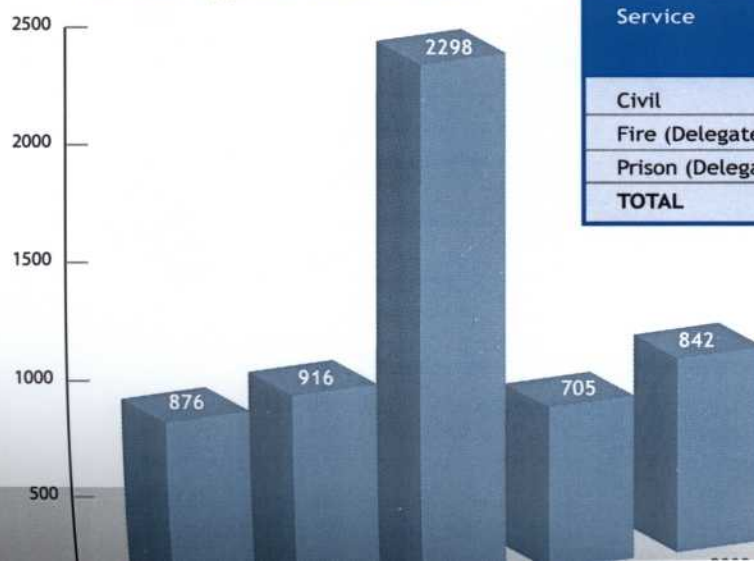


## 5.2 Permanent Appointments

In 2008, 842 permanent appointments were made in vacant offices. This figure represents 84% of the Commission's set target of 1,000 and is 158 less than the desired outcome. Although this is a shortfall, the statistics actually show a 19% increase over the corresponding figures for 2007. The Commission will once again aim to achieve the target of 1,000 appointments in 2009.

**FIGURE 2**  
Permanent Appointments 2004 - 2008

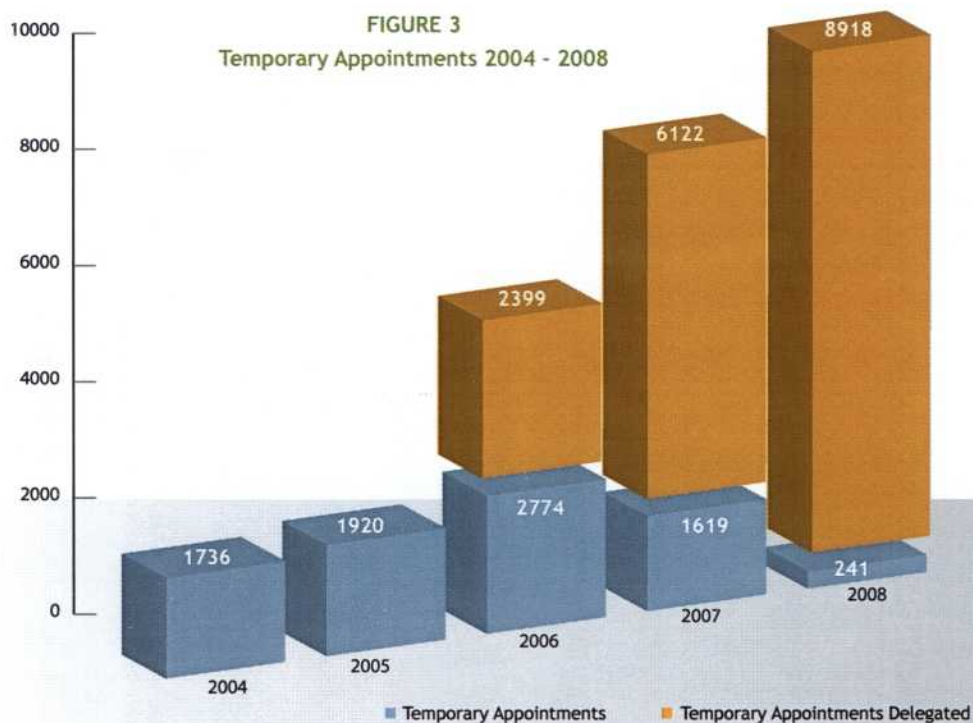


**TABLE 1**  
No. of Appointments across the Public Service 2007-2008

Service	Appointments	
	2007	2008
Civil	438	437
Fire (Delegated)	107	184
Prison (Delegated)	160	221
<b>TOTAL</b>	<b>705</b>	<b>842</b>

### 5.3 Temporary Appointments

In 2008, 241 temporary appointments were made. A five-year review of the statistics in this area is shown below.



