

OPPR

THE OFFICE OF
PROCUREMENT REGULATION

ACCOUNTABILITY | INTEGRITY | TRANSPARENCY | VALUE FOR MONEY

RETENTION &
DISPOSAL OF
PUBLIC
PROPERTY
TRAINING
STANDARDS,
COMPETENCE
LEVELS
& CERTIFICATION
REQUIREMENTS

Version 1.0

JANUARY 2022

Accountability

Integrity

Transparency

Value for Money

TABLE OF CONTENTS

1.0 INTRODUCTION	1
2.0 INSITUTIONAL FRAMEWORK/ MAIN ACTORS	4
3.0 GAP ANALYSIS.....	8
3.1 EVIDENCE/ RESULTS OF THE GAPS FOR RETENTION & DISPOSAL	8
4.0 ABOUT THE STANDARD	11
4.1 RATIONALE FOR DEVELOPING THE STANDARD	11
4.2 BENEFITS OF THE STANDARD	11
4.3 STRUCTURE OF THE STANDARD	11
4.3.1 Pillars of Retention and Disposal	11
4.3.2 Competence Levels.....	11
4.3.3 Certification Requirements.....	12
5.0 COMPETENCE FRAMEWORK FOR RETENTION AND DISPOSAL	18
6.0 THE WAY FORWARD.....	51

1.0 INTRODUCTION

Retention and Disposal of Public Property are two (2) distinct areas of specialisation that have the potential to have a tremendous impact on the management of public sector assets/property. Often, emphasis is placed on the Procurement function as a standalone, but it is important to highlight that when managing public property, retention and disposal management are also essential components. As such, when assessing alternative procurement processes or solutions, a 'whole-of-life assessment' would include not only financial considerations, that is, relevant direct and indirect benefits and costs over the whole procurement cycle, but also the costs involved in maintaining/retaining/replacing items in the future. Also for consideration in the process is the anticipated price that could be obtained, or cost that may be incurred, at the point of disposal.

Therefore, after assets are procured and/or acquired, managing, monitoring, and maintaining the assets throughout its life is a necessary focus. This skill set is captured under 'Retention of Public Property' more commonly referred to as 'Asset and Inventory Management'. As such, management or retention of said property continues until same is no longer useful or required and so would need to be disposed of. The disposal of public property is another area that requires a special set of skills to develop and execute the disposal strategy, that provides the best and most

feasible option to dispose of identified items.

It is imperative to note that 'public property' captures both personal as well as real property. As such, the capacity to retain/manage public property requires separate specialised skillsets, knowledge and training when managing personal as opposed to real property.

As a result, there is a need for proper retention/asset management and disposal principles to be applied with the requisite capacity and capability for both personal and real property, which would ensure the successful execution of same.

Therefore, through the retention and disposal of public property systems and procedures, the public sector manages its return on investment through proper management of its property by seeking maximum return on investment upon disposal, so as to aid in the achievement of value for money.

Further, the management of an asset's integrity translates to sustainable value for a public body's long-term performance and as such, supports that a successful asset disposal process contributes directly to sustainable property management and disposal.

Therefore, building a cadre of practitioners in the field of retention and disposal can translate into real financial benefits. Once equipped with the technical capability to effectively manage same, they can incorporate value-adding activities such as

asset disposal planning, revenue/cost control, efficient retention/management of public property, protection of the environment and the like.

The public procurement, retention and disposal system established by the Public Procurement and Disposal of Public Property Act, 2015 (hereinafter referred to as the 'Act') is principle-based and duly adapted to meet the economic, social, and political landscape of Trinidad and Tobago as well as best practice trends¹. The 'Act' facilitates the achievement of the central principles of value for money, transparency, and accountability.

Additionally, the Act envisions the development of a de-centralised system establishing, pursuant to section 61(2) which states that, a Procurement Officer in each public body, "shall be responsible for public procurement and the disposal of public property for that body"². Of note, the strength of a principle-based system lies in the governance structure, the institutional framework, the individuals and their ability to discharge their responsibilities as custodians of public money as prescribed by the Act and the Public Procurement and Disposal of Public Property Regulations, 2021 (hereinafter referred to as 'the Regulations'). This system requires the individuals and

institutions involved in executing the procurement, retention and disposal function to be highly skilled with capacity specifically for sound Retention and Disposal practices.

Guided by section 13 (1) (b) of the Act, the Office of Procurement Regulation (hereinafter referred to as the 'Office') is empowered to "set training standards, competence levels, and certification requirements to promote best practice in procurement"³ and by extension, retention and disposal (hereinafter referred to as 'the Standard'). In 2020, the Office developed a Training Standard, Competence Levels and Certification Requirements for Public Procurement, as such, this standard follows from the Procurement standard and specifically addresses the retention of public property and disposal of personal public property.

In setting the standard, the Office's goal is to support the development of retention and disposal capacity, training and dissemination of information as we ensure the effective application of asset management and disposal rules through appropriate mechanisms.

The standard will identify the knowledge, skills and competencies required of retention and disposal practitioners in pursuit of workforce development,

¹ "Reform of the Public Sector Regime – A White Paper", *Critical Review of the System*, Accessed September 17, 2020, <https://www.finance.gov.tt/2005/09/30/reform-of-the-public-sector-procurement-regime-a-white-paper/>

² "The Public Procurement and Disposal of Public Property Act 2015", *Offence and Penalty, Section 61 (2)*, Accessed September 14, 2020, [https://www.finance.gov.tt/wp-](https://www.finance.gov.tt/wp-content/uploads/2019/07/The-Public-Procurement-and-Disposal-of-Public-Property-Act-2015.pdf)

[content/uploads/2019/07/The-Public-Procurement-and-Disposal-of-Public-Property-Act-2015.pdf](https://www.finance.gov.tt/wp-content/uploads/2019/07/The-Public-Procurement-and-Disposal-of-Public-Property-Act-2015.pdf)

³ "The Public Procurement and Disposal of Public Property Act 2015", *Functions of the Office, Section 13 (1b)*, Accessed September 15, 2020, [https://www.finance.gov.tt/wp-](https://www.finance.gov.tt/wp-content/uploads/2019/07/The-Public-Procurement-and-Disposal-of-Public-Property-Act-2015.pdf)

improved public confidence and a globally competitive retention and disposal system. In this context, the chart below introduces the sections of the Standard as follows:

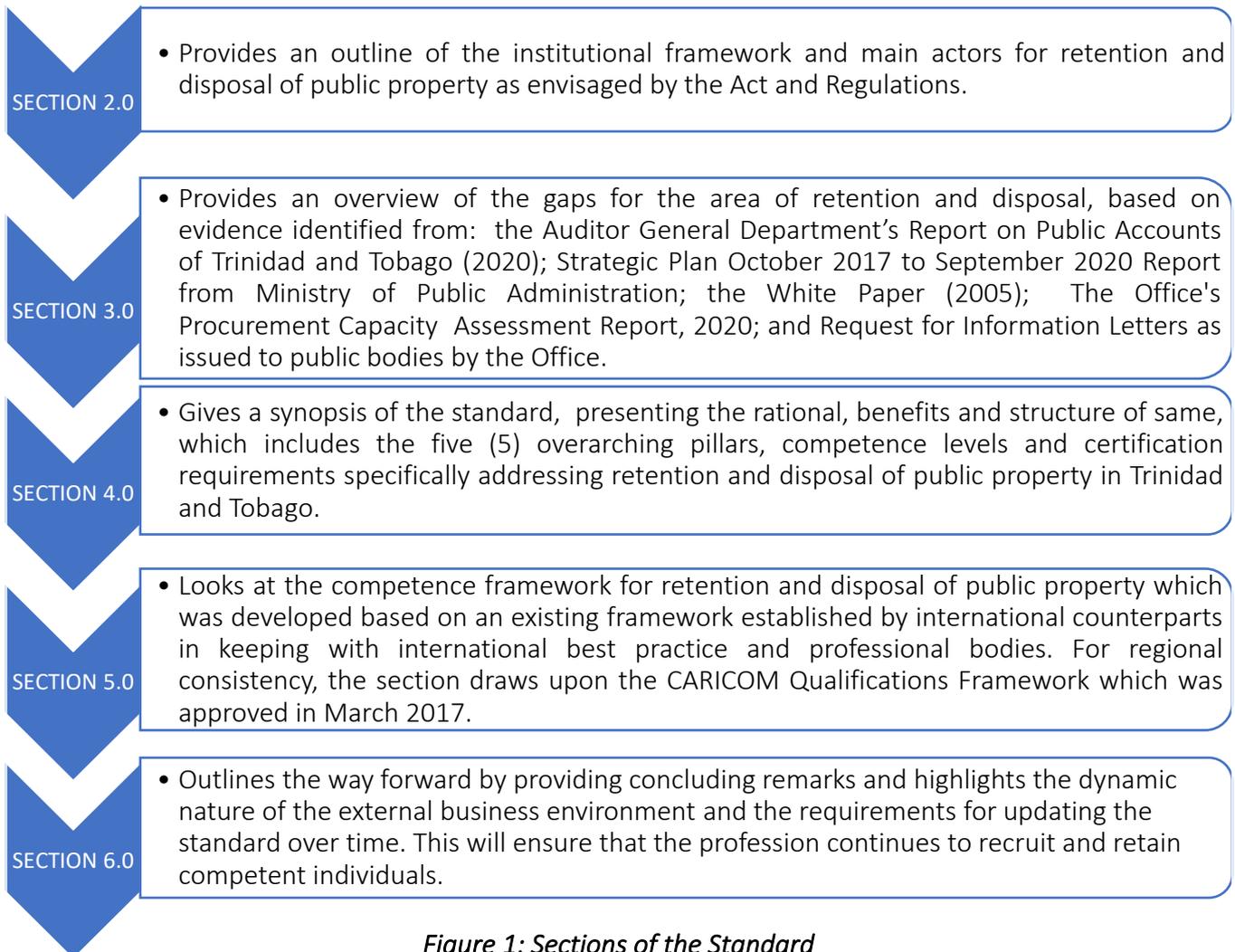


Figure 1: Sections of the Standard

2.0 INSTITUTIONAL FRAMEWORK/ MAIN ACTORS

The institutional framework and main actors in the retention and disposal of public property are key to developing a standard that is fit for purpose. There are several institutions in Trinidad and Tobago that play key roles in the management and execution of the retention and disposal processes. Some institutions provide or support financial or human resources, while others act as control bodies that execute ex-ante and ex-post controls of the process. This section therefore, provides an overview of these key institutions and their roles as follows:

- **The Office of Procurement Regulation**

The Office is an independent body established pursuant to the Public Procurement and Disposal of Public Property Act, 2015 (as amended). The Act aims to provide for public procurement, the retention and disposal of public property, in accordance with the principles of good governance. These principles include accountability, integrity, transparency, value for money, promotion of local industry development and sustainable development for both procurement and disposal practices.

