



Government of the Republic of Trinidad and Tobago
Ministry of Public Administration

**Request for Written Submission - Joint Select Committee on Social Services
and Public Administration**

**An Inquiry into the Impact of Work-from-Home and Alternative Work
Arrangements, Policies and Initiatives on Public Sector Productivity and
Service Delivery**

***Request for Written Submission on Recommendations contained in the Third
Report***

January 2023



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Request for Written Response - An Inquiry into the Impact of Work-from-Home and Alternative Work Arrangements, Policies and Initiatives on Public Sector Productivity and Service Delivery

Request for Written Submission

No.	Questions	Ministry of Public Administration's Responses
1.	<p>OBJECTIVE 2: To assess the methods used to design, deploy monitor and evaluate/measure employee work output/ deliverables of public sector employees.</p> <p>1. As part of its Ministerial Response, the Ministry of Public Administration should provide an update on the reassessment of the eHRM system.</p>	<p>1. The Integrated Human Resource Information System (IhRIS) technology (PeopleSoft/ORACLE HCM v9.2) was upgraded in 2019 and has functional capabilities whereby HR Divisions can efficiently manage and maintain employee data and extract information through various forms of analytics. However, except for the Payroll module, there continues to be limited use of the various modules within HR Divisions. The recent transfer of control of the system from the Ministry of Finance to MPA was precisely to achieve the objective of the full roll out of all modules and a widening of the previously limited focus.</p> <p>The optimisation/roll-out of IhRIS modules across the Trinidad and Tobago Public Service has been identified as a key area of focus for the Ministry of Public Administration and is one of its priority PSIP projects. It is also an agenda item of the Strategic Human Resource Management (SHRM) Council that was recently re-convened by the Minister of Public Administration in October 2022.</p>

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	<p>2. Given that some MDAs were unable to gauge or measure employee productivity, the Ministry of Digital Transformation in conjunction with the Ministry of Public Administration should</p>	<p>The SHRM Council, which is under the Chairmanship of the Minister of Public Administration, is the governance body that will strategically lead the coordination and management of the Human Resource Management (HRM) function across the Trinidad and Tobago Public Service.</p> <p>In addition to the Chairman, the Council comprises senior officials from the central HRM Agencies within the Public Service, namely the Personnel Department, the Service Commissions Department, and the Ministry of Public Administration.</p> <p>Optimising the usage of the IhRIS Performance Management module in particular, in MDAs, will contribute to the monitoring and measurement of employee work outputs/deliverables, in line with individual employee and Unit/Divisional work outputs and targets, and the provisions of the Performance Management and Appraisal System (PMAS) as articulated by the Personnel Department. This will therefore be an input into assessing employee productivity within MDAs and across the Public Service. A Plan and Timetable to effect the optimization of this module and other key IhRIS modules is under development by the SHRM Council and its Technical sub-committee.</p> <p>2. The current eHRM system i.e. the Integrated Human Resource Information System (IhRIS), is the major platform for enabling the efficient and effective management of the HRM function within the Public Service. Once fully incorporated into the daily operations of HR Divisions, employee productivity can be monitored and measured.</p> <p>Proposed standardization and optimisation of IhRIS' system (configurations) and processes will incorporate employee performance metrics, and allow for data analytics</p>

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	<p>develop a standardised system for measuring and monitoring employee productivity.</p>	<p>and production of dashboards, charts and trend reporting on employee productivity that can be aggregated to the Unit, Division, MDA and Public Service levels.</p> <p>It is also recognized that support structures such as Reward and Recognition and Consequence Management should also be incorporated in any system to promote, measure and manage employee productivity.</p> <p>The MPA will continue to collaborate with the Ministry of Digital Transformation and iGovTT, on the technology, for example interoperability, upgrades that affect hosting of the solution, and availability to MDAs.</p>
2.	<p>OBJECTIVE 3: To evaluate the efficiency of service delivery and infrastructural provisions in key ministries that utilise Work-from-Home and hybrid arrangements.</p> <p>1. The Ministry of Planning and Development in conjunction with the Ministry of Public Administration and the Ministry of Labour should develop standardised benchmarks to measure</p>	<p>1. The Ministry of Public Administration has been implementing by way of a pilot project, the Public Sector Performance Management System (PSPMS). The PSPMS seeks to present a framework for assessing the organizational performance of Ministries, Departments and Agencies (MDAs), while assisting these organisations to develop their capacity to review and improve their performance in the delivery of high-quality goods and services that are aligned to their Ministerial and national development agendas.</p>

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	<p>Service Delivery in the Public Sector.</p>	<p>The PSPMS is also designed to assist MDAs with collecting, measuring and improving organizational performance along four (4) Perspectives focused on (1) the experience of citizens, (2) quality and delivery of services, (3) governance and accountability for organizational assets and performance, and (4) workforce and organizational development and learning.</p> <p>Some of the initial and standard indicators on which the MPA will be tracking and reporting, in conjunction with others identified by MDAs for benchmarking and service delivery improvement purposes, relate to: customer satisfaction rates, complaints resolution rates, channel availability for customer interactions, process cycle times, outputs per service, error rates, compliance with performance reporting, records digitization, business process automation, establishment and compliance with service delivery standards, perceptions of effectiveness and efficiency of public service delivery, performance appraisal report (PAR) completion rate, closing of skills gaps as per employee personal development plans (PDPs).</p> <p>As MDAs continue to advance along the PSPMS organizational maturity levels, with targets being achieved for identified indicators, and with new emerging organizational priorities, these and other indicators will be adjusted, and/or new indicators developed for measurement and benchmarking of performance at the organizational level which will impact on the delivery of services.</p> <p>The Ministry of Public Administration welcomes the opportunity to work in conjunction with the Ministry of Planning and Development and the Ministry of Labour towards</p>

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3.	<p>OBJECTIVE 4: To examine the feasibility of implementing Work from Home arrangements in the Public Sector as a (hybrid) working option</p>	<p>1. Responsibility for the development of a Work from Home Policy, now renamed "The Remote Work Policy" has been transferred from the Ministry of Planning and Development to the Ministry of Public Administration (MPA). The MPA has received an Allocation for this initiative within the PSP for Fiscal 2023. The Ministry has reviewed and fine-tuned the Terms of Reference for this assignment as well as the Request for Proposal which it intends to advertise internationally in order to engage a Consultant with the requisite experience and technical capability. The issue/ advertisement of the RFP for the WFH/ RM Policy is imminent.</p>