

EIGHTY-FIRST REPORT

OF THE

SALARIES REVIEW COMMISSION

OF THE

REPUBLIC OF TRINIDAD AND TOBAGO

June 30, 2006

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Determination of the Salary and other Conditions of Service of the office of Chief Education Officer

The President of the Republic of Trinidad and Tobago, by letter dated February 22, 2006, conveyed his approval for the Salaries Review Commission (SRC) to determine the salary and other conditions of service of the office of Chief Education Officer (CEO). This office was placed within the purview of the SRC by virtue of Legal Notice No.38 dated February 8, 2006.

2. In undertaking this review, we held discussions with the Permanent Secretary, Ministry of Education in order to clarify the role and function of the office of CEO and its reporting relationships. We were advised that the office was formerly one in the Civil Service. However, in its thrust to decentralise the education system, the Ministry of Education embarked on a process of restructuring which resulted in certain offices which were responsible for providing administrative and technical services to the Teaching Service being de-linked from the Civil Service and placed in the Teaching Service. This was achieved through Act No. 22 of 2005, which amended the Education Act, Chap. 39:01. The office of CEO was included among the several offices transferred to the Teaching Service.

3. We were informed that consequent on the de-linking of the administrative and technical services from the Civil Service, the responsibility of the CEO for the integrity of the education system has been heightened. We note that the office holder continues to report to the Permanent Secretary, Ministry of Education and is considered to be the expert on education matters. In this regard, the office holder advises the Minister of Education on matters of education policy. In addition, the CEO has a key role in setting standards for quality education at all levels of the system. The office holder is also responsible for the strategic management of the education system to ensure its relevance, growth and continuous improvement. Consequently he/she is expected to establish effective systems in:-

- Educational Planning,
- Curriculum Development and Delivery,
- Testing, Assessment, Monitoring and Evaluation,
- School Management and School Supervision, and
- Educational Services and Resource Materials Production.

Additionally, the CEO has oversight of systems for Teacher Education and Teacher Professional Development as well as for Student Support.

Role and Function of CEO

4. We are advised that the CEO's function is heavily operational in that the holder of the office is required to supervise and manage the operations of the education system,

in terms of the delivery of education, from pre-school to post secondary levels. In so doing, the office holder has oversight of the day-to-day functioning of the school system with respect to the delivery of the curriculum as well as monitoring and supervision to ensure compliance with standards established for the operation of schools as set out in the Education Act and the implementation of policies and procedures developed by the Ministry of Education. We are informed that the CEO functions with significant autonomy.

5. The office holder also has a strategic role in policy formulation and in this regard, is an integral part of the executive management team of the Ministry of Education.

6. The school system comprises 742 schools of which 456 are primary schools, 138, secondary schools and 156, early childhood care and education centres. These schools are located in eight (8) educational districts, seven (7) in Trinidad and one (1) in Tobago. The Tobago educational district comprises 33 primary and 8 secondary schools and 3 early childhood care and education centres.

7. In relation to Tobago, we note that the Tobago House of Assembly (THA) is responsible for education in that island. Consequently, while the CEO liaises with representatives of the THA in the development of national education policy, the office holder is not required to monitor the implementation of policies and procedures in Tobago.

Duties and Responsibilities

8. The major responsibilities of the CEO as set out in Job Description for the office are as follows:-

- (a) Formulating policy recommendations for the development of the Education system in collaboration with Directors of the various divisions in the Ministry of Education as well as with representatives of the Ministry of Science, Technology and Tertiary Education.
- (b) Managing the operations of the education system at the pre-primary, primary, secondary, post secondary and teacher education levels. This involves:
 - co-ordinating and reviewing the activities of those Divisions of the Ministry of Education responsible for curriculum development, schools supervision, educational planning, educational services and educational research and evaluation;
 - appraising the performance of relevant Directors; and
 - planning staff development activities for Directors supervised.

- (c) Providing technical advice and direction to the Ministry of Education in the field of education.
- (d) Monitoring and overseeing the implementation of the strategic plan for education, recommending changes where appropriate and developing action plans for successful implementation in collaboration with Directors supervised.
- (e) Representing Trinidad and Tobago on the Caribbean Examinations Council (CXC) and some of its Committees including the CXC Final Award Committee.
- (f) Chairing meetings of :
 - (i) the National CXC Committee established to identify and discuss concerns about the CXC examination;
 - (ii) the Board of Teacher Training to review curriculum and to vet/approve question papers and results for examinations under its purview; and
 - (iii) the Ministry's Scholarships/Study Leave Committee for the award of scholarships, full-pay and no-pay Study Leave.
- (g) Representing the Ministry at international, regional and local conferences and meetings, and on the Committees to provide technical inputs and presenting papers on the educational policies and plans of the Government.
- (h) Managing the budget allocated to the technical Divisions of the Ministry by:
 - (i) reviewing individual budgets for Divisions in collaboration with Directors and making recommendations for approval; and
 - (ii) approving expenditure of funds in respect of Teacher Training programmes.
- (i) Writing and/or vetting speeches for the Minister and other senior officials.
- (j) Writing monthly, quarterly and/or annual reports on the management of the Divisions and submitting to the Permanent Secretary.

