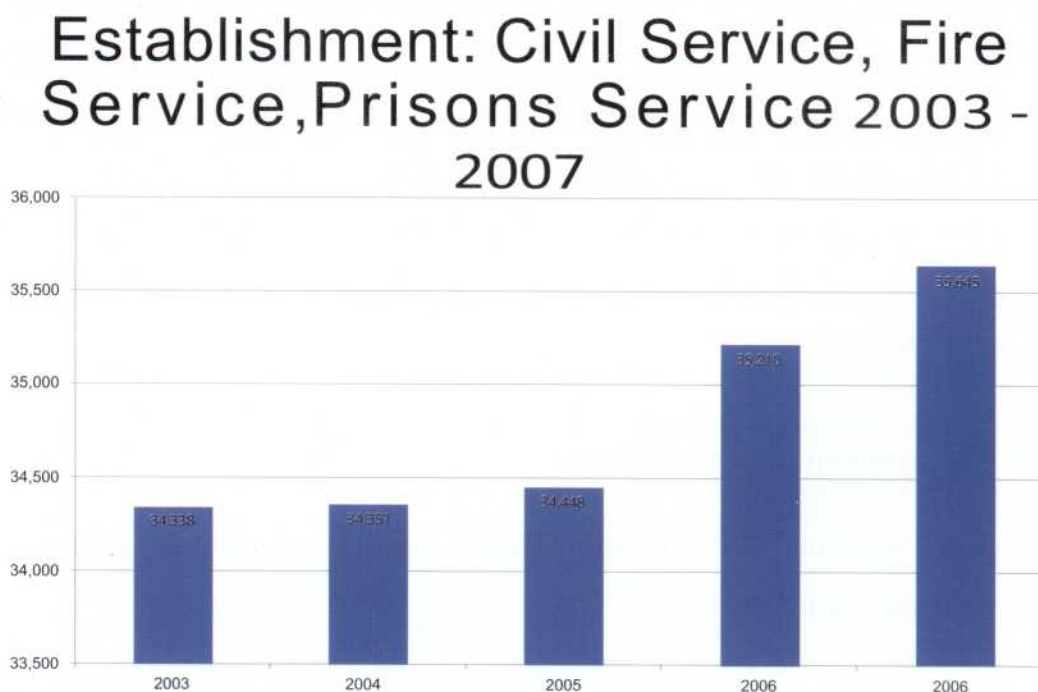


It is to be noted that the above figures indicate offices on the establishment. However, this figure does not reflect the number of officers employed against these offices since several temporary appointments can be made against one position.

Figure 1 depicts details of the Public Service Establishment over the period 2003 – 2007.

**FIGURE I – ESTABLISHMENT: CIVIL SERVICE, FIRE SERVICE, PRISONS SERVICE 2003-2007**



*Source: Annual Estimates of Expenditure 2003-2007*

## **5.0 METHOD OF FUNCTIONING**

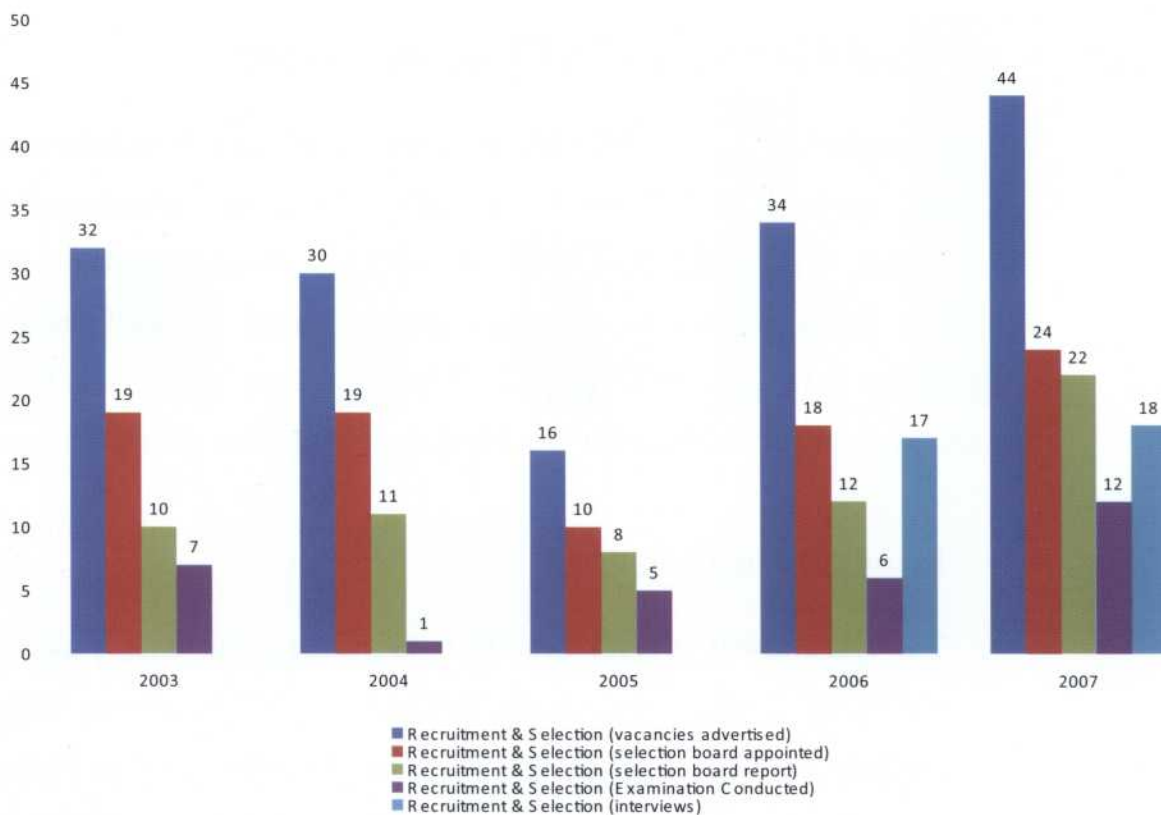
The Commission conducts its work at weekly meetings or through special meetings as required using a number of mechanisms which comprise:

- deliberating on relevant Human Resource matters submitted through the Service Commissions Department in the form of Notes;
- identifying, formulating and considering various matters of policy;

During the year 2007, forty-four (44) vacancies were advertised<sup>2</sup>, twelve (12) examinations were held, eighteen (18) interviews were conducted, twenty-four (24) Selection Boards were appointed, twenty-two (22) reports from these Boards were accepted by the Commission; two (2) reports were pending.

Figure 2 depicts details of recruitment and selection indicators for the years 2003 – 2007.

**FIGURE 2 RECRUITMENT AND SELECTION 2003 – 2007**



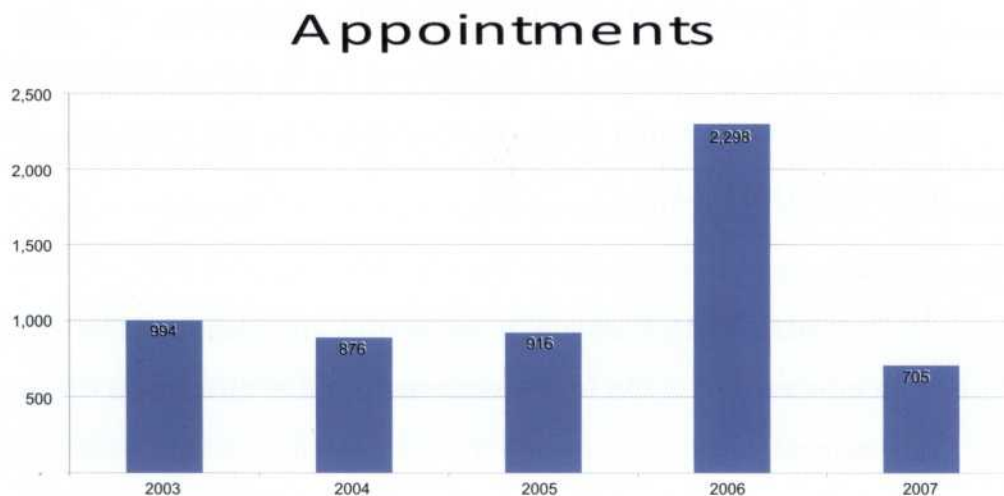
<sup>2</sup> The Director shall, from time to time by circular memorandum or by publication in the Gazette, give notice of vacancies which exist in the particular service and any officer may make application for appointment to any such vacancy. Such application shall be forwarded through the appropriate Permanent Secretary or Head of Department to the Director, but the failure to apply shall not prejudice the consideration of the claims of all eligible public officers. (Regulation No. 13 (4) of the Public Service Commission Regulations)

## 6.2 Permanent Appointments

For the year 2007, 438 permanent appointments were made in vacant offices.

Figure 3 gives details of appointment indicators for the years 2003 to 2007. The apparent under-performance in 2007 results from the Commission's insistence on the receipt of up-to-date Performance Appraisal Reports prior to making such appointments. This was communicated to the Permanent Secretaries and Heads of Departments in Circular No. 6 of 2005 (see **Appendix I**).