One of the many functions of the Office, include the development of this training standard for retention of public property

and disposal of personal public property as supported by Section 13 (1) (b), of the Act. As such, the Office plays a critical supporting role in establishing the procurement, retention and disposal function as a professional one in Trinidad and Tobago and in promoting best practices within same through the establishment of 'the Standard'.

Further, in fulfilling this function, the Office has utilised various strategies for the area of 'Retention and Disposal' including:

- Development of Handbooks, General Guidelines and sample form templates;
- Drafting of sample case study scenarios and solutions to act as a guide for public bodies when executing the disposal strategy development process;
- Harmonise policies, systems and practices in relation to public procurement activities and the disposal of public property;
- Hosting of capacity building initiatives and one-on-one sensitisation sessions;
- Provision of individual advice and assistance to public bodies; and
- Additionally, as a mechanism to support stakeholders and for reference purposes, presentations, video recordings and frequently asked questions (FAQs) on

procurement, retention and disposal of public property are available on the OPR's website.

- **Ministry of Public Administration and Digital Transformation (MPADT) and The Public Service Academy (PSA)**

The Ministry of Public Administration and Digital Transformation (hereinafter referred to as 'the MPADT') is charged with the task of continually improving the way work is done in the public service. The MPADT partners with other Government Ministries and Agencies to provide human resource development interventions and to build human resource capacity through the Public Service Academy (hereinafter referred to as 'the PSA'), a department under its ambit⁴. The PSA serves as a key player in capacity building in the public service, as it is required to ensure the highest training standards are maintained by monitoring the quality of training to public servants⁵.

A part of MPADT's operational framework is to collaborate with other central agencies to strengthen asset management systems and processes. This is accomplished through the Public Service Academy (PSA) by providing training in Inventory Management through customising open-

source software to use as an Asset Management solution and thus facilitating the tagging of assets in compliance with Financial (Stores) Regulations.

As the Ministry with the responsibility for Property and Real Estate, MPADT has almost completed development of a 'Property Management Information System' to assist with the operations of this portfolio. The system includes a database of property owned and occupied (rented) by Government of Republic of Trinidad and Tobago (GoRTT)⁶.

- **Ministry of Finance and The Central Audit Committee of the Ministry of Finance**

The Ministry of Finance is responsible for revenue collection and management, budget planning, preparation and management and plays a key role in the formulation and promotion of national fiscal and economic policy, trade facilitation and border control, debt management and the management of the State Enterprises Sector⁷. In addition to its role as distributor of revenue to public bodies, the Ministry of Finance is a key collaborating partner with the Office in contributing to the Regulations to give effect to the provisions of the Act, conducting challenge proceedings⁸ and for

⁴ "About Us – Ministry Of Public Administration", *Mpac.Gov.Tt*, Accessed September 23, 2020, <http://www.mpac.gov.tt/about%20mpa>

⁵ "Public Service Academy – Ministry Of Public Administration", *Mpac.Gov.Tt*, Accessed September 29, 2020, <http://www.mpac.gov.tt/node/83>

⁶ Government of the Republic of Trinidad and Tobago Ministry of Public Administration Presentation MESICIC –Mechanism for the Implementation of the Inter-American Convention against Corruption

April 2, 2019. http://www.oas.org/es/sla/dlc/mesicic/docs/mesicic5_t_to_annex57.pdf

⁷ "Our Ministry – Ministry Of Finance", *Finance.Gov.Tt*, Accessed September 28, 2020, <https://www.finance.gov.tt/our-ministry/>

⁸ Section 58 (4) & 63 (1), "The Public Procurement and Disposal of Public Property Act 2015", <https://www.finance.gov.tt/wp->

adding and removing suppliers or contractors to the ineligibility list. The Ministry also has the legislative responsibility for developing the regulations for the Disposal of Real Property/State Lands according to section 57A of the Public Procurement and Disposal of Public Property (Amendment) Act, 2016.

The Ministry of Finance will also play a key role in ensuring that public bodies build the required capacity and undertake the necessary institutional modifications for the full implementation of the Act⁹. The Ministry also plays a role in establishing transitional arrangements for the dissolution of the Central Tenders Board (hereinafter referred to as the 'CTB').

- **The Auditor General's Department (AGD)**

The Auditor General, in executing his/her role must satisfy him/herself that all reasonable precautions have been taken to safeguard the collection of public moneys and that the laws, directions and instructions relating to same have been duly observed. Also, the Auditor General Department (AGD) ensures that all money expended have been applied to the purpose or purposes for which the same was granted by Parliament and that such expenditure conforms to the authority

[content/uploads/2019/07/The-Public-Procurement-and-Disposal-of-Public-Property-Act-2015.pdf](http://www.auditorgeneral.gov.tt/sites/default/files/Exchequer%20and%20Audit%20Act-69.01.pdf)

⁹ The Joint Select Committee on Finance and Legal Affairs, "6th Report- Joint Select Committee On Finance And Legal Affairs Inquiry Into The Implementation Of The New Public Procurement System", Accessed September 28, 2020, http://www.ttparliament.org/committee_business.php?mid=19&id=239&pid=28

¹⁰ "Exchequer and Audit Act", *Auditorgeneral.Gov.Tt*, Accessed September 30, 2020,

which governs it and has been incurred with due regard to the avoidance of waste and extravagance. Additionally, AGD ensures that essential records are maintained and the rules and procedures framed and applied are sufficient to safeguard the control of stores and other State property¹⁰.

The Auditor General will continue to play an important role in safeguarding public funds following proclamation of the Act. The outcomes of their reports will serve as indicators of success and as a foundation for the development of future capacity building initiatives.

- **Public Bodies**

There are approximately four hundred fifty-four (454) public bodies in Trinidad and Tobago as defined by section 4 of the Act¹¹. Upon full proclamation of the Act, the retention and disposal of public property system will be restructured to a decentralised system where all bodies using public moneys will be responsible for their own asset and disposal management.

Since public bodies falling under the CTB were not previously responsible for their own disposals, there is a lack of human resources with the required technical

<http://www.auditorgeneral.gov.tt/sites/default/files/Exchequer%20and%20Audit%20Act-69.01.pdf>

¹¹ Refer to *Section 4*, "The Public Procurement and Disposal of Public Property Act 2015", <https://www.finance.gov.tt/wp-content/uploads/2019/07/The-Public-Procurement-and-Disposal-of-Public-Property-Act-2015.pdf>

competence to deliver effectively in the disposal role. Traditionally, as the retention and disposal functions were viewed mainly as supportive/administrative roles, retention and disposal practitioners may possess limited operational asset management and disposal experience, knowledge, training and relevant expertise to deliver in compliance with the Act.

Therefore, as we move toward a decentralised system, the legislative requirement for public bodies to name/assign responsible officers for retention of public property and a Procurement Officer with responsibility for public procurement and disposal of public property comes to the forefront. Public bodies will now be required to recruit and retain adequately trained personnel with the necessary competence to fulfil and support this role to ensure compliance with section 61 (2) of the Act.

3.0 GAP ANALYSIS

Analysing the gaps within the scope of retention and disposal have assisted the Office in identifying missing processes, practices, technologies, and skills that are required within these fields by public bodies in Trinidad and Tobago. This has allowed for the identification of the necessary steps to help eliminate the gaps.

The following methods and/or documents aided in the identification of the challenges faced by public bodies in relation to retention and disposal of public property:

- **Report of the Auditor General** on the Public Accounts of the Republic of Trinidad and Tobago for the financial year, 2020;
- **Strategic Plan October 2017 to September 2020** report from Ministry of Public Administration;
- **A White Paper, 2005; Reform of the Public Sector Procurement Regime**, also speaks to disposal of assets;
- A questionnaire issued to ‘named’ Procurement Officers of public bodies, entitled ‘Procurement Capacity Assessment Form’ the results of which were documented in a **Procurement Capacity**

Assessment Report, 2020;

- **Request for Information letters** issued to public bodies to gather information based on the retention and disposal procedures as utilised by them accordingly.