From these figures, it is clear that the delegated authority to Permanent Secretaries/Heads of Department (Delegation of Powers (Amendment) Order, 2006) continues to have tremendous impact. The Commission makes only the first temporary appointment and Permanent Secretaries and Heads of Departments are authorised to make subsequent temporary appointments under the Delegated Authority. However, the function of making the first temporary appointment has been delegated in two instances; to the Chief Administrative Officer, Tobago House of Assembly and the Permanent Secretary, Central Administrative Services, Tobago.

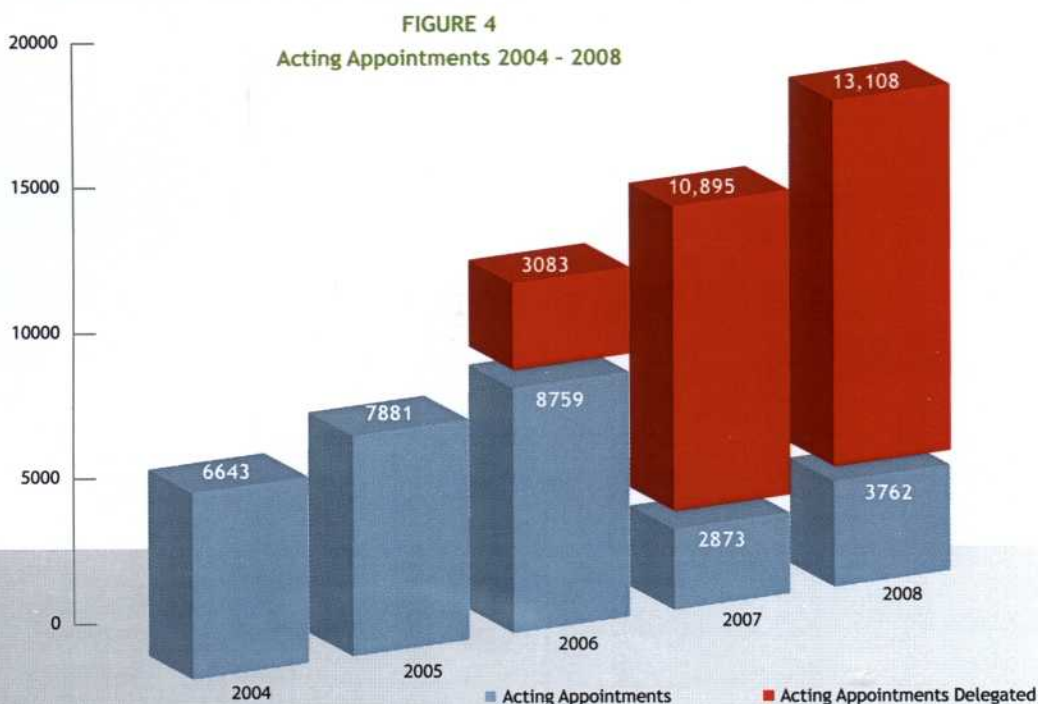
Figure 3 gives details of the quantum of temporary appointments.

#### 5.4 Acting Appointments

In 2008, 16,870 acting appointments were made. Of these 13,108 were made under delegated authority. This resulted in public officers receiving allowances for their acting appointments in a more timely manner, and again demonstrated some positive outcomes of the delegation to the Permanent Secretaries and Heads of Departments.

Figure 4 depicts acting appointments made over the period 2004 - 2008 as well as acting appointments made under delegated authority for the years 2006 - 2008.

The Public Service Commission will continue to strive to fill all vacancies in accordance with its Regulations in order to reduce the incidence of long-term acting appointments.



#### 5.5 Promotions

The Commission was unable to meet its target of 1,500 promotions in 2008. Only 587 promotions, a mere 39% of the stated objective, were made.

