $30,847,000 to fiscal year 2024 estimate of $35,548,630, the allocation increased by $4,701,630 or 13.2%.

- The actual/estimated expenditure has fluctuated over the seven (7) year period from a low of $70,074,458.00 in the fiscal year 2018 to a high of $84,545,000 in the fiscal year 2024.
2020 Actual - $77,915,947.00

- 01 Personnel Expenditure: $32,458,261.00 (42%)
- 02 Goods and Services: $45,381,601.00 (58%)
- 03 Minor Equipment Purchases: $55,809.00 (0%)
- 04 Current Transfers and Subsidies: $171,609.00 (0%)

2021 Actual - $73,774,887

- 01 Personnel Expenditure: $28,255,869.00 (38%)
- 02 Goods and Services: $40,317.00 (0%)
- 03 Minor Equipment Purchases: $97,100.00 (0%)
- 04 Current Transfers and Subsidies: $45,381,601.00 (62%)
2024 Estimates - $84,545,000

- $48,572,710.00
- $35,548,630.00
- $30,000.00
- $393,660.00

- 01 Personnel Expenditure
- 02 Goods and Services
- 03 Minor Equipment Purchases
- 04 Current Transfers and Subsidies
The allocation of staff expenditure for the fiscal year 2024 is $54,430,710. The following chart provides a breakdown of all expenditure related to staff from 2022-2024.

<table>
<thead>
<tr>
<th></th>
<th>Personnel Expenditure</th>
<th>Uniforms</th>
<th>Travelling and Subsistence</th>
<th>Contract Employment</th>
<th>Training</th>
<th>Short-Term Employment</th>
<th>Employees Assistance Programme</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022 Actual</td>
<td>$46,396,209.00</td>
<td>$56,455.00</td>
<td>$1,946,099.00</td>
<td>$2,205,100.00</td>
<td>$-</td>
<td>$1,569,512.00</td>
<td>$-</td>
<td>$52,173,375.00</td>
</tr>
<tr>
<td>2023 Revised</td>
<td>$46,401,000.00</td>
<td>$31,000.00</td>
<td>$1,800,000.00</td>
<td>$2,000,000.00</td>
<td>$296,000.00</td>
<td>$1,600,000.00</td>
<td>$-</td>
<td>$52,128,000.00</td>
</tr>
<tr>
<td>2024 Estimates</td>
<td>$48,572,710.00</td>
<td>$43,000.00</td>
<td>$2,000,000.00</td>
<td>$2,000,000.00</td>
<td>$200,000.00</td>
<td>$1,600,000.00</td>
<td>$15,000.00</td>
<td>$54,430,710.00</td>
</tr>
</tbody>
</table>
Summary of Development Programme Expenditure for the period 2018-2024

The Development Programme is capital expenditure 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 Service Commissions Department for development programmes and projects for fiscal year 2024 is $4,000,000.00. These funds are presented as the following:

- Funds disbursed directly from the Consolidated Fund in the sum of $4,000,000.00 and represent 100% of the total development programme allocation to the Department.

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Summary of Development Programme Expenditure for the period 2018-2024

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>005 Multi-Sectoral and Other Services - Consolidated Fund</td>
<td>$2,205,048.00</td>
<td>$2,190,925.00</td>
<td>$1,452,072.00</td>
<td>$1,601,219.00</td>
<td>$-</td>
<td>$2,775,808.00</td>
<td>$2,500,000.00</td>
<td>$4,000,000.00</td>
</tr>
</tbody>
</table>
Major Programmes and Development for the Period 2020-2024\textsuperscript{15}

The following table shows a list of the significant expenditure items assigned under the Development Programme:

<table>
<thead>
<tr>
<th>Development Programme 2023</th>
<th>PROJECTS</th>
<th>2020 Actual</th>
<th>2021 Actual</th>
<th>2022 Actual</th>
<th>2023 Revised Estimates</th>
<th>2024 Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>CF-09-005-06-A-006</td>
<td>Implementation of an Electronic Document Management System\textsuperscript{16}</td>
<td>$1,601,219</td>
<td>-</td>
<td>$2,775,808</td>
<td>$2,500,000</td>
<td>$4,000,000</td>
</tr>
</tbody>
</table>


\textsuperscript{16} This initiative was one of the projects under the Digital Government Programme.
General Useful Information

Kerala, India Public Service Commission - http://www.keralapsc.gov.in/

