



Personnel Department

# Strategic Insights Edition

*Fostering Partnerships for Enhanced Service Delivery*

## 特立尼达和多巴哥政府官员公共政策管理研修班

Seminar on Public Policy Management for Government Officials from Trinidad and Tobago

2024年7月17日至7月30日 July 17 - July 30, 2024

中国·海南 Hainan · China



主办单位：中华人民共和国商务部

Sponsor: Ministry of Commerce of the People's Republic of China

承办单位：海南省商务厅国际合作交流中心

Organizer: International Cooperation and Exchange Center of Department of Commerce of Hainan Province

A cross-section of senior public officers photographed in China during their visit for the Public Policy Management Training in August, 2024 .

### UPDATE ON STRATEGIC HUMAN RESOURCE MANAGEMENT COUNCIL (SHRM) MEETINGS:

In meetings February - August, the following matters were discussed at SHRM Council Meetings:

- Public Policy Management Training for Government Official**

Three key members of the SHRM Council participated in a specialised **Public Policy Management Training** designed for government officials. The attendees included the **Chief Personnel Officer**, the **Permanent Secretary, Ministry of Public Administration**, and the Director of Personnel Administration. The training was held in **Haikou**, located in **Hainan Province**, and was organised at the invitation of the Government of the People's Republic of China. The programme aimed to enhance skills and knowledge in public policy management, providing valuable insights and strategies to improve governance and policy implementation within their respective roles.

The initiative is a direct advantage originating from a **Memorandum of Understanding (MOU)** between the Governments of the **People's Republic of China and Trinidad and Tobago on Human Resource**.

- e-HRM for the Public Service (Oracle to Fusion Conversion)**

**Ministries and Departments** have begun transitioning from the conventional methods of records management to more modern approaches. This shift involves digitising records to facilitate the upgrade of **HRM Systems** in the Public Service. In the first phase of the **e-HRM** implementation, modules include: **Absence Management, Benefits Management, Core Human Resource, Payroll, Recruiting and On-boarding, Time and Labour and Compensation**.

Representatives from various **Ministries and Departments** are currently working with consultants who would develop the foundation design document for **GORTT's** approval. This collaboration ensures that the process is carried out in accordance with relevant legislation, circulars, policy practices, and process mapping requirements

- Government Performance Management Systems**

The Government of Trinidad and Tobago, along with the **Ministry of Public Administration**, has enlisted **Professor Prajapati Trivedi** to lead a **Commonwealth Advanced Training Programme in Government Performance Management (T&T Edition)**. Representatives from **Ministries and Departments** are engaged in the training programme which commenced on **August 26th 2024**. The training will be conducted over a two (2) week period at the **Hyatt Regency and Hilton Trinidad**. It comprises two (2) groups with each group attending for five (5) days.

The goal is to foster a commitment to achieving results by utilising the **Strategic Management and Accountability for Results Toolkit (SMART)**.

### STAFF TRAINING AND DEVELOPMENT:

A diverse group of twenty staff members from the Personnel Department recently completed a rigorous training programme offered by the University of the West Indies (UWI), titled **Advanced Public Service Human Resource Dynamics**. This specialised programme was designed to enhance the skills and competencies of public service professionals and focused on three critical areas: **Public Sector Employment Management, Human Resource Management and Collective Bargaining and Dispute Resolution**.

The training programme brought together professionals from various fields within the Department comprising **Legal, Research, Statistics and Costing, Human Resources, and IT**.

The primary goal of the programme was to equip participants with advanced management skills and strategies that would enhance organisational performance. The results of the programme were outstanding, with all twenty participants achieving a perfect pass rate of 100%. This accomplishment reflects not only the dedication of the staff but also the high quality of the training provided by UWI.

The successful completion of the **Advanced Public Service Human Resource Dynamics** programme signifies a significant step forward in the development of the **Personnel Department's** capacity to manage and optimise public service operations. The enhanced skills and knowledge gained through this training are expected to contribute positively to organisational performance and service delivery in the public sector. Funding for the programme was facilitated by a PSIP Programme funded by **GORTT** to build capacity of the staff of the PD.



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## SUBMISSION OF REVISED EAP POLICY TO CABINET:

The Personnel Department forwarded a draft of the revised **Employee Assistance Programme (EAP)** policy for **Cabinet's** approval in **May 2024**. As a significant milestone in prioritising the well-being of employees in the **Civil Service**, the **Personnel Department** worked closely with various stakeholders throughout the **Civil Service** and a **Consultant** to gather valuable insights into the effectiveness of the existing systems and processes for managing mental health and wellness within the **Civil Service**. The Consultant reviewed and evaluated the programme's design and delivery to develop a modern and holistic approach to addressing employee welfare and creating a sustainable work-life balance as a proactive approach aimed at ensuring employees have access to support and resources at their immediate disposal.