The factors contributing to this shortfall were:-

- Difficulty in the identification of vacancies
- Late receipt of recommendations from Permanent Secretaries and Heads of Department
- Absence of Performance Appraisal Reports for officers to be promoted



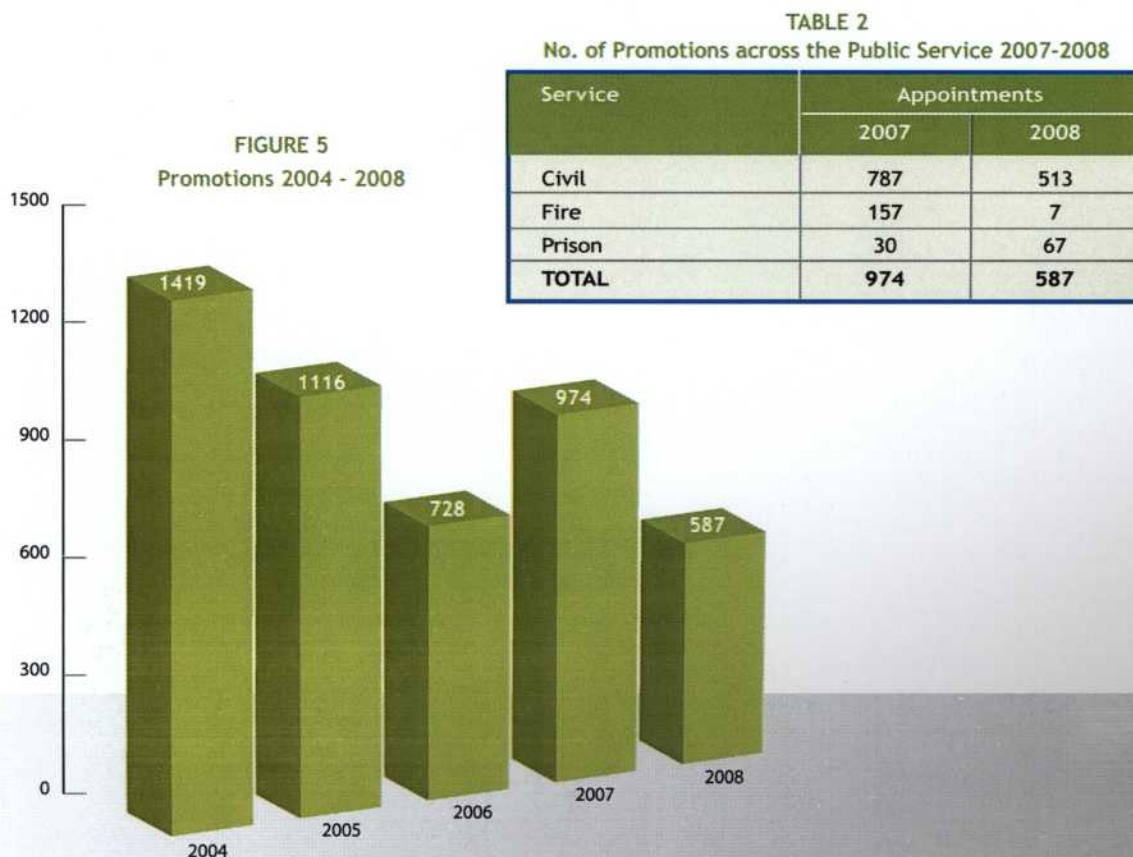
## 5.5 Promotions (continued)

In some instances, Permanent Secretaries and Heads of Department have been diligently submitting Performance Appraisal Reports. In other cases, the Commission has had to inform Permanent Secretaries/Department Heads as well as the officer to be promoted that despite its proposal to promote, the Commission was unable to do so on account of an outstanding Performance Appraisal Report. In such cases, the Permanent Secretary or Department Head was given seven days to rectify the situation. To a large extent, this initiative has been successful as Permanent Secretaries and Heads of Department have been submitting the reports within the specified timeframe.

Recommendations from Ministries/Departments for positions unique to that Ministry/Department remain woefully outstanding despite Permanent Secretaries/Department Heads being directed to submit such recommendations in accordance with Regulation 13 of the Public Service Commission's regulations.

Among the promotions of 2008, was the promotion of 14 officers to the executive post of Deputy Permanent Secretary at various Ministries.

Figure 5 depicts details of promotion indicators for the years 2004 to 2008.