- (k) Drafting Cabinet Notes and writing recommendations and briefing reports and papers for submission to the Permanent Secretary.
- (l) Performing other duties related to the job function, which may be assigned from time to time.

Educational Qualifications and Training

9. With regard to the educational qualifications and experience necessary for the office, we have been advised that the office holder is required to have a Bachelor's degree from a recognized University, or equivalent, as well as a Master's degree in a relevant field of education, and a minimum of seven (7) years working experience in a senior management position in the education sector.

Recommendations

10. In our deliberations on an appropriate compensation package for the office of CEO, we took into account the level and scope of duties and responsibilities attaching to the position and its critical role in the education system. We noted as well the relationship of the office of CEO to that of Permanent Secretary of the Ministry of Education and the significant role the office holder has as a member of the top management of that organisation.

11. We considered the role of the CEO in relation to that of the office of Deputy Permanent Secretary in the Ministry of Education. We have been advised that the latter office holders are assigned specific areas of responsibility such as those related to the School Construction Programme and Information and Communication Technology. In contrast, the scope of the job of CEO includes all areas of education delivery and of the school system such as school supervision, curriculum development and educational services. The CEO also has responsibility for managing the budget allocated to the technical Divisions of the Ministry. Further, in the performance of his/her functions, the office holder, unlike the holders of the office of Deputy Permanent Secretary in the Ministry, operates with significant autonomy.

12. In light of the above, we recommend that the office of CEO should be remunerated in Group 2B of the Top Managers in the Public Service grouping. Details of the recommended compensation package are set out in the Appendix.

13. We note that certain office holders in Group 2B are eligible for a monthly Duty Allowance. We are of the view, however, that the duties of the office of CEO would not require the office holder to be available on a twenty-four hour basis and, therefore, do not recommend a Duty Allowance for the office.

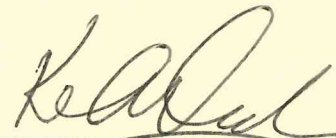
Effective Date

14. We recommend that the effective date of implementation of the compensation package for the office of CEO should be February 8, 2006, the date on which the office was placed within the purview of the Salaries Review Commission.

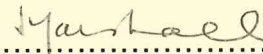
Dated this 30th day of June, 2006.



.....
Edward Collier
(Chairman)



.....
Keith Ortiz



.....
Joyce Marshall



.....
Ashton Brereton



.....
Varun Maharaj

**RECOMMENDED REMUNERATION ARRANGEMENTS FOR THE
OFFICE OF CHIEF EDUCATION OFFICER**

Salary

\$24,400 per month.

Transport Facilities

- (i) A maximum loan of \$175,000 at a rate of interest of 6% per annum repayable over a period of six (6) years to facilitate the purchase of either: -
 - (a) a new motor vehicle with exemption from Motor Vehicle Tax limited to the amount payable on a vehicle with an engine capacity of 1999cc and exemption from Value Added Tax to a maximum of \$30,000; or
 - (b) a used motor vehicle with exemption from Special Motor Vehicles Tax limited to the maximum amount payable in respect of Motor Vehicle Tax on a vehicle at (a) above and exemption from Value Added Tax to a maximum of \$30,000.
- (ii) A loan to cover the cost of Motor Vehicle Insurance premium at a rate of interest of 6% per annum.
- (iii) A maximum loan of \$20,000 at a rate of interest of 6% per annum to effect repairs to a motor vehicle.
- (iv) A Transportation Allowance of \$2,750 per month.

Service Allowance

\$3,500 per month.

Subsistence Allowance

- (i) \$100 per day when travelling on official business beyond a radius of sixteen (16) kilometres from official headquarters.
- (ii) When on duty in Tobago, the office holder to be eligible for hotel accommodation and meals, as necessary. In the absence of the provision of any meal(s), to be paid \$100 per day.

- (iii) For travel abroad on official business, US\$70 per day, once not in receipt of other allowances for overseas travel, such as those payable under Minister of Finance Circular No. 2 dated April 7, 2006.

Housing Allowance

\$5,750 per month.

Entertainment

Actual expenses incurred for official entertainment to be met from an official Entertainment Vote under the control of the Ministry of Education.

Vacation Leave

Thirty (30) calendar days per annum.

Telephone Facilities

An allowance of \$500 per month.

Medical Benefits

Membership in and entitlement to medical benefits as provided under the UNIMED Group Health Plan.

Pension/Gratuity

Entitlement to superannuation benefits in accordance with the provisions of the Pensions Act, Chap. 23:52.