The **CPO** acknowledges that the revised policy serves as a road-map for implementing the **Employee Assistance Programme (EAP)** across the various **Ministries/Departments and Agencies**. It also defines what falls within the programme's scope and ensures that those in charge of overseeing its implementation have a clearer understanding of their responsibilities and can effectively execute the programme's objectives. The Department is currently awaiting a response from Cabinet.

## SUBMISSION OF REVISED CONTRACT EMPLOYMENT POLICY TO CABINET:

The Personnel Department submitted revised guidelines for **Contract Employment in Government Ministries Departments/ Statutory Authorities and the Tobago House of Assembly** to Cabinet for approval. The document, submitted in **May 2024** contains the policy for persons who are employed on contract in temporary non-established positions and is to be used in administering the terms and conditions of employment for such employees.

The policy is intended to assist with the management of fixed term contract employees in **Trinidad and Tobago's Civil Service** and it includes several amendments and new insertions to treat with concerns expressed by the **Chief Personnel Officer (CPO)**. These include policy positions on recruitment, selection, vacation leave, paternity leave, performance approval, standardisation of specific streams of contract positions and monitoring evaluation and compliance. Additionally, a **Code of Conduct** was developed to inform and guide employee on the expected standards of behavior during employment. The Department is currently awaiting a response from Cabinet.

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## KEY PERFORMANCE INDICATORS (KPIs):

The **Office of Strategic Management (OSM)** continues to review and monitor as necessary the **Key Performance Indicators (KPIs)** of the various Divisions/Units as they continue to report on individual and Departmental performance towards the achievement of organisational goals on a quarterly basis. A meeting is scheduled for late **September, 2024** to review and discuss the reports for the period **April to June 2024** and will focus on analysing performance data, evaluating progress against key metrics, and addressing any issues or developments that have arisen during this time frame.



## THE CONTRACTS UNIT STATUS OF WORK AS AT AUGUST 31, 2024:

The total number of outstanding requests from Ministries and Departments as at January 1, 2024 was 584. During the period January to August 2024 approximately 70% of the backlog has been completed.

For the period January to August 2024 the number of requests received from Ministries and Departments is 544 and to date approximately 40% has been completed.

## MAJOR ACHIEVEMENTS OF THE SECRETARIAT OF THE HUMAN RESOURCE ADVISORY COMMITTEE (HRAC):

Twenty (20) notes have been submitted for the consideration of the Sub-Committee of Cabinet for the period **February to August 2024**.



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# Strategic Insights Edition



## DISC PROFILE:

Eighteen (18) Human Resource Advisers from the Personnel Department have been selected to participate in an assessment-based learning experience that would help them better understand themselves and those whom they interact with in the workplace. The Everything DiSC Model Assessment describes four (4) basic personality styles which offer participants insight into their strengths and challenges as potential managers within the

Department and how to adapt their style to meet the needs of the people that they would manage.

On completion of the Questionnaires, participants would learn about their instinctive mindset that shape their responses, recognise opportunities to stretch beyond what comes naturally to them and gain actionable strategies to become more agile in their approach to social and emotional situations thus providing a keen understanding of self and others.

## COMPREHENSIVE AUDIT OF EMPLOYMENT PRACTICES AND EXPENDITURE ACROSS PUBLIC SECTOR ENTITIES:

**The Chief Personnel Officer** was granted approval by the **Cabinet** to conduct an audit exercise of the employment practices related to daily rated workers and the expenditure associated with **Wages** and **COLA** at the **Port of Spain Corporation (POSC)**. The exercise was further extended to **thirteen (13) other Corporations** and **twelve (12) Ministries**.

The function of monitoring and compliance fall under the **Human Resource Management Compliance and Training Division (HRMCTD)**, but due to the acute staff shortage in that Division, staff from a number of other **Divisions** across the **Department (CMD, CU, BMD, B&IRMD, HRPPRD, HREMSD and HRMCTD)** were enlisted to assist with the audit.

Some of the benefits to be derived from the audit include:

- **Improved Accountability** - to ensure that daily-rated workers are being paid correctly for the work they perform, information is recorded and such persons are compensated according to established rates and regulations. Also, the value of the Kalamazoo Cards to daily rated workers and the importance of their maintenance.
- **Enhanced Compliance** - to ensure that organisations comply with relevant laws, regulations, and government policies.
- **Budgetary Control** - to effectively monitor and control allocations and expenditure and ensure prudent financial management in the administration of daily rated workers.
- **Improvement of Policies and Procedures** – to develop and refine policies and procedures to better address grievances and improve overall employee relations.

A report on the audit is being prepared and is expected to be completed in **September, 2024**.