## 5.6 Transfers

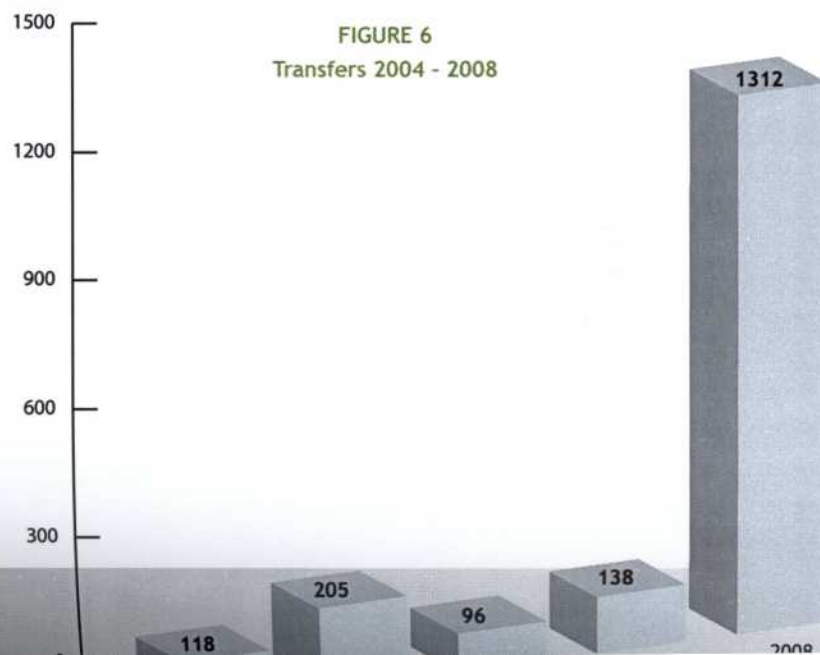
In 2008, 1,312 transfers were effected. This figure is significantly more than that of the corresponding period last year (2007:138). However, this figure includes officers from the Ministry of Health who, when given the option to make use of the Voluntary Separation of Employment Programme (VSEP) or remain in Public Service in accordance with the RHA Act 5 of 1994 (see Appendix I), opted to remain in the Public Service and were transferred to other Ministries/Departments.

The figure also includes the transfer of officers from the Ministry of Public Administration and Information. This Ministry was separated into two distinct entities in 2008 and officers were transferred into either the new Ministry of Public Administration or the Ministry of Information.

Of the typical transfers, the ever-increasing challenge of the daily commute has been cited as the primary reason for the requests as Public officers wish to be transferred to locations nearer to their residences.

Opportunities for such transfers remain severely limited given the concentration of Ministries and Departments in Port of Spain. Permanent Secretaries and Heads of Departments have been 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.

Figure 6 depicts details of transfers made during the period 2004 - 2008.