3.1 EVIDENCE/ RESULTS OF THE GAPS FOR RETENTION & DISPOSAL

The Auditor General’s Report on the Public Accounts of the Republic of Trinidad and Tobago for the financial year 2020¹², revealed several weaknesses within the retention and disposal aspect. The report generally stated that there were improper asset management practices by public bodies, such as:

- i. Improper record keeping within the fixed asset register;
- ii. Lack of proper tagging for identification of these assets;
- iii. Lack of proper disposal records where donations of several types of property were made.

A White Paper, 2005; Reform of the Public Sector Procurement Regime¹³, provides a historical context to the reform agenda highlighting the reasons for the reform initiative. Specific to disposal of property including the real property of the State, the

¹² Office of the Auditor General. (2021, April 29). Report of the Auditor General on the Public Accounts of the Republic of Trinidad and Tobago for the Financial Year 2020. Retrieved from <http://138.128.179.50/sites/default/files/Auditor-General-Report-2020.pdf>

¹³ “Reform of the Public Sector Regime – A White Paper”, Accessed September 30, 2020, <https://www.finance.gov.tt/2005/09/30/reform-of-the-public-sector-procurement-regime-a-white-paper/>

report states that the same principles and objectives for procurement applies to disposal of public assets including lands, buildings, intellectual property rights, and other assets, real and financial, fixed and moveable, owned or managed by the State or State agencies, whether by sale, lease, concession or license.

Apart from the weaknesses in the regulatory framework, the White Paper recognised the maintenance and disposal of property as part of public procurement, and saw the need for disposal to be considered when making acquisitions to ensure value for money. It further identified shortcomings in the form of poor data collection and reporting, lack of an electronic public information system, lack of a national registry, absence of uniformity in the processes and a shortage of skilled staff in public bodies.

[The Strategic Plan October 2017 to September 2020 by the Ministry of Public Administration \(MPA\)¹⁴](#) revealed that the MPA had to work on strengthening and improving the inventory and asset management systems across the country.

[The Procurement Capacity Assessment Report, 2020¹⁵](#) highlights several improvements required to the area such as:

- i. Development of a Stores and Inventory Management System (SIMS);
- ii. Training of technical officers to use SIMS;
- iii. Establishment of proper documentation for retention and disposal procedures;
- iv. Additional training for retention and disposal of public property such as asset disposal and the disposal process.

In addition to the mentioned reports, the Office sent out 'Request for Information' letters to public bodies in January 2020 to understand the gaps and/or challenges being faced in reference to retention and disposal procedures. The summary of the existing gaps/challenges by public bodies are illustrated in Table 1:

¹⁴ Ministry of Public Administration and Communications. (2017, September). Strategic Plan October 1 2017 to September 30 2020. Retrieved from https://mpadt.gov.tt/sites/default/files/file_upload/publications/MPAC Strat Plan FY 2018 to FY 2020 FINAL.pdf

¹⁵ Procurement Capacity Development Department, The Office of Procurement Regulation. (2020, January). Procurement Capacity Assessment Report 2020.

Table 1: Summary of Gaps identified by Public Bodies:

- Insufficient storage space at the organisation for items identified for disposal.
- No over-arching policy or standard operating procedures for disposal of assets.

- Information not readily available.

- No system used by the Ministry to depreciate items each year.

- Improper record keeping making it difficult to determine the current value of property.

- Limited funds allocated to the company to execute disposal.

- Disposal process long, tedious and quite frustrating.
-

4.0 ABOUT THE STANDARD

4.1 RATIONALE FOR DEVELOPING THE STANDARDS

Training standards can be used to define curricula in education and training so institutions can ensure the quality and consistency of training.

The gap analysis revealed the importance of capacity building initiatives, setting training standards, competence levels and certification requirements to promote best practice in the retention and disposal of public property in Trinidad and Tobago.

All public bodies are required to comply with the Act, regulations, handbooks and guidelines whilst ensuring the achievement of its strategic mandate.

Currently, there are insufficient training standards, educational requirements and competence framework for public procurement/or retention and disposal practitioners in Trinidad and Tobago. Therefore, establishing said training standards and requirements are critical to promoting the retention and disposal function within the public sector.

4.2 BENEFITS OF THE STANDARD

The aim of the standard is to directly link legislative requirements, the needs of the public sector and the overall economy of Trinidad and Tobago towards achievement of the following benefits:

- Establishment of a transparent qualifying benchmark for the

retention and disposal profession;

- Improvement in overall organisational performance;
- Measurement of knowledge and capabilities against the required competency levels for the job functions;
- Development of high-quality retention and disposal of public property programmes by education and training providers to prepare public service professionals in the field.

4.3 STRUCTURE OF THE STANDARD

➤ 4.3.1 Pillars of Retention & Disposal

The [pillars of retention and disposal](#) consist of the core knowledge areas and capabilities that public procurement, retention and disposal practitioners should possess, and the areas education and training institutions should ensure are included in their training programmes.

The knowledge and capability requirements were developed in keeping with the five (5) pillars of retention and disposal.

➤ 4.3.2 Competence Levels

A [competence](#) describes the ability to use a set of related knowledge, skills and attributes required to successfully perform

activities and tasks in a defined setting¹⁶.

Here, the **competence level** will enable individuals and employers to better understand and compare the different levels of competence that exist and allow for mobility of practitioners across public bodies.

It will give training providers an understanding of the requirements of practitioners in retention and disposal when linked to the levels of qualification and capabilities of practitioners holding a particular qualification.

In this standard, three (3) levels of competencies have been developed as Level 3, 4 and 5.

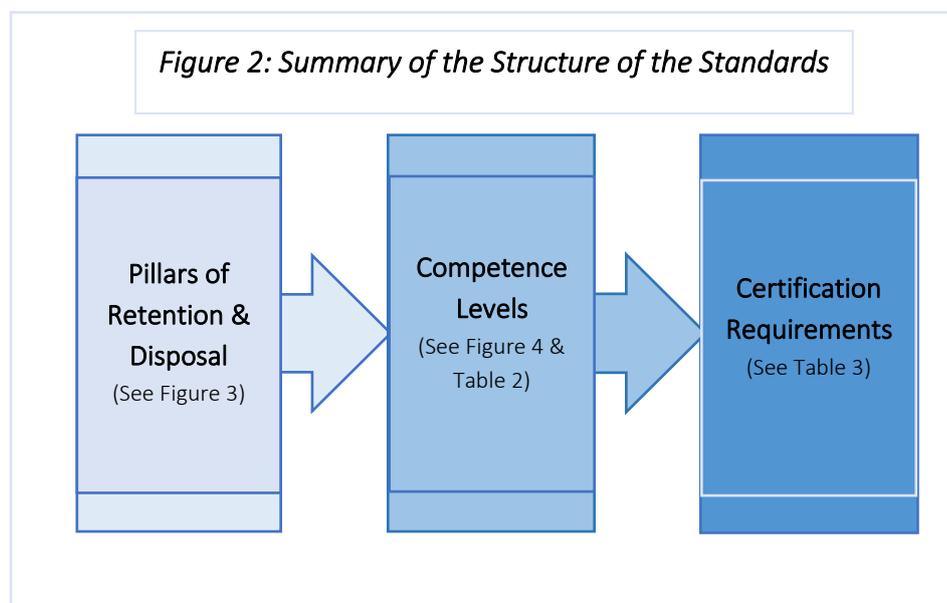
Following this, the Competence Infrastructure gives a brief description of each level of competence.

➤ 4.3.3 Certification Requirements

The **certification requirements** set the minimum qualification levels for practitioners operating at each competence level. They are designed to standardise the level of qualifications for retention and disposal practitioners operating in Trinidad and Tobago.

The certification requirement should be read alongside the competence framework to obtain a full understanding of the knowledge, capabilities and the skills required by practitioners operating in any of the three (3) competence levels.