**FIGURE 3 PERMANENT APPOINTMENTS 2003-2007**

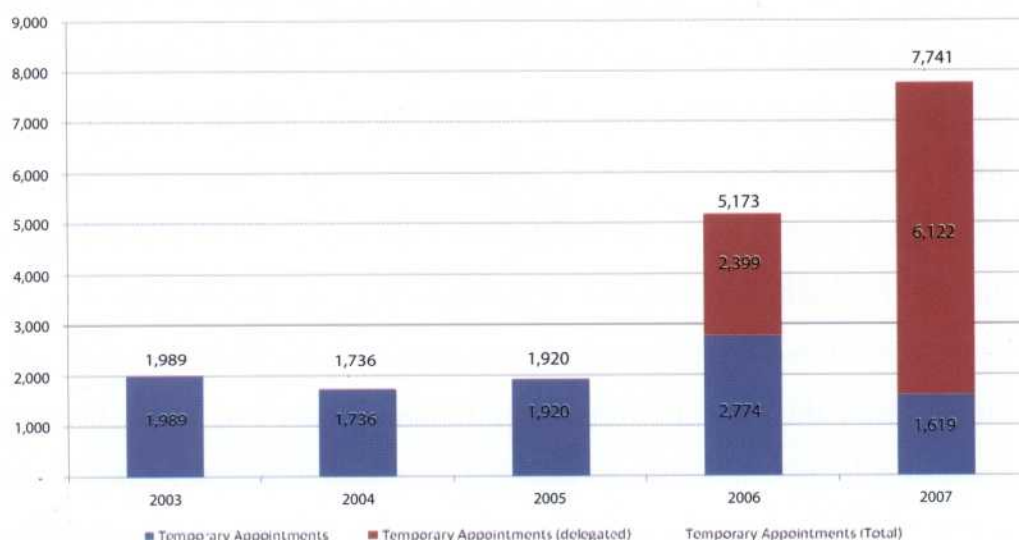


There was an increase of 4.3% in the number of appointments made in the Civil Service by the Public Service Commission during the year 2007 as compared to the year 2006 as indicated by the following statistics for the Civil, Fire and Prisons Services:-

Public Service Commission now makes only the first temporary appointments and Permanent Secretaries and Heads of Departments are authorised to make subsequent temporary appointments under such Delegated Authority.

Figure 4 gives details of the quantum of temporary appointments. The impact of the Delegation of Powers (Amendment) Order, 2006, Legal Notice No. 105 dated 24<sup>th</sup> May, 2006 is immediately seen.

**FIGURE 4 TEMPORARY APPOINTMENTS 2003-2007**



#### 6.4 Acting appointments

In June 2006 the Commission delegated authority for acting appointments. This delegation was not retroactive and the Commission began to receive recommendations from Permanent Secretaries and Heads of Departments for acting appointments predating June 2006.

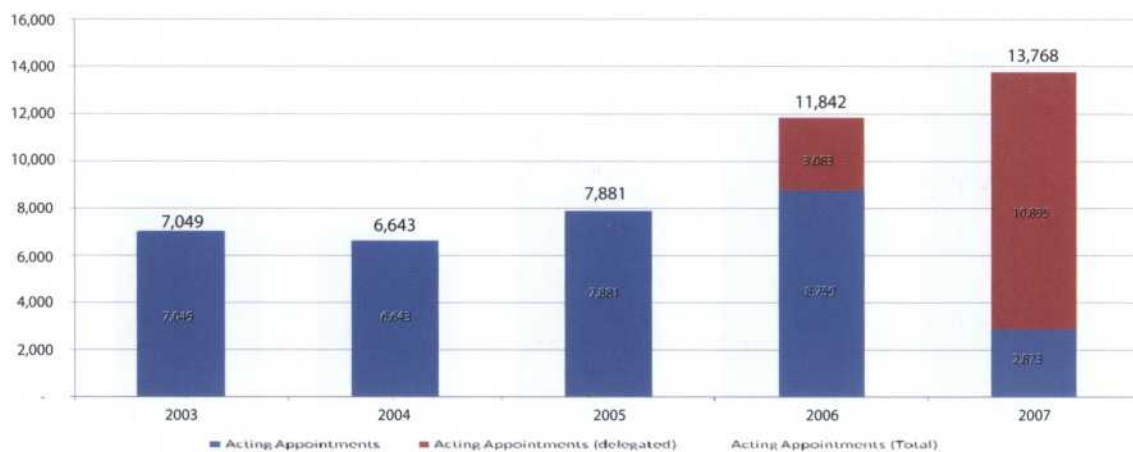
Training of staff in various Human Resource Units of Ministries/Departments continued in 2007 to ensure compliance with the delegated authority and the relevant Regulations.

13,768 acting appointments were made in 2007. Of these 10,895 were made under delegated authority. This resulted in public officers receiving compensation for their appointments in a more timely manner, and again demonstrating some positive outcomes of the delegation to the Permanent Secretaries and Heads of Departments.

Figure 5 depicts acting appointments made over the period 2003 – 2007 as well as acting appointments made under delegated authority for the years 2006 and 2007.