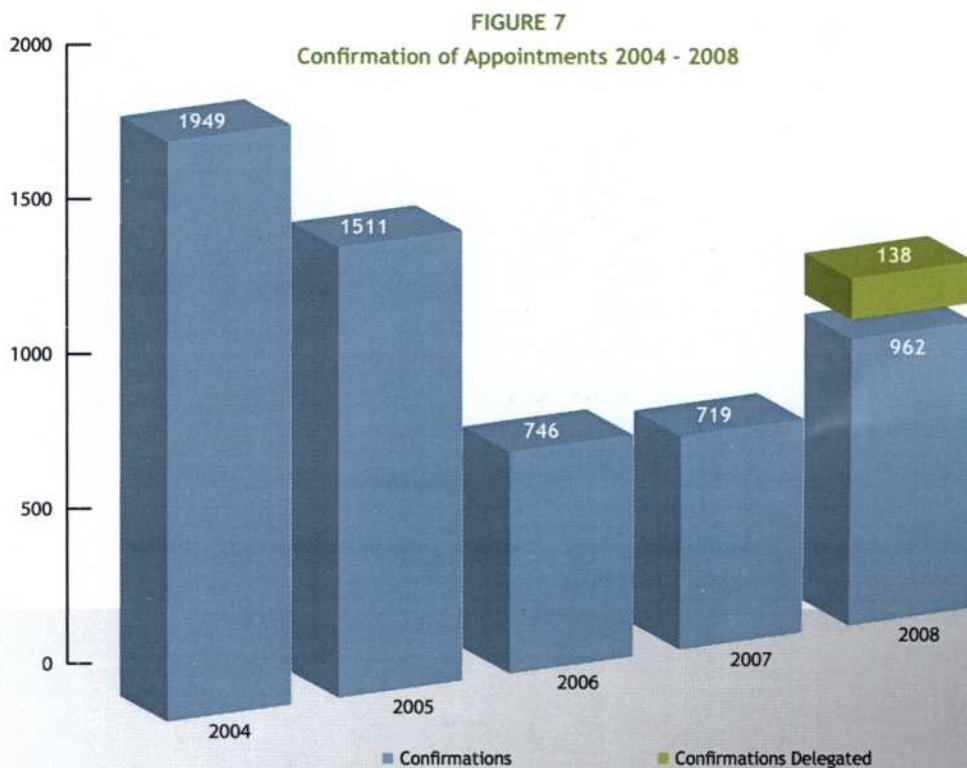
## 5.7 Confirmations

At the end of 2007, the Commission stated as one of its key objectives the desire to confirm a minimum of 2,000 appointments in the Public Service in 2008. This has not been achieved.

Despite its best efforts, in 2008 only 1,100 appointments of officers (55% of stated target) were confirmed following the receipt of satisfactory performance appraisal reports and where required, medical reports. This is however 53% higher than 2007 (719).

The untimely manner in which performance appraisal reports and recommendations for confirmation were submitted severely hindered the Commission's ability to confirm appointments. The Commission once more urges all Permanent Secretaries/Heads of Departments to consider how the tardy submission of such reports and recommendations impact not only on the ability of the Commission to perform its functions but also on the lives of hundreds of public officers.

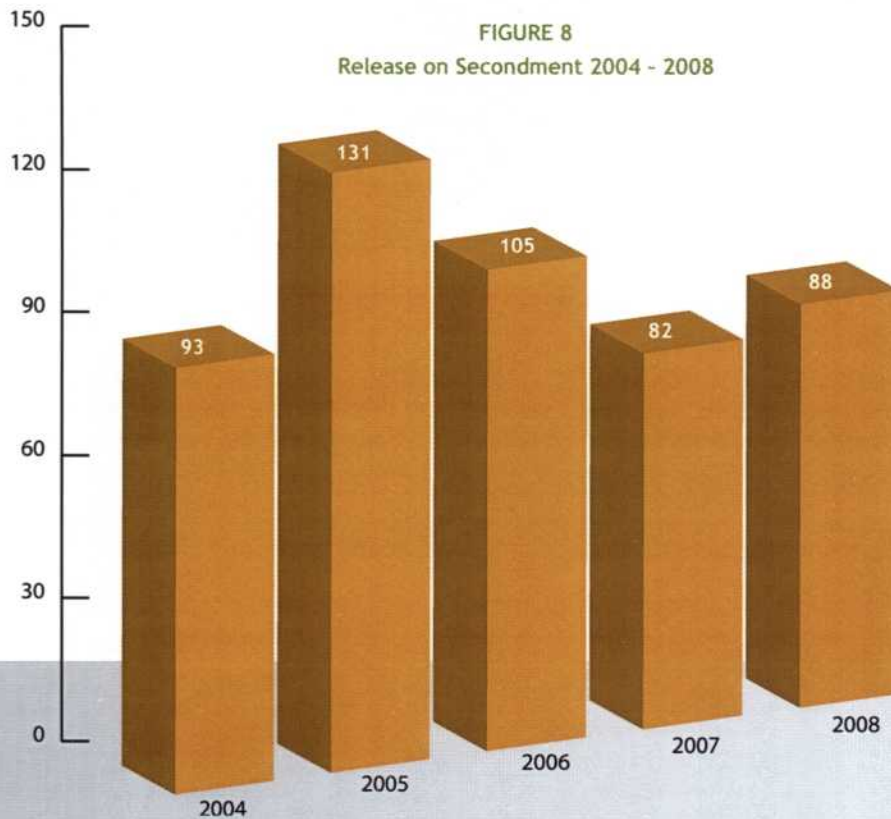
Figure 7 depicts details of confirmations made during the period 2004 - 2008.



## 5.8 Secondment

There was a marginal increase of officers released from the Public Service on secondment to other agencies in 2008. A total of 88 officers were released (2007:82).