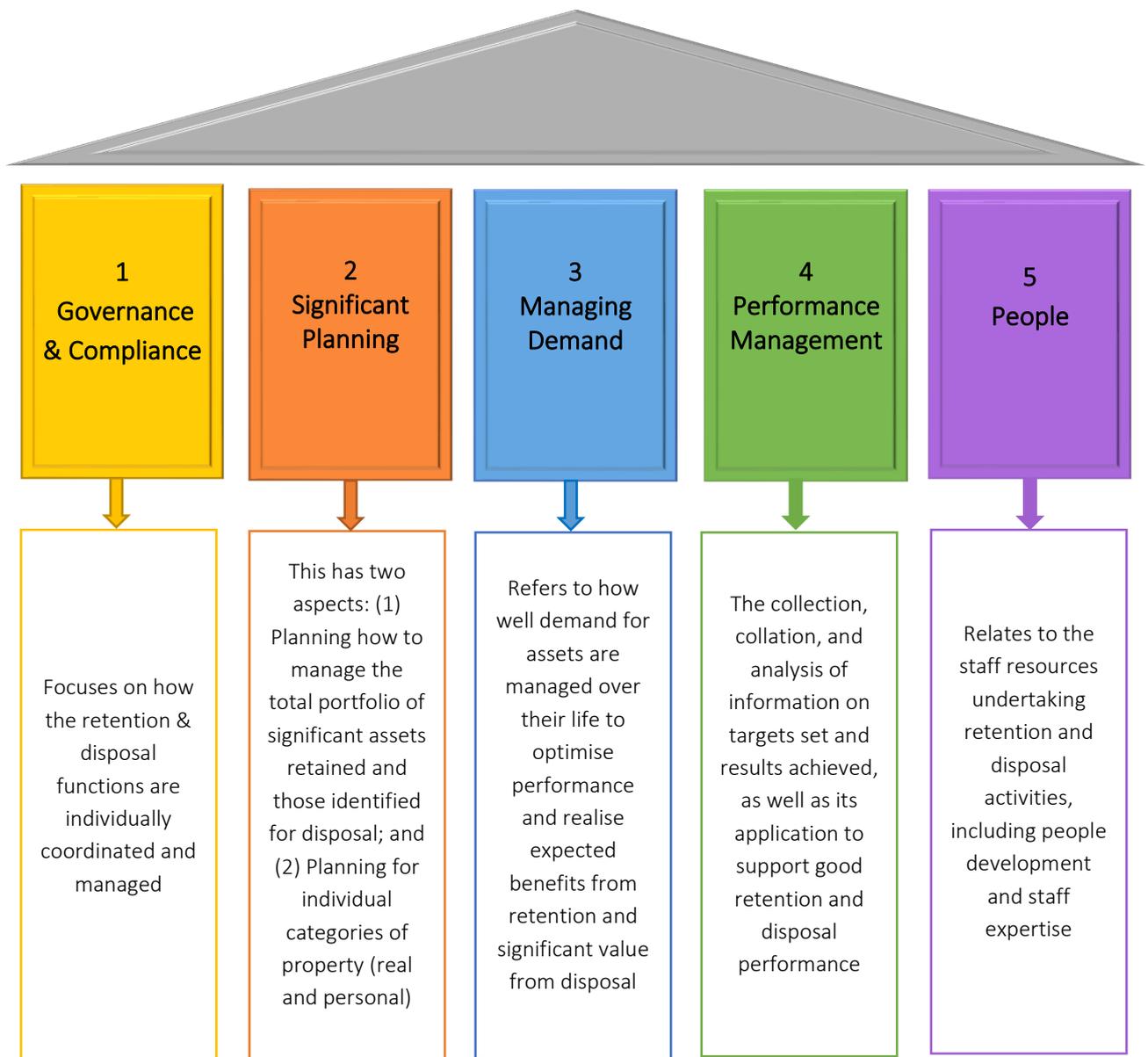
These three (3) overarching areas consisting of the overall structure of the standard are summarised in Figure 2 below, which leads on to further expansions of the areas through applicable figures and tables as referenced.



¹⁶ Green, D., & Levy, C. (2021, March 29). What are competencies? Retrieved from

<https://ecampusontario.pressbooks.pub/competencytoolkit/chapter/defining-competencies/>

Figure 3 – Pillars of Retention & Disposal



Please Note:

Pillars 2 & 3 are combined in Table 4 – Competence Framework, where the colour **Orange** represents **Significant Planning & Managing Demand** for information on **Retention/Asset Management**; and **Blue** represents **Significant Disposal Planning & Managing Demand**.

Figure 4: Levels of Competencies for Retention of Public Property & Disposal of Personal Property

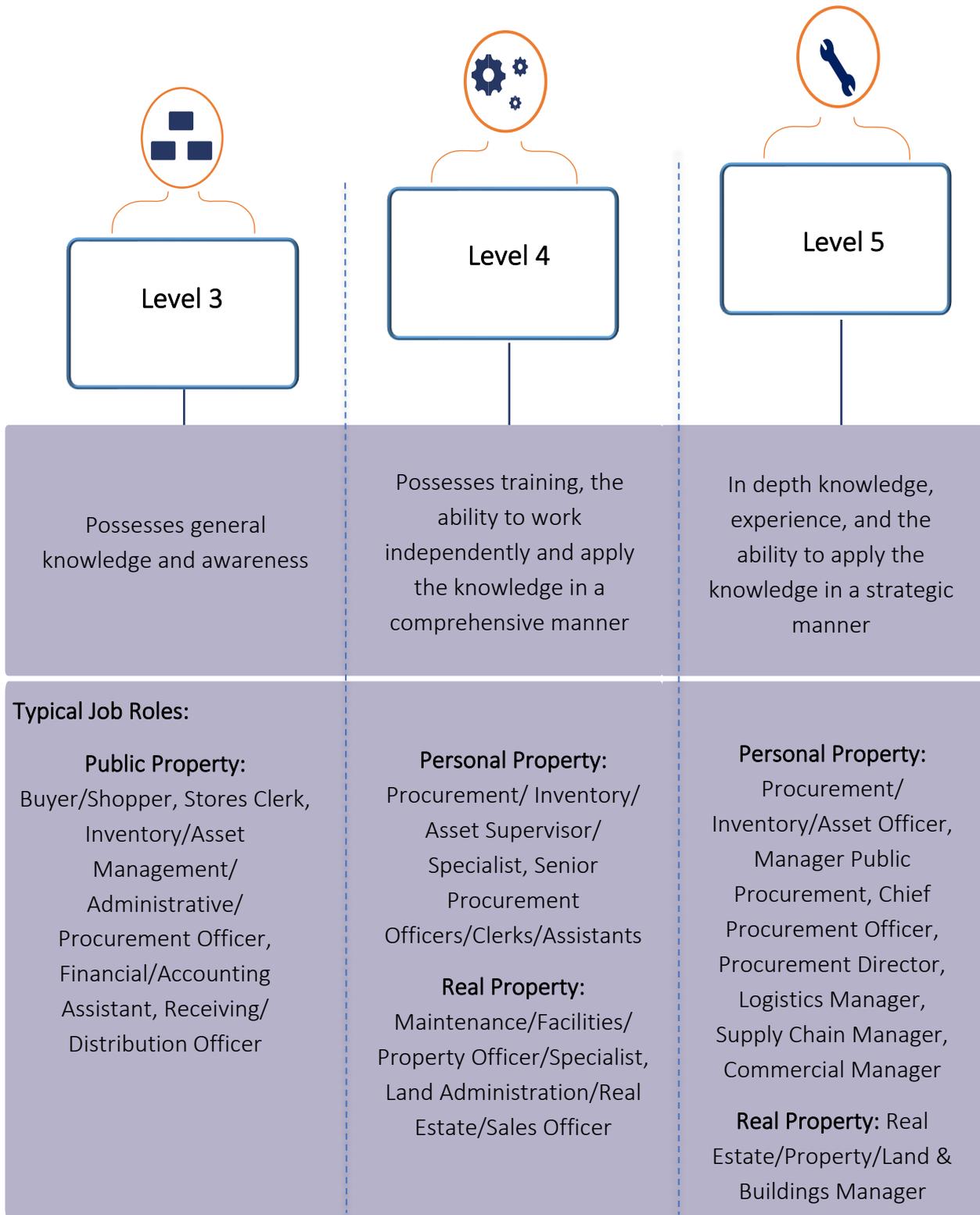


Table 2: Competency Infrastructure

LEVELS	LEVELS OF COMPETENCY DEFINED AND DESCRIBED	ON THE JOB EXPERIENCE	DESIRABLE QUALIFICATIONS
Level 3	<p>Possesses basic knowledge and awareness of laws, regulations and guidelines in relation to retention and disposal of public property. Must have an understanding of property/inventory tracking and stores and inventory management systems. Must be able to keep proper inventory records and continuously review the level of inventory/property. Ensures that data is reconciled to reflect the property records and adjust the records to accommodate discrepancies.</p>	<p>Two (2) years' related work experience in a property/stores/inventory clerk support role with relevant training.</p>	<p>Public Property: Diploma in Property/Asset/Inventory Management.</p>
Level 4	<p>Possesses training, the ability to work independently and apply extensive knowledge of property and inventory management (ensuring that assets are managed according to developed policies and procedures in place, laws, and regulations). Must also possess knowledge of standardised property disposal procedures, regulations or operations.</p> <p>Extensive experience in generating reports that vary from simple to complex analyses.</p>	<p>Three (3) years of experience in the field of property management and/or property disposal.</p>	<p>Personal Property: First Degree in General Property/Asset/Inventory Management or a related field.</p> <p>Real Property: (Certificate/Diploma) in Property/Real Estate Management or Certificate in Land Administration/Management.</p>
Level 5	<p>In-depth knowledge, experience and the ability to apply the knowledge in a strategic manner. Leads the retention and disposal function and supports the achievement of the public body's strategic mandate in keeping with</p>	<p>Strategic retention and disposal of property/assets experience and expertise as illustrated by</p>	<p>Personal Property: Postgraduate Degree in Procurement/Supply Chain/Property Management.</p>

LEVELS	LEVELS OF COMPETENCY DEFINED AND DESCRIBED	ON THE JOB EXPERIENCE	DESIRABLE QUALIFICATIONS
	the Public Procurement & Disposal of Public Property Legislation and makes recommendations for improvements in the performance of the functions.	eight (8) years of progressive experience in the field. Managing high risk/high value property management projects that are of strategic significance to operations and execution of successful property disposal processes would be an asset.	Real Property: Land Administration/ Real Estate/ Facilities Management or related field.

The certification requirements illustrated in **Table 3** below have been developed in keeping with the CARICOM Qualifications Framework¹⁷ which serves as a guide in establishing the minimum number of credits required for the type or level of retention and disposal of public property programme. As such, the Orientation and Purpose area, which captures the levels of competence, as well as the typical job roles, has been edited to suit the requirements for the execution of the retention and disposal function.