The Public Service Commission continues to press for the filling of vacancies in accordance with its own Regulations in order to reduce the requirement to make long term acting appointments.

**FIGURE 5 ACTING APPOINTMENTS 2003-2007**





## 6.5 Promotions

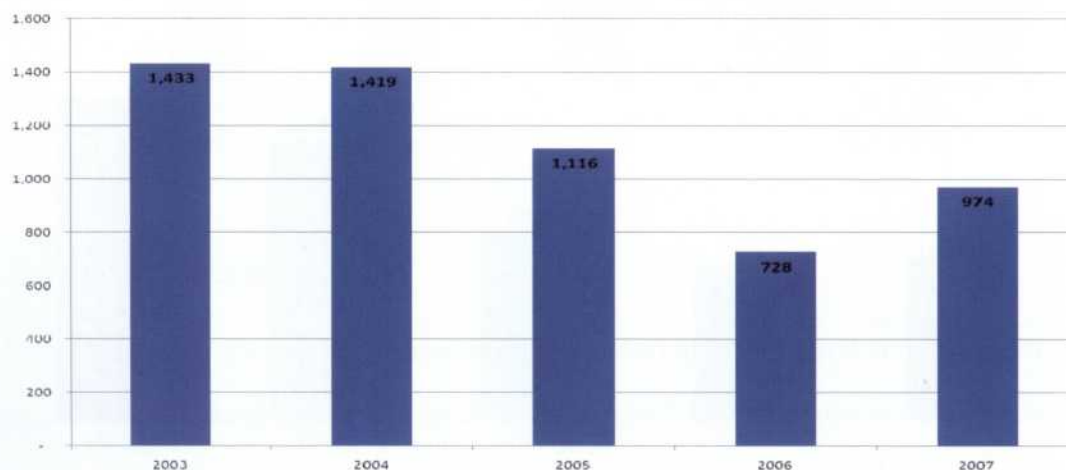
Promotions are made by the Public Service Commission on the basis of recommendations from Permanent Secretaries and satisfactory performance appraisal reports. The tardy submission of performance appraisal reports by Permanent Secretaries continues to hinder the Public Service Commission in making timely promotions.

In accordance with the provisions of sub-sections (3) to (5) of Section 121 of the Constitution, the Commission consulted the Prime Minister in respect of 302 matters. In all these instances, there was no objection from the Prime Minister.

974 promotions were made in 2007; such promotions were made strictly on the basis of Circular No 6 of 2005 (see **Appendix I**).

Figure 6 depicts details of promotion indicators for the years 2003 to 2007.

**FIGURE 6 PROMOTIONS 2003-2007**

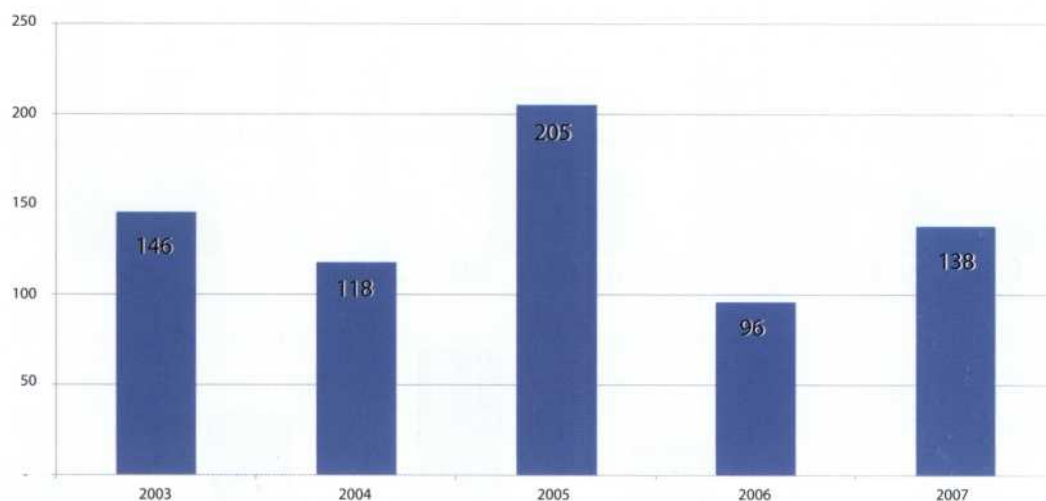


## 6.6 Transfers

There continues to be numerous requests from public officers for transfer to locations nearer to their place of residence. The main reason cited for such requests was the challenge of the daily commute. Opportunities for such transfers are severely limited given the concentration of Ministries and Departments in Port of Spain. Permanent Secretaries and Heads of Departments have delegated powers to transfer officers within their Ministries. Transfers are made by the Public Service Commission from one Ministry to another where vacancies exist or between Ministries when two officers of the same rank in different Ministries indicate in writing that they wish to be transferred and their Permanent Secretaries have no objection to their release.

138 such transfers were made by the Public Service Commission in 2007. Figure 7 depicts details of transfers made during the period 2003 – 2007.

**FIGURE 7 TRANSFERS 2003-2007**

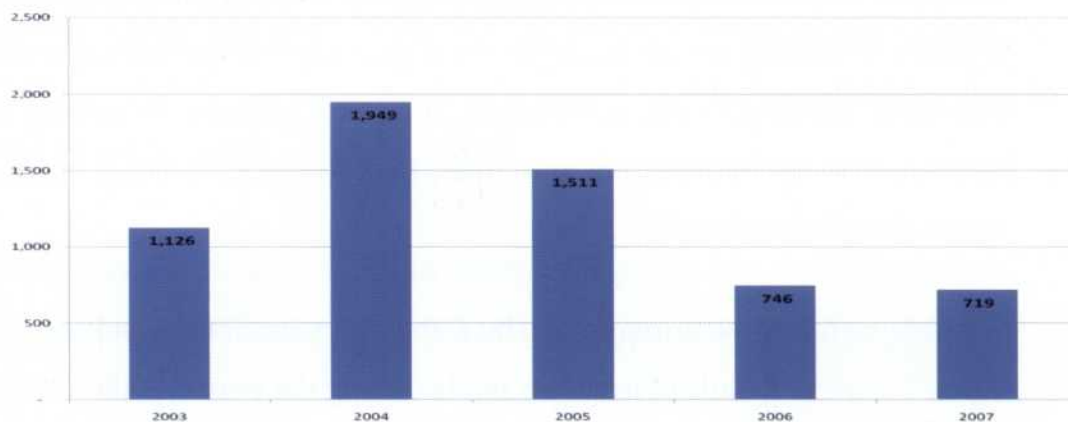


## 6.7 Confirmation of Appointments

For the year 2007, 719 appointments of officers were confirmed following the receipt of medical reports where required and the receipt of satisfactory performance appraisal reports.

Figure 8 depicts details of confirmation made during the period 2003 – 2007.

**FIGURE 8 CONFIRMATION OF APPOINTMENT 2003-2007**

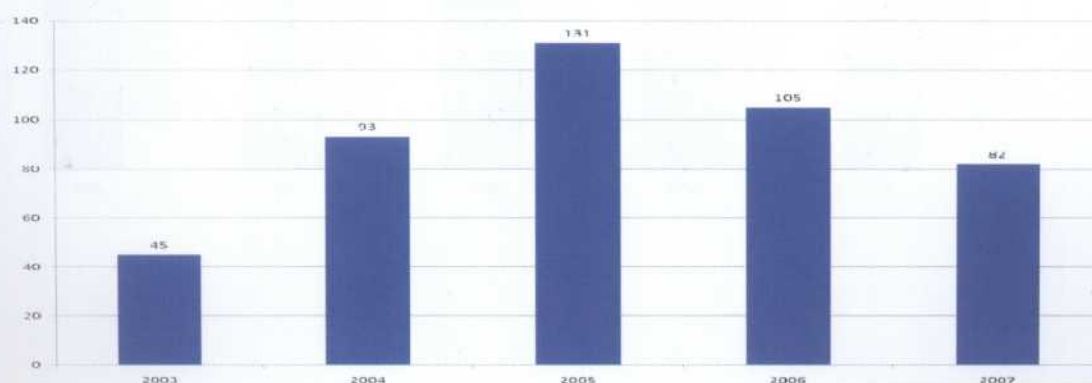


## 6.8 Secondment

82 officers were released from the Public Service on secondment to other agencies.

Figure 9 depicts indicators of release on secondment during the period 2003 to 2007.

**FIGURE 9 RELEASE ON SECONDMENT 2003 - 2007**



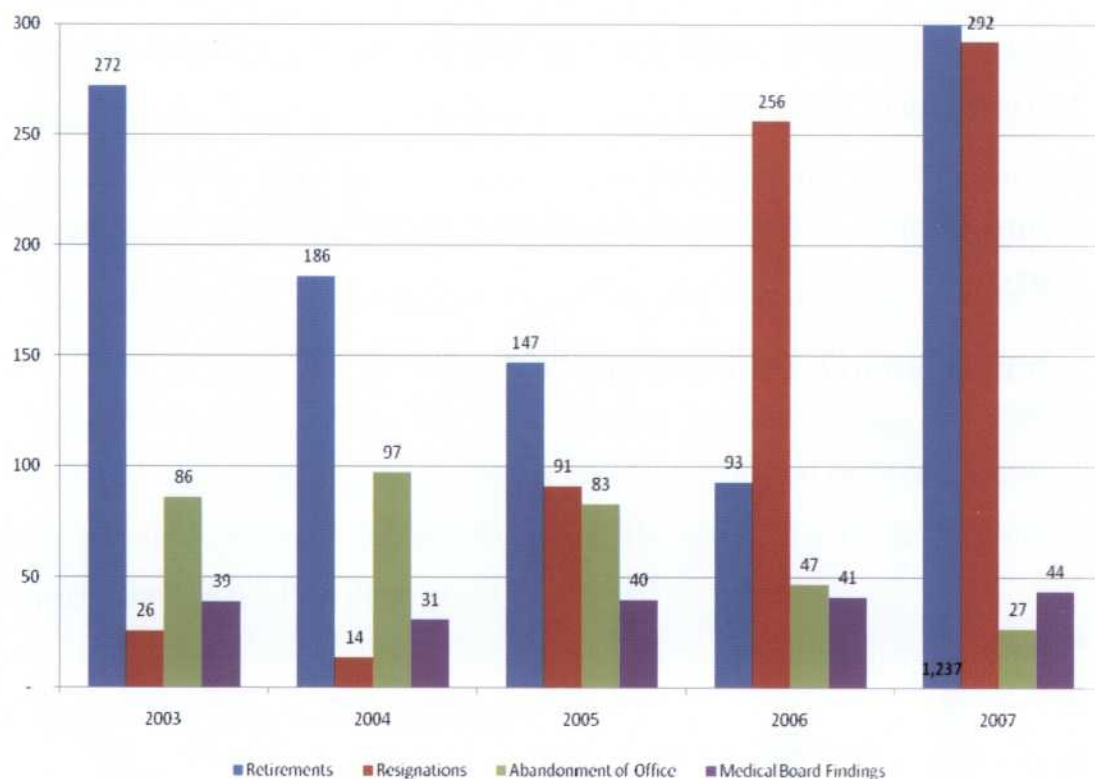


## 6.9 Separation from the Public Service

In 2007, 1237 officers retired, 292 officers resigned and 27 officers were declared to have resigned their offices. The appointment of 44 officers was terminated based on Medical Board findings.

Figure 10 gives indicators of separation from the Public Service during the period 2003 to 2007.

**FIGURE 10 RETIREMENTS, RESIGNATIONS, ABANDONMENT OF OFFICE, MEDICAL BOARD FINDINGS 2003 - 2007**



## 7.0 EXERCISE OF DISCIPLINARY CONTROL

The Commission appointed 18 tribunals in 2007.

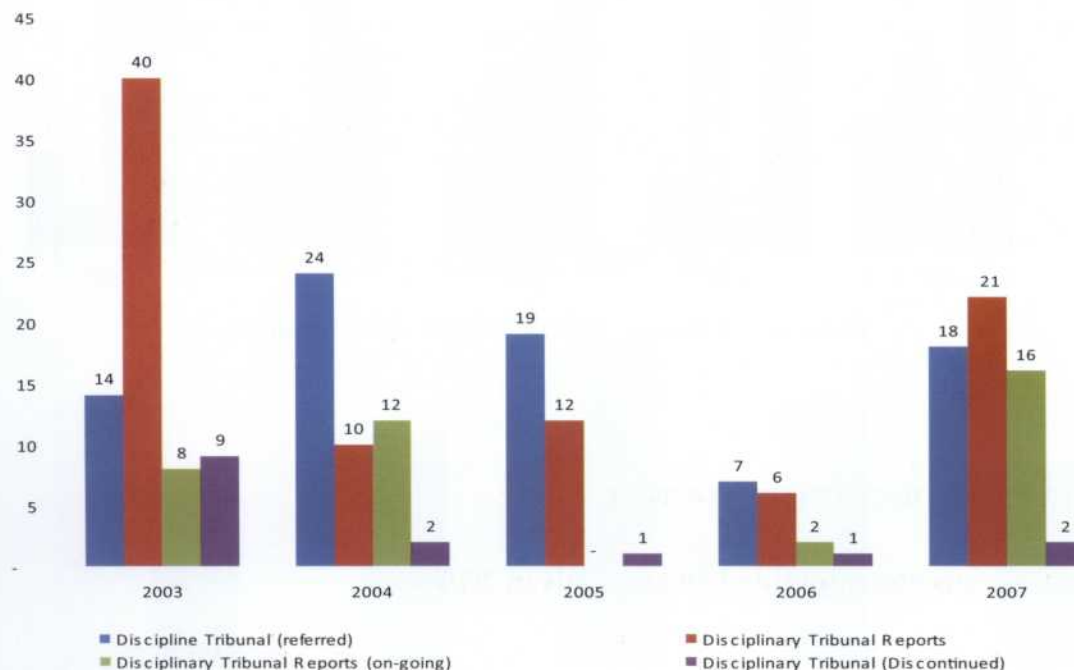
Twenty-one (21) matters were concluded before Disciplinary Tribunals in 2007 as indicated hereunder:

- ? officers were exonerated in eight (8) matters because of insufficient evidence;
- ? two (2) matters were dismissed for want of prosecution;
- ? no further action was taken in four matters because the witnesses refused to give evidence; and
- ? seven officers were found guilty and penalties were imposed.

As at the end of 2007, sixteen (16) disciplinary matters were still being pursued by Disciplinary Tribunals.

Figure 11 gives indicators of disciplinary tribunals during the period 2003 to 2007.

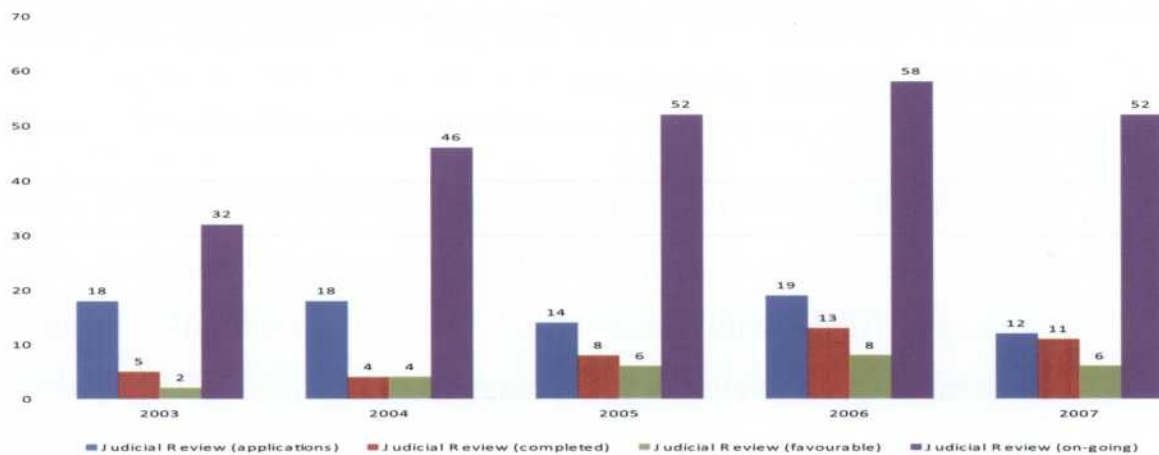
**FIGURE 11 DISCIPLINARY TRIBUNALS 2003 - 2007**



claimant's favour. Details of their determination are set out at **Appendix II.**

Figure 12 gives indicators of Judicial Review during the period 2003 to 2007.

**FIGURE 12 JUDICIAL REVIEW 2003-2007**

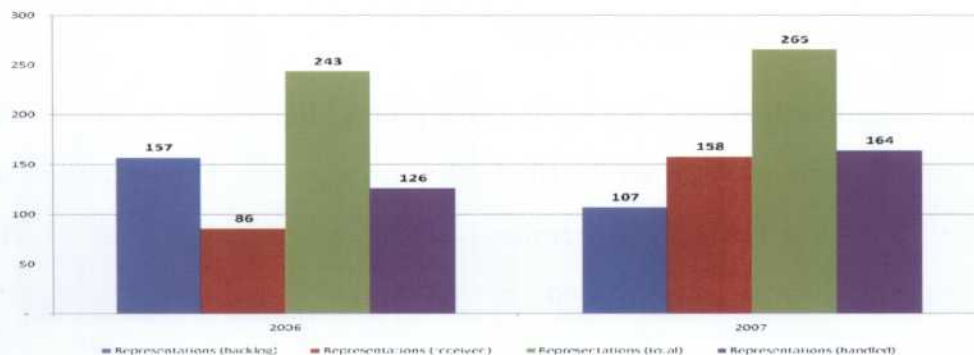


### 7.3 Representations

The Commission makes its decisions on the basis of transparency and fairness utilising the information available to it and in accordance with the Regulations which govern its functioning.

Figure 13 displays graphically the out turn for the years 2006 and 2007.

**FIGURE 13 REPRESENTATIONS 2003 -2007**

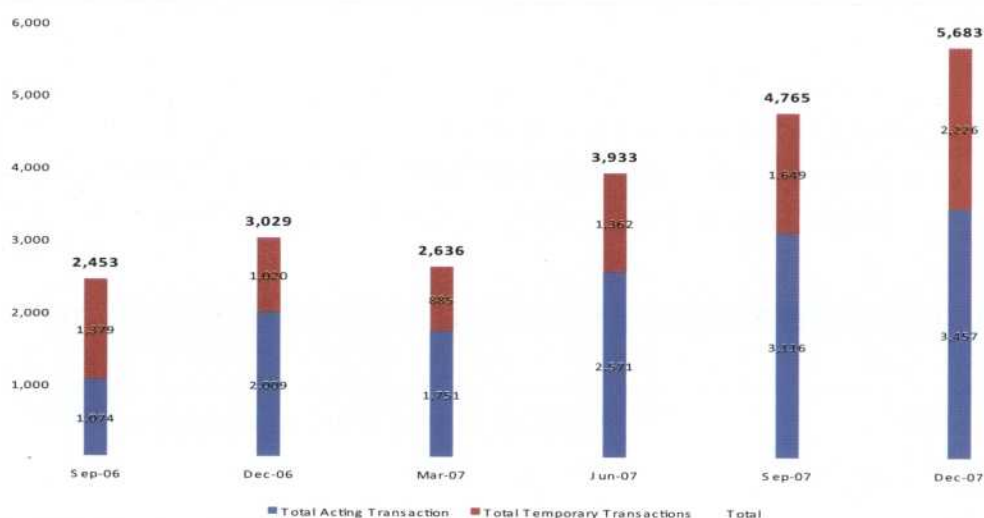


## 8.0 INSTITUTIONAL POLICY MATTERS

### 8.1 Delegation of Authority

Figure 14 depicts a summary of the Performance of the various Ministries and Departments in the Public Service. They reveal a gradual improvement in the quality of implementation of the Delegation Order.

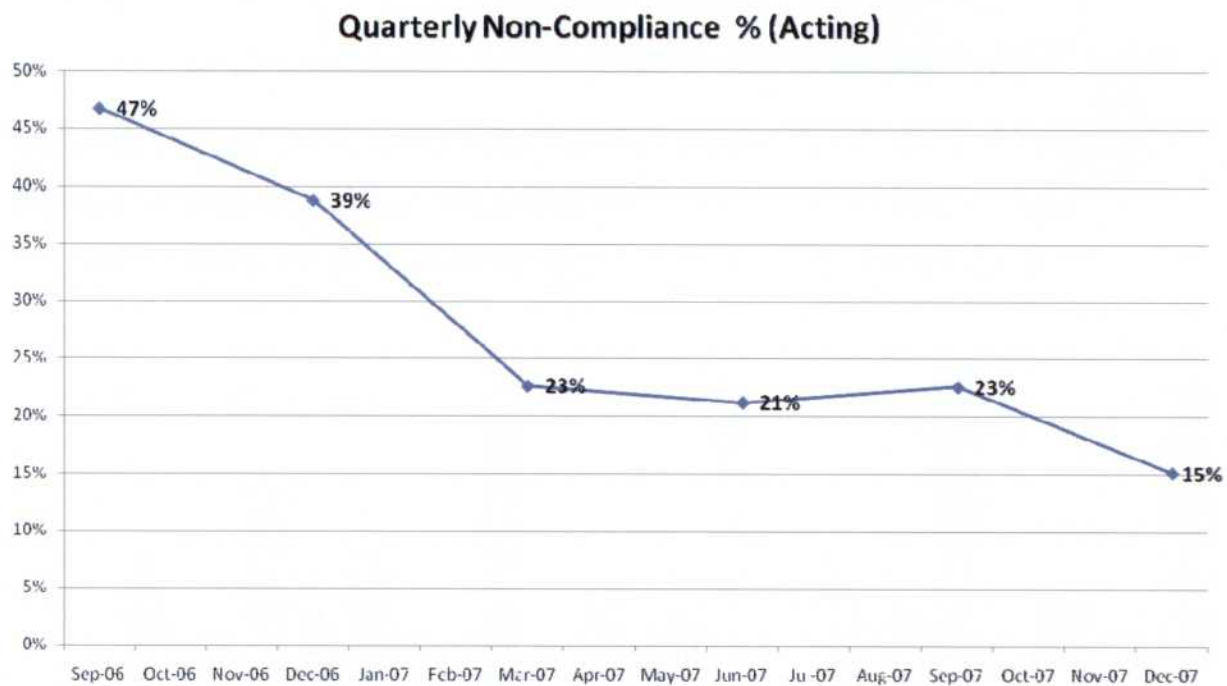
**FIGURE 14 DELEGATED FUNCTIONS - ACTING AND TEMPORARY APPOINTMENTS**



The main indicator tracked by the Public Service Commission is the level of non-compliance with the Public Service Commission Regulations of the decisions made by Permanent Secretaries and Heads of Departments in implementing the Delegation of Powers (Amendment) Order, 2006, Legal Notice No. 105 dated 24<sup>th</sup> May, 2006.

Figures 15 and 16 give indicators of the level of non-compliance by Permanent Secretaries and Heads of Departments in exercising the delegated functions.

**FIGURE 15 QUARTERLY NON-COMPLIANCE% (ACTING APPOINTMENTS)**



**FIGURE 16 QUARTERLY NON-COMPLIANCE % (TEMPORARY APPOINTMENTS)**