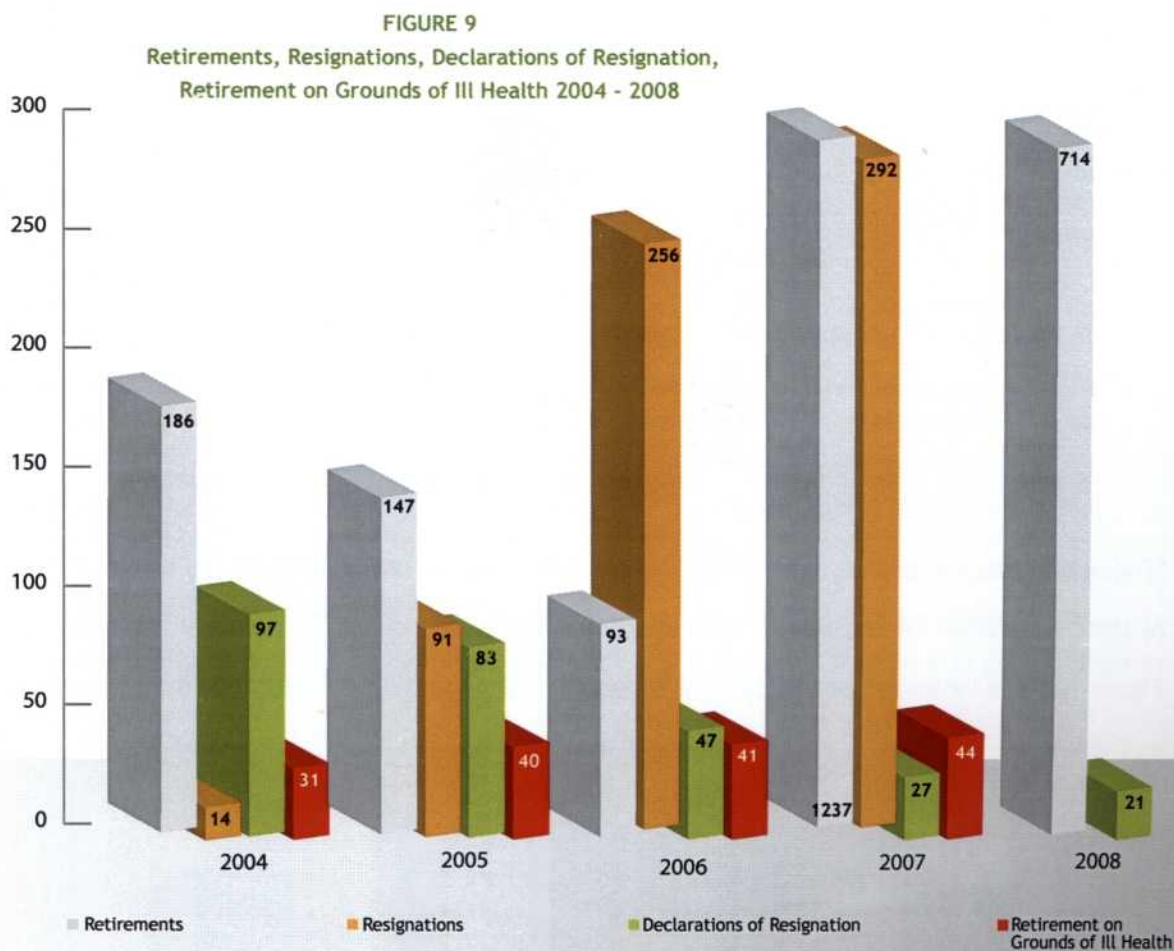
Figure 8 depicts indicators of release on secondment during the period 2004 to 2008.



## 5.9 Separation from the Public Service

In 2008, Permanent Secretaries/Heads of Departments noted that 714 officers retired and 21 officers were declared to have resigned their offices. In the Ministry of Health, 623 officers separated voluntarily under VSEP.

Figure 9 gives indicators of separation from the Public Service during the period 2004 to 2008.





## Section 3 - Institutional Policy Matters

### 7.0 REPRESENTATIONS/COMPLAINTS

When a Public Officer is aggrieved with regard to a decision made by the Commission, Permanent Secretary or Head of Department, and in instances where such decisions directly relate to the exercise of the delegated function, the officer can make representation to the Commission for a review of the decision.

Figure 12 displays graphically the number of representations for the period 2006-2008.