Table 3: Certification Requirements

Type Of Programme	Orientation And Purpose	Duration (full time)	Credits
LEVEL 3			
DIPLOMA	Qualification building on the foundational elements of retention of public property and/or disposal of personal property and the acquisition of knowledge, skills and attitudes (behavioural competencies) to	2-3 years	Minimum 50 Credits

¹⁷ CARICOM, "A Report on the CARICOM Qualifications Framework: A Model for Enabling Regional SEAMLESS Human Resource Development", Accessed September 17, 2020, https://actt.org.tt/images/documents/CQF/2018/A_Report_on_the_CARICOM_Qualifications_Framework.pdf

Type Of Programme	Orientation And Purpose	Duration (full time)	Credits
	perform the retention and/or disposal functions at a technical level.		
Typical Job Roles:			
Public Property: Buyer/Shopper, Stores Clerk, Inventory/Asset Management/Administrative/ Procurement Officer, Financial/Accounting Assistant, Receiving/Distribution Officer			
LEVEL 4			
BACHELOR'S DEGREE	Advanced professional qualification denoting the successful completion of an academic study by completing the topics identified in the competence framework and is capable of applying the knowledge in a broad range of complex work activities illustrated by the ability to retain public property and dispose personal property.	3+ Years	Minimum 120 Credits
Typical Job Roles:			
Personal Property: Procurement/Inventory/ Asset Supervisor/Specialist, Senior Procurement/ Inventory/Asset Officers/Clerks/Assistants			
Real Property: Maintenance Officer, Property Officer/Specialist, Real Estate/Sales Officer			
LEVEL 5			
POST-GRADUATE/ADVANCED PROFESSIONAL	Advanced professional postgraduate qualification with in-depth knowledge, skills and capabilities in the topics identified in the competence framework and has the ability to lead in the operational and strategic aspects of retention and disposal.	1-2 Years	Credit varies based on the institution
Typical Job Roles:			
Personal Property: Procurement/Inventory/Asset Officer, Manager Public Procurement, Chief Procurement Officer, Procurement Director, Logistics Manager, Supply Chain Manager, Commercial Manager			
Real Property: Real Estate/Property/Land & Buildings Manager			

5.0 COMPETENCE FRAMEWORK FOR RETENTION & DISPOSAL

Using a competency framework enables an organisation to successfully align its staff skills, capabilities and knowledge with organisational priorities, resulting in improvements and efficiencies¹⁸.

The competence framework for retention of public property (personal & real) and disposal of personal property identifies the competencies (ie. topic, skills) that should be taught in a training session for retention and disposal practitioners at different functional/competency levels.

(See Table 4)

¹⁸ International Atomic Energy Agency. (n.d.). The Competency Framework - A Guide for IAEA Managers and Staff. Retrieved from

<https://www.iaea.org/sites/default/files/18/03/competency-framework.pdf>

TABLE 4: COMPETENCY FRAMEWORK – RETENTION AND DISPOSAL OF PUBLIC PROPERTY

Five (5) Pillars of	1	2 & 3			4	5		
	Governance & Compliance (Retention & Disposal)	Significant Retention/Asset Management Planning & Managing Demand			Performance Management	People		
		Planning	Storage and Warehouse Management (<i>Applicable for Personal Property</i>)	Asset Disposal Planning				
Training areas to be focused on:	Legislative Framework	Policy/Special Guidelines	Stores/Warehouse & Distribution Management	Public Property/Asset Portfolio	Performance Measurement and Management	Stakeholder Relationship Management		
	Internal Controls	Risk Management	Inventory/Records Management	Annual Asset Disposal Plan				
	Use of Standardised Forms (Applicable for Disposal)	Public Property Maintenance Planning	Real Property Management			Continuous Improvement	Effective Communication	
		Personal Property Management						
		Significant Disposal Planning & Managing Demand						
		Planning	Strategy Development	Disposal Execution				
	Property Disposition	Disposal Methods	Disposal Action Management					
	Property Valuation/Appraisal	Disposal Strategy Development						
	Electronic Disposals (e-Auctions & Forward Auctions)							
	Practical Issues in Disposal							

RETENTION & DISPOSAL OF PUBLIC PROPERTY

PILLAR 1 – GOVERNANCE & COMPLIANCE

Focuses on how the retention & disposal functions are individually coordinated and managed

TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Applicable for both Retention & Disposal of Public Property		
		Level 3	Level 4	Level 5
Legislative Framework	<p>To provide public property/asset management and disposal practitioners with the knowledge and understanding of the legislative and regulatory framework that governs the retention and disposal of public property in Trinidad and Tobago.</p> <p>Practitioners at the different levels should understand the governance requirements that are</p>	<ul style="list-style-type: none"> • General knowledge and awareness of retention and disposal of public property related legislation and applicable policy, handbooks and General Guidelines for practical application. • Understands the purpose and objectives, as well as the implications and effects of the legislation for the 	<ul style="list-style-type: none"> • Understands the process required for good practice and to operate within the legislative framework. • Undertakes risk assessments activities and ensures compliance with the objects of the Act. • Ensures that the applicable legislation and its principles are being adhered to in 	<ul style="list-style-type: none"> • Use of expert knowledge gained on legislative framework to interpret legislation and assess the impact upon the management function. • Development of recommendations for future management procedures, policy, governance and compliance implications of legislation, to ensure full and effective

TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Applicable for both Retention & Disposal of Public Property		
		Level 3	Level 4	Level 5
Legislative Framework	in compliance with the Public Procurement and Disposal of Public Property Act and Regulations. They should also consider how these requirements can be implemented in operations.	<p>retention and disposal function.</p> <ul style="list-style-type: none"> Complies with professional and other applicable codes of conduct and ethical standards. 	<p>all aspects of retention and disposal of public property.</p> <ul style="list-style-type: none"> Ability to provide recommendations for improvement in internal control procedures and general operations to ensure compliance. 	<p>communication and management.</p> <ul style="list-style-type: none"> Assesses opportunities and risks associated with the given legislation and standards on current retention and disposal of public property practices and processes. Ensures that the functional approach aligns with the wider Government's mandate for effective property management practices in T&T.
Internal Controls	Internal Controls can guide public bodies to achieve their mission or goals and defines the way practitioners and stakeholders act as they	<ul style="list-style-type: none"> Aware of ethical conduct throughout the job cycle and adheres to the organisational standards, code of 	<ul style="list-style-type: none"> Communicates and monitors the use of the internal control framework. 	<ul style="list-style-type: none"> Establishes and monitors the quality and use of an effective internal control system.

TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL Applicable for both Retention & Disposal of Public Property		
		Level 3	Level 4	Level 5
Internal Controls	undertake retention and disposal activities. They provide a framework of accountability for their activities and include some key aspects of legislation and supporting guidelines that guide the behaviour of practitioners and aspects of governance that can be established to mitigate against risks.	<p>conduct and values relevant to the level of responsibility.</p> <ul style="list-style-type: none"> Understands the use of internal controls in the retention and disposal of public property. Understands the use of mitigation strategies and control activities to prevent breaches of the internal control process. Aware of common examples of conflict of interest, declares any conflicts of interest, and understands and advises on how to report any deviations from these principles. 	<ul style="list-style-type: none"> Ensures management directives to mitigate risks and carry out internal control activities towards the achievement of objectives. Understands the impact of non-compliance on organisational behaviors, standards and values, and exemplifies compliance in their day-to-day conduct, promoting it in all tasks. Maintains internal reports and guidance documents on standards and business conduct, and updates these 	<ul style="list-style-type: none"> Develops a mechanism for ensuring adequate segregation of duties for the function. Applies standards of business conduct and leads on the identification of key issues and breaches across the function. Manages the development of standards of business conduct for retention and disposal and ensures alignment with these standards, and their application within the public body. Ascertains whether the internal controls components are

TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Applicable for both Retention & Disposal of Public Property		
		Level 3	Level 4	Level 5
Internal Controls			regularly to ensure compliance.	present and functioning.
Use of Standardised Forms (Applicable for Disposal)	<p>These are enablers of efficiency and effectiveness in the disposal process for public property.</p> <p>Standardised frameworks underpin transparency in information and reduce the potential for inconsistent practices.</p>	<ul style="list-style-type: none"> An awareness of the appropriate standardised forms to be utilised for the execution of the disposal process and ability to complete forms. 	<ul style="list-style-type: none"> Understands the use of appropriate standardised forms and has the understanding and ability to complete same. Ability to customise forms and provision of recommendations for improvement to forms. 	<ul style="list-style-type: none"> Ability to understand the standardised disposal forms for approval. Knowledge of compliance with approved standardised forms. Ability to sensitise and provide training others in the use of standardised forms. Develops recommendations for customisation of standardised forms and approves modifications in consultation with relevant stakeholders.

PILLAR 2 & 3 – SIGNIFICANT RETENTION/ASSET MANAGEMENT PLANNING & MANAGING DEMAND

This has two aspects: (1) Planning how to manage the total portfolio of significant assets retained and those identified for disposal; and (2) Planning for individual categories of property (real and personal).

It also refers to how well demand for assets are managed over their life to optimise performance and realise expected benefits from retention.

PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Policy/Special Guidelines	<p>To assist public officers responsible for policy development, to gain an understanding of the requirements for developing same specifically for retention and disposal of public property.</p> <p>Policies ought to apply good governance principles through utilising a modern-day principled approach rather than the traditional prescriptive model.</p>	<ul style="list-style-type: none"> Understands the public body's general procedure and policy and its alignment with the Public Procurement and Disposal of Public Property Act. Understands the basic requirements and the qualities of a good policy/special guideline. Identifies best practice research for possible inclusion 	<ul style="list-style-type: none"> Ability to perform the practical steps for developing an effective policy/special guideline and ensure its alignment with the Public Procurement and Disposal of Public Property Act. Identifies processes and procedures for inclusion in policy to highlight any discrepancies. Decides on appropriate 	<ul style="list-style-type: none"> Guides the overall policy/special guidelines development procedure and formulates advice and recommendations. Examines the discrepancies identified and develops solutions to combat same. Ability to review approval for final

PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Policy/Special Guidelines		into the policy/special guideline.	standardised forms for inclusion in policy to aid in the successful execution of the process. <ul style="list-style-type: none"> Analyses the best practice research undertaken for inclusion into the policy/special guideline. 	policy/guideline as developed.
Risk Management	To adopt a risk-based approach to protect and maintain the public property (personal and real) as entrusted to the public body. This would ensure that performance is maximised and where applicable, that the value of the asset is preserved or enhanced through risk management planning	<ul style="list-style-type: none"> Identifies the likely risk of personal property (low value) being retained and what they may be exposed to (such as loss, theft, fire etc.) Assesses the significance and likelihood of the risk which is likely to threaten the retention of personal property 	<ul style="list-style-type: none"> Identifies the likely risks of personal property (high value) and real property retained and their level of exposure (natural disaster, fire, loss etc). Conducts preliminary risk analysis by assessing the significance and likelihood of the risk to threaten the 	<ul style="list-style-type: none"> Develops approaches to mitigate the impact of risk on the retention function that can adversely affect the public body. Monitors all risk management registers and other associated mechanisms to facilitate appropriate actions to minimise

PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Risk Management	which involves risk identification and analysis and the development of risk mitigation strategies to combat same.	<p>(low value).</p> <ul style="list-style-type: none"> Develops risk management register for personal property (low value) where the identified risks can be inputted. Identifies mechanisms that can be used to combat the identified risks of personal property (low value). 	<p>retention of personal property (high value) and real property.</p> <ul style="list-style-type: none"> Develops risk management register for personal property (high value) and real property, where the identified risks can be inputted. Recommendations can be made on mechanisms to minimise disruption of the retention function. 	<p>disruption and associated costs on the retention function.</p> <ul style="list-style-type: none"> Ensures all mechanisms and actions taken are in alignment with the Act and Public Procurement and Disposal of Public Property Regulations. Use of expert market knowledge gained to analyse and communicate risk management strategies to address potential and emerging risks from external influences.
Public Property Maintenance Planning	To adopt an understanding of the knowledge and skills required in the	<ul style="list-style-type: none"> Demonstrates proper record keeping of each item belonging to the 	<ul style="list-style-type: none"> Develops and implements a maintenance plan for all public property 	<ul style="list-style-type: none"> Examines the maintenance plan and makes suggestions or

PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Public Property Maintenance Planning	maintenance of public property to ensure that they remain in proper working condition and to enhance the property's performance.	<p>public body in their respective database/ asset management system including all past and future maintenance information to be performed.</p> <ul style="list-style-type: none"> • Ability to conduct inspection to highlight any issues or immediate action/maintenance that may be required for proper functioning of identified property. 	<p>owned by the public body requiring maintenance.</p> <ul style="list-style-type: none"> • Determines types of maintenance required and evaluates between in-house or outsourced resources to prepare appropriate maintenance strategies (creation of budgets). 	<p>recommendations for areas of improvement and inclusion of other pertinent areas not captured.</p> <ul style="list-style-type: none"> • Evaluates feasibility of maintenance options using financial tools such as net present value and future value as well as life cycle costing and gives authorisation for maintenance to be performed.
Personal Property Management	To provide public officers/personnel with foundation of knowledge, skills and capabilities to support their public bodies successfully in the day-to-day management of personal property as	<ul style="list-style-type: none"> • Record keeping personal property in the asset/stores and inventory management system with information from purchasing and receiving documentation, in 	<ul style="list-style-type: none"> • Ability to measure compliance of the asset with established standards, system trends, identification of areas of concern and highlighting exception levels of 	<ul style="list-style-type: none"> • Ensures assets owned or for which the organisation is accountable are adequately controlled, protected, preserved and maintained to maximise their useful

PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Personal Property Management	well as to obtain an understanding of the practical issues that exists within the retention/management of personal property.	<p>addition to information gained from a physical inspection of the property.</p> <ul style="list-style-type: none"> • Understands the importance of reporting receipt, identification, movement, maintenance, and other areas as it relates to proper asset/property management. • Ability to ensure that property is safeguarded and existence verified. 	<p>compliance for each item of personal property.</p> <ul style="list-style-type: none"> • Initiates and assembles the structure of the stores and inventory management system and provide a logical layout design to facilitate the presentation for interpretation to generate reports and input information. • Tracks accountability, as well as information for depreciation and financial purposes. • Identification and documentation of potential issues/challenges. 	<p>life and provide the best possible return on investment.</p> <ul style="list-style-type: none"> • Gains understanding of developing efficient and effective communication strategy for proper property management. • Addresses and solves issues feasibly through development of risk mitigating solutions/strategies and through consultation with subject matter experts.

PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Real Property Management	To provide individuals with an overview of the basic tools, techniques and general knowledge required for effective real property management as well as obtain an understanding of the potential issues that exists within the retention/management of real property.	<ul style="list-style-type: none"> • Understands the key roles and responsibilities in real property management. • Records details of real property owned by the public body in the asset management/stores and inventory management system along with additional information gained from a physical inspection of the real property. 	<ul style="list-style-type: none"> • Creates an asset management plan for each real property owned by the public body. • Required to assemble the structure of the property management system and provide a logical layout design to facilitate the presentation for interpretation to generate reports and input information. • Generates effective reports to validate the details of each real property owned by the public body. The report should include activity of the property, compliance being met, any loss or damage to property 	<ul style="list-style-type: none"> • Ensures real property for which the organisation is accountable, are adequately controlled, protected, preserved and maintained to maximise their useful life. • Demonstrates a clear understanding of how the value of money changes over time, to gain an understanding of how it relates to property transactions. Various methods of valuing property should also be explored to differentiate among the various methods and best practices. • Addresses and solves issues in the most

PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Real Property Management			and any other detail as it relates to real property management. <ul style="list-style-type: none"> • Identification and documentation of potential issues/ challenges. 	feasible manner by developing risk mitigation strategies/ solutions.

STORAGE AND WAREHOUSE MANAGEMENT (Applicable for Personal Property)				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Stores/Warehouse & Distribution Management	Warehousing and distribution go hand in hand as warehousing allows for the timely delivery and optimised distribution. Both are a very critical function within the property management function. Understanding this would allow the public body to be held	<ul style="list-style-type: none"> • Understands the importance of warehouse operations and the different channels of distribution. • Ability to input current and accurate information into a record system/ asset management 	<ul style="list-style-type: none"> • Oversees the information being inserted into the record system/ asset management database for property stored at the warehouse location that are being received, stored and 	<ul style="list-style-type: none"> • Oversees the cost of warehousing and distribution as part of the budget process. • Ensures that warehouse meets the requirements of public laws and regulations (i.e. proper storage for

STORAGE AND WAREHOUSE MANAGEMENT (Applicable for Personal Property)				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Storage/Warehouse & Distribution Management	accountable for property stored and dispatched and obtain the ability to further develop the skills and knowledge in this area.	<p>database for the storage, receipt, issuance and distribution of personal property.</p> <ul style="list-style-type: none"> Understands the different types of storage space that exists within the warehouse for certain types of property (climate control space, refrigeration/freezers, PPE, material handling equipment and vehicles, security cages etc.) 	<p>distributed.</p> <ul style="list-style-type: none"> Policies and procedures to be written for the proper operation and distribution within the warehouse facility (property marking, identification, bar-coding, distribution channels to be considered etc). Ensures all property has been accounted for and generate reports to specify the type of property being stored, metrics, type of storage facility or space required and the type of warehouse layout to be adopted. 	<p>hazardous wastes or materials etc.)</p> <ul style="list-style-type: none"> Approves the storage facility to be utilised, warehouse layout and all other financial decisions as it relates to the warehouse. Develops and implements a warehouse and a distribution management strategy to be utilised. Provides general oversight of the process and provides approval for significant requests/changes to storage/warehousing and

STORAGE AND WAREHOUSE MANAGEMENT (Applicable for Personal Property)				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Storage/Warehouse & Distribution Management			<ul style="list-style-type: none"> Ensures all property has been accounted for and generates reports on the items that have been distributed and the channels that were utilised. 	<p>distribution systems.</p>
Inventory/Records Management	<p>Inventory/record management can equip public officers with great knowledge, skills, capabilities, and best practice methods which can be applied for proper inventory control and records management.</p> <p>Records management is a critical function of the organisation since well organised records can help the organisation to gain control over documents.</p>	<ul style="list-style-type: none"> Creates, stores, organises and maintains the retention and disposal of all public property information in accordance with established procedures. This may be soft and/or hard copy entry. Preserves records and ensures that they are easily accessible and regularly updated to track or cater for the movement of 	<ul style="list-style-type: none"> Identifies the mechanisms and techniques for promoting a good document/records management system. Ensures that the record management system is in compliance with existing legislation, regulation and standards until they are ready to be disposed. 	<ul style="list-style-type: none"> Ability to design, initiate or enforce an effective document management system (electronic and paper based). Undertakes regular management of policy, plan and system review of records from knowledge gained. Knowledge of industry concerns and issues related to record keeping in

STORAGE AND WAREHOUSE MANAGEMENT (Applicable for Personal Property)				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Inventory/Records Management	Practitioners should be able to also utilise information technology or software programmes to manage inventory/ property/assets/ record management throughout its useful life and identification of same for disposal.	<p>property.</p> <ul style="list-style-type: none"> Matches system records to physical records for accuracy. Retrieves record for review by internal and external stakeholders or Regulatory Agencies as required. Understands and identifies the goal and objectives of inventory management within the public body. Ability to use the different types of technology for recording inventory such as scanners, barcodes technology, RFID etc. 	<ul style="list-style-type: none"> Continuous evaluation of the inventory management system to identify trends, efficiencies, challenges etc. To carefully consider the specific details and type of the items or public property to be recorded (eg. Initial or periodic inventory). Stocktaking and stock checks are an essential procedure for ensuring that the inventory function is being managed and operated correctly. Runs asset progress reports to 	<p>the digital or information age and develop strategies for proper management.</p> <ul style="list-style-type: none"> Continuously identifies ways to reduce overall costs through better utilisation of resources. Demonstrates knowledge of key measures of inventory performance. Proposes and implements asset management software solution. Provides the necessary training for the job positions required to utilise

STORAGE AND WAREHOUSE MANAGEMENT (Applicable for Personal Property)				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Inventory/Records Management		<ul style="list-style-type: none"> Ensures accurate information on each property is inserted in the asset/stores and inventory management system for record keeping (soft and hard copy). 	determine status.	the software/ systems for inventory and records management.