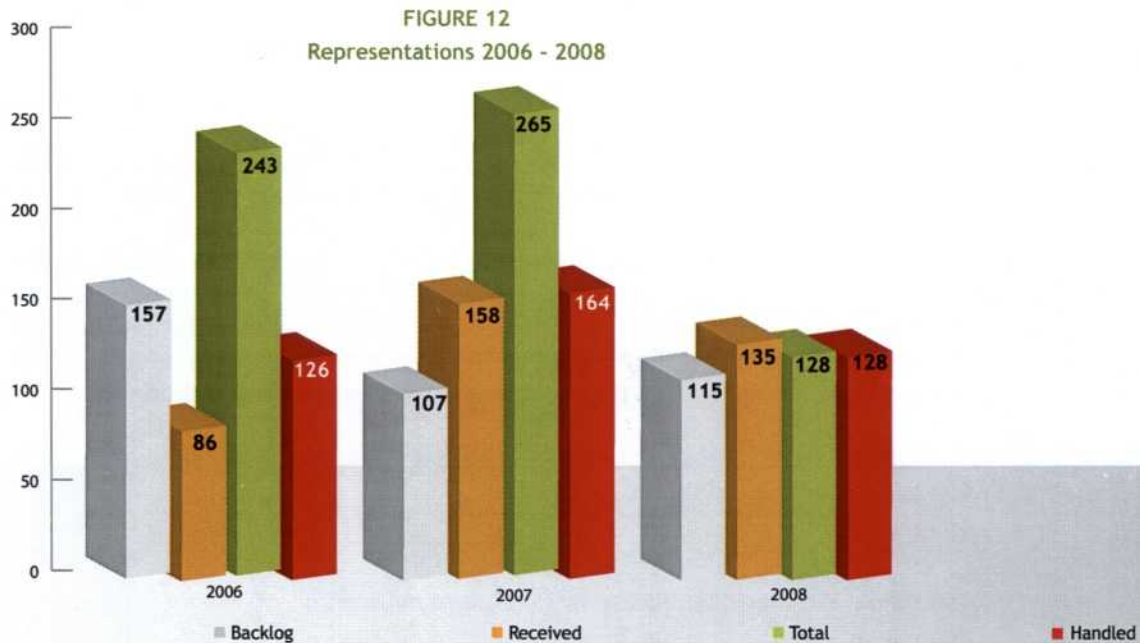
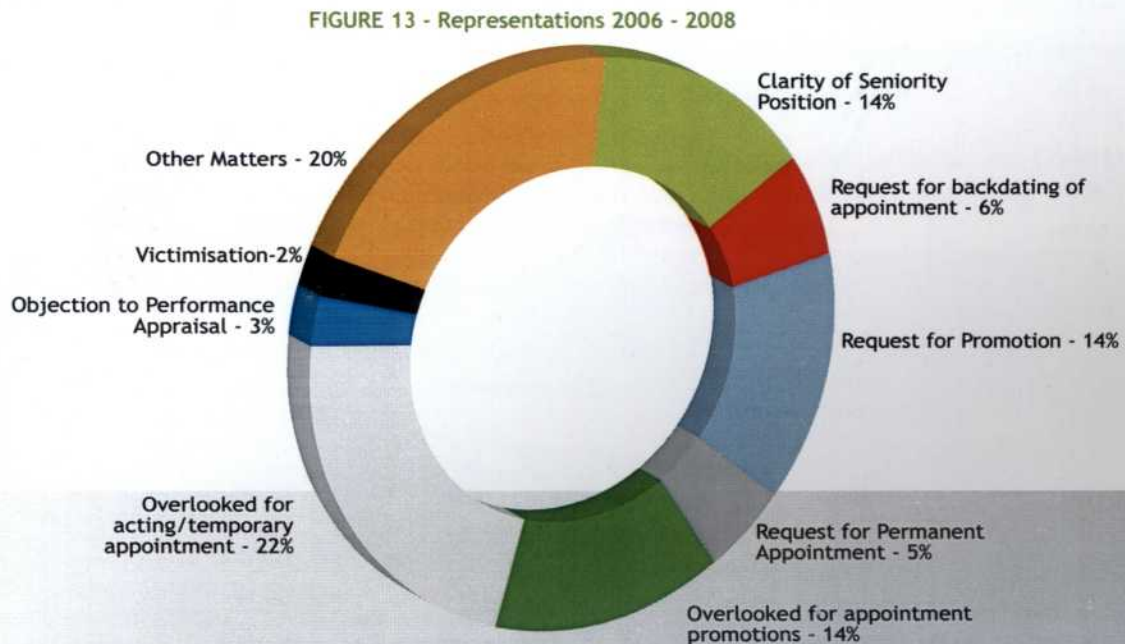


Figure 13 shows a breakdown of the reasons representations are made by public officers.



## 7.1 Delegation of Authority

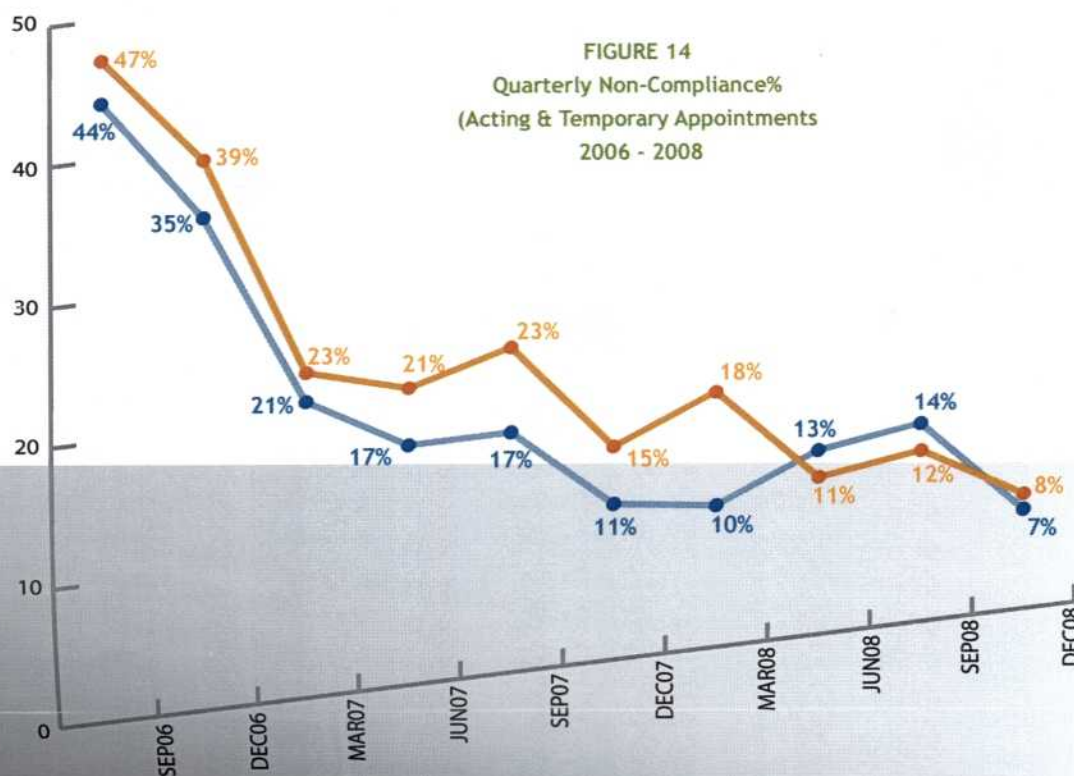
The Delegation of Powers (Amendment) Order, 2006, Legal Notice No. 105 dated 24th May, 2006 provided for the following functions to be delegated to Permanent Secretaries and Heads of Departments:

- Acting Appointments
- Further Temporary Appointments
- Confirmations
- Transfers within Ministries
- Disciplinary Matters as They Relate to Minor Infractions

Training of staff in the Human Resource units of various Ministries/Departments continued in 2008 in order to ensure compliance with the delegated authority and the relevant Regulations.

In 2006, the Commission established Monitoring and Evaluation mechanisms to gauge the compliance of Permanent Secretaries and Heads of Departments with the execution of the functions delegated to them. To this end, the Director of Personnel Administration assigned Human Resource Adviser IIs to Ministries/Departments. These officers were requested to submit quarterly reports on the delegated functions and have been diligently doing so.

Figure 14 gives indicators of the level of non-compliance by Permanent Secretaries and Heads of Departments in exercising the delegated functions.







## The Public Service Commission



# ANNUAL REPORT 2008