ASSET DISPOSAL PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Public Property/Asset Portfolio	Assiduous management of a property/asset portfolio can help improve the property's profitability. Public bodies can monitor overheads, reduce cost and allow refinancing which can enhance the property's performance. Regular review of a property's portfolio is a very important element of	<ul style="list-style-type: none"> Has the capacity to compile the estimated annual spend on all public property owned by the public body. Ability to identify the categories of public property that are considered significant i.e. high value and/or high risk, which require 	<ul style="list-style-type: none"> Compiles and analyses the historical spend on public property and uses the data to determine strategies to realise short and long-term savings. Ability to conduct regular assessments of public property portfolios (personal and real) to 	<ul style="list-style-type: none"> Ensures that information and organisational processes necessary for the management of the public property portfolio are available and implemented. Reviews and verifies list of assets identified from the portfolio for

ASSET DISPOSAL PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Public Property/Asset Portfolio	property management, especially to aid in timely identification of items requiring disposal.	greater attention and effort.	<p>determine ways property can be enhanced, needs refurbishment and those that require a high level of maintenance.</p> <ul style="list-style-type: none"> Identifies property requiring disposal from the portfolio to determine estimated date of future disposals. 	disposal. Is able to use same to aid in preparation of disposal plan.
Annual Asset Disposal Plan	An Annual Disposal Plan (ADP) is an essential component of sound public property management since the disposal of public property accounts for a significant part of the full life cycle costs. An overall understanding of forecasts/timing for future public property disposals, cash flow	<ul style="list-style-type: none"> Sources information from asset management system or through physical identification as flagged for disposal. Submits the necessary data and information required for completing the plan. 	<ul style="list-style-type: none"> Assesses in detail, public property identified by the asset strategy as surplus to service delivery requirements. Identifies opportunities for increasing public property value 	<ul style="list-style-type: none"> Contributes to strategic aspects and finalisation of the disposal plan. Implements the disposal plan and monitors performance.

ASSET DISPOSAL PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Annual Asset Disposal Plan	forecasts, identifying income associated expenditures and the five (5) stages of disposal planning, are essential for establishing an effective disposal plan. Disposals that did not occur as specified must be updated and revised.	<ul style="list-style-type: none"> Required to continuously review property portfolio for identification of any updates on property initially identified for disposals or reporting of any newly discovered items to add to the list of disposals. Submits updates for review and consideration. 	<p>before their disposal.</p> <ul style="list-style-type: none"> Collates and drafts the plan using the research and data provided and submit for review and final approval. Reviews updated disposal listing and verifies significance for the inclusion in the disposal plan. 	

PILLARS 2 & 3 – SIGNIFICANT DISPOSAL PLANNING & MANAGING DEMAND

This has two aspects: (1) Planning how to manage the total portfolio of significant assets identified for disposal; and (2) Planning for individual categories of property (real and personal).

It also refers to how well demand for assets are managed to obtain significant value from disposal.

PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Property Disposition	<p>Involves managing the public body's day to day physical inventory/ system records to aid in identifying, inspecting, and documenting items requiring disposal. This includes consideration of the reason for disposal as well as the preparation of property for disposition/ securing/moving of items accordingly.</p> <p>Proper disposition of hazardous items and intangible property owned by the public</p>	<ul style="list-style-type: none"> Develops a categorised list of goods to be disposed and documents the request for disposal, stating the reasons. Demonstrates knowledge of the disposal process in particular the identification and disposal execution phases. Ability to identify the hazardous items and intangible property owned by the public 	<ul style="list-style-type: none"> Has full understanding of the disposal process and execution of same. Verifies items identified for disposal through comparison of physical and system/ book records ensuring their correct location, condition, status etc. Is aware of and verifies all disposal preparation methods are 	<ul style="list-style-type: none"> Knowledge of legal liability and breach of privacy legislation. Receives inventory list and ensures appropriate property disposition for items identified for disposal, in preparation for the disposal process. Applies the 'reutilisation principle' before disposal.

PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Property Disposition	body is also considered to ensure they are disposed of in a safe and environmentally friendly manner.	<p>body that requires disposal and ensures they are properly labelled and marked.</p> <ul style="list-style-type: none"> • Understands the different types of intangible property that exists within the public body. • Ability to identify when items/property require necessary repairs, cleaning/polishing, repairs and securing of items etc. • Aware of the environmental or health and safety laws and regulations that exist in T&T. 	<p>successfully executed and in alignment with approved strategy.</p> <ul style="list-style-type: none"> • Identifies the prospective disposal procedures/ processes that can be used for hazardous and intangible property. • Ensures that personnel responsible for the handling of hazardous items are provided with the appropriate Personal Protective Equipment (PPE). 	<ul style="list-style-type: none"> • Completes inventory and inspection report and rates the condition of the items. • Develops and implements the appropriate policies and procedures for disposal of hazardous items and intangible property. • Is aware of the execution process for the preparation of items for disposal.
Property Valuation/ Appraisal	Valuation can play an important part in the	<ul style="list-style-type: none"> • Has an understanding of the factors, 	<ul style="list-style-type: none"> • Determines if an expert valuation is 	<ul style="list-style-type: none"> • Deliberates on the appropriate

PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Property Valuation/ Appraisal	<p>effective and efficient disposal of items, as it provides an important reference point to help procuring entities select the most appropriate disposal option.</p> <p>Having an understanding for executing a valuation of the identified property to determine its current value is essential to the success of the process.</p>	<p>principles and implications that may affect the valuation of property for disposal.</p>	<p>needed.</p> <ul style="list-style-type: none"> • Considers, acquisition cost, market value, replacement costs, actual physical condition of items, book value, residual value etc. 	<p>appraised value to determine the minimum sale/bid price.</p> <ul style="list-style-type: none"> • Ability to compute appraisal of items and generate reports applicable.
Electronic Disposals (e-Auctions/Forward Auctions)	<p>To provide public procurement professionals with the skills and knowledge needed to effectively plan and manage e-auction/forward auctions and how to best use this approach.</p>	<ul style="list-style-type: none"> • Understands the benefits and the different types of electronic disposal methods that exist, especially the e-auction/forward auction concepts, and how they work. • Ability to identify what type of property 	<ul style="list-style-type: none"> • Ensures and verifies that accurate information regarding the disposal is provided. • Ability to work effectively and able to absorb complex data and can communicate same at all levels. 	<ul style="list-style-type: none"> • Develops expert knowledge in the use of e-disposal tools. • Aware of the influences of the use and implementation of e-disposal technology.

PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Electronic Disposals (e-Auctions/Forward Auctions)		<p>should be disposed electronically.</p> <ul style="list-style-type: none"> Ability to use the software chosen for electronic disposal to be executed. 		<ul style="list-style-type: none"> Develops and implements the appropriate policies and procedures for the use of electronic disposal. Understands, explains and presents complex ideas to both technical and non-technical audiences and is able to communicate the potential impact of emerging technologies on the public body and the individuals.
Practical Issues in Disposal	It is important to understand and be able to identify any issues that may arise during or after the execution of the disposal process and address	<ul style="list-style-type: none"> Conducts research into best practices in disposal processes. Contributes and supports 	<ul style="list-style-type: none"> Has working knowledge of the issues that exist in disposal. Identify and document potential 	<ul style="list-style-type: none"> Develops expert knowledge and understands the issues that exist in disposal.

PLANNING				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Practical Issues in Disposal	accordingly. This knowledge can assist practitioners to improve their own disposal processes.	improvement of disposal processes.	<p>issues/challenges.</p> <ul style="list-style-type: none"> Develop possible risk mitigating solutions/strategies. 	<ul style="list-style-type: none"> Development and implementation of mechanisms to prevent issues from occurring to ensure compliance with the Act, handbook and guidelines. Applies knowledge gained to address and solve issues in the most feasible manner.

STRATEGY DEVELOPMENT				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Disposal Methods	Consideration of all possible methods of disposal and the accompanying procedures for executing each. A look at the benefits and costs, as well as the estimated income and expenditure to aid in selecting the most feasible method that provides the best value for the organisation.	<ul style="list-style-type: none"> General knowledge of the different methods of disposal. Ability to assess the pros and cons of all disposal method options. 	<ul style="list-style-type: none"> Considers procedures for each method of disposal. Evaluates and examines all feasible methods of disposal. 	<ul style="list-style-type: none"> Selection of a preferred and most feasible and cost-effective disposal option having considered all factors. Development of disposal strategy

STRATEGY DEVELOPMENT				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Disposal Methods			<ul style="list-style-type: none"> Evaluates the best disposal option by conducting a cost-benefit analysis. 	report.
Disposal Strategy Development	<p>Focuses on the tasks that determine the disposal needs or conditions to meet the items identified for disposal, taking account of possible conflicting requirements of the various stakeholders, analysing, documenting, validating, and managing disposal requirements.</p> <p>Further, it is important to understand the disposal strategy development/drafting and reporting. Routing for approval is essential to get the go ahead for disposal strategy execution.</p>	<ul style="list-style-type: none"> Understands the public body's internal handbook and guidelines based on disposal. Understands the importance of the disposal strategy development report. Undertakes research and obtains information to support the different disposal methods. 	<ul style="list-style-type: none"> Analyses research undertaken on the different disposal methods. Conducts disposal requirement analysis. Ability to execute stakeholder and market analysis. Ability to weigh the options of retention and disposal. Drafts the strategy development report. 	<ul style="list-style-type: none"> Reviews the disposal requirement analysis, stakeholder and market analysis. Reviews strategy development report for finalisation.

DISPOSAL EXECUTION				
TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL		
		Level 3	Level 4	Level 5
Disposal Action Management	This aspect involves identifying the significant risks and their treatments to ensure a managed and effective disposal outcome. It also involves an analysis and review of the executed disposal process which is undertaken to ensure efficiency and consistency and that equitable actions are adopted. Evaluation and reporting enables performance to be measured against government disposal goals and assists entities in seeking continuous improvement.	<ul style="list-style-type: none"> • Capability to identify and examine the possible risks that may occur in the disposal process. • Record keeping of the disposal process with checklist to ensure completion of all tasks or areas before proceeding with disposal action. 	<ul style="list-style-type: none"> • Ability to assess or determine the possible risk management solutions for the risks identified in the disposal process. • Aware of the challenges encountered in execution of the disposal. 	<ul style="list-style-type: none"> • Contributes to the risk management process and provides expert advice and consultation in executing same. • Able to manage and execute the approved disposal action.

PILLAR 4 – PERFORMANCE MANAGEMENT (RETENTION & DISPOSAL)

The collection, collation, and analysis of information on targets set and results achieved, as well as its application to support good retention and disposal performance.

TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL (Applicable for both Retention & Disposal of Public Property)		
		Level 3	Level 4	Level 5
Performance Measurement and Management	<p>This is a key aspect to assist in managing the outputs, deliverables and key performance indicators of a public body's performance in executing the retention and disposal of public property function.</p> <p>This aspect is used to address non-compliance issues and inform continuous improvement opportunities.</p>	<ul style="list-style-type: none"> Collates and provides details for specific reporting in relation to the applicable aspect of the legislation (i.e. the Public Procurement and Disposal of Public Property Act and Regulations) as well as the Handbooks and Guidelines for Retention of Public Property and Disposal of Personal Property. Identifies performance gaps and trends in 	<ul style="list-style-type: none"> Undertakes performance monitoring, provides guidance through data collection and gathering and time management of individual performance through agreed objectives. Plays a significant role in performance measurement against targets and create improvement plans where necessary. 	<ul style="list-style-type: none"> Proactively drives, supports and endorses performance management practices. Is instrumental in developing retention and disposal strategies, setting of targets and indicators for the public body accordingly. Is highly experienced in identifying and negotiating

TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL (Applicable for both Retention & Disposal of Public Property)		
		Level 3	Level 4	Level 5
Performance Measurement and Management		retention and disposal, reports and makes preliminary recommendations/ suggestions for improvement of same.	<ul style="list-style-type: none"> Prepares improvement reports for the area based on the applicable legislation, handbooks and guidelines. 	<p>milestones and monitoring performance.</p> <ul style="list-style-type: none"> Provides a strong focus on quality, on-time delivery of retention and disposal activity, and reports on all these elements to senior management and other stakeholders.
Continuous Improvement	Implementation of appropriate continuous improvement methodologies is fundamentally important to undertake root cause analysis, assess opportunities and appraisal options, which can contribute to cost savings and improved value.	<ul style="list-style-type: none"> Identifies problems relating to ineffective retention and disposal processes and practices, by collecting data and monitoring performance. Monitors compliance with current practices and identifies areas 	<ul style="list-style-type: none"> Identifies and practices ways of delivering value through effective and improved retention and disposal of public property processes through cost and quality. Researches and creates benchmarks 	<ul style="list-style-type: none"> Develops a culture of continuous improvement. Devises root cause analyses to evaluate problems experienced and apply strategic methods for the development of

TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL (Applicable for both Retention & Disposal of Public Property)		
		Level 3	Level 4	Level 5
Continuous Improvement		<p>of improvements for unachievable performance standards.</p> <ul style="list-style-type: none"> Evaluates lessons learned and communicates same to stakeholders. 	<p>of processes or performance of the public body's retention and disposal function.</p> <ul style="list-style-type: none"> Sets up forums and mechanisms for continuous feedback and reviews recommendations for improvement on a frequent basis as a way of producing change. 	<p>improvement plans.</p>

PILLAR 5 – PEOPLE (RETENTION & DISPOSAL)

Relates to the staff resources undertaking retention and disposal activities, including people development and staff expertise.

TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL (Applicable for both Retention & Disposal of Public Property)		
		Level 3	Level 4	Level 5
Stakeholder Relationship Management	<p>It assists with identifying situations and interactions where specific relationship management methods may be applied to improve the contribution of the retention and disposal function.</p> <p>Requires an in-depth understanding of complex customer and stakeholder relationships, managing expectations through a controlled process, ensures credibility, buy in and support.</p>	<ul style="list-style-type: none"> • Develops and maintains relationships through effective communications with internal and external stakeholders to promote effective retention and disposal processes. • Advises stakeholders on the interpretation of internal handbooks and guidelines for retention and disposal. 	<ul style="list-style-type: none"> • Monitors the work of internal stakeholders to ensure that they understand and comply with requirements. • Promotes the work of retention and disposal from a position of influence to internal stakeholders across the public body. • Motivates colleagues and other internal stakeholders to achieve their commitment to the 	<ul style="list-style-type: none"> • Is interpersonally savvy and relates well to all types of people, both inside and outside of the public body. • Builds effective relationships, which are constructive and appropriate for their purpose. • Manages the expectations of the relationship through a controlled process. Identifies a range of situations through interactions for

TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL (Applicable for both Retention & Disposal of Public Property)		
		Level 3	Level 4	Level 5
Stakeholder Relationship Management		<ul style="list-style-type: none"> Offers routine advice to internal stakeholders on related issues. 	<p>work of the job function.</p> <ul style="list-style-type: none"> Contributes to the development of special guidelines that represent retention and disposal applications. Liaises with internal and external stakeholders to develop networks, strategies and plans for management and implementation of same. 	<p>providing consulting and counselling advice.</p> <ul style="list-style-type: none"> Adopts the appropriate interpersonal style and can use negotiation strategies as applicable. Evaluates stakeholder plans to achieve effective retention and disposal. Creates communication plans to achieve the buy in for asset management and disposal plans by internal and external stakeholders.

TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL (Applicable for both Retention & Disposal of Public Property)		
		Level 3	Level 4	Level 5
<p>Effective Communication</p>	<p>Relationships rely on trust and effective communication is key to this. It means listening with more empathy and understanding, communicating calmly, effectively and learning to work with people rather than against them.</p> <p>Effective communication helps to build the credibility of individuals or public bodies, raising the profile of the retention and disposal function.</p>	<ul style="list-style-type: none"> • Creates well written correspondence on behalf of the team under guidance. • A good communicator and experienced in using multiple communication methods. • Engages and interacts in meetings and discussions and provides input as required. • Demonstrates good listening skills and responds appropriately. • Shares appropriate work-related information. 	<ul style="list-style-type: none"> • Understands the importance of well written communications and requires limited verification of work. • Provides guidance on written correspondence as required and presents well-structured, precise information. • An effective presenter who can read the audience's behaviour and position and adapt style accordingly. • Knows when to listen and can ask questions to clarify understanding. 	<ul style="list-style-type: none"> • A consummate communicator who adapts to the audience as and when necessary. Continually fosters and encourages new and different ways of communication. • Expert use of language in written communications with all levels and across the public sector. • Issues written communications that impact on strategic operations or influences the direction of retention of public property activities.

TOPIC NAME	TOPIC DESCRIPTION	KNOWLEDGE & COMPETENCIES AT EACH LEVEL (Applicable for both Retention & Disposal of Public Property)		
		Level 3	Level 4	Level 5
Effective Communication		<ul style="list-style-type: none"> Is able to present data in an effective and meaningful way for use by others in the public body. 	<ul style="list-style-type: none"> Identifies and maintains information flows and contact with colleagues who depend on, or who influence their work. 	

6.0 THE WAY FORWARD

Retention and disposal practitioners are invaluable resources to public bodies. The move to such a modern and comprehensive public procurement, retention and disposal legislation represents part of a complex public sector change management process, the success of which is reliant on preparing all stakeholders in the process - practitioners, administrators and bidders. These stakeholders must understand and apply the legislation in a manner that, at a minimum, complies with the provisions of the legal instruments whilst delivering better value for 'public money' through the effective management and disposal of public property.

The professionalisation of the retention and disposal function is a strategic lever for improved outcomes. Having the right combination of skills and competencies can reduce costs, deliver value for money and drive ethical and sustainable outcomes in the changing business environment.

In delivering its responsibilities, the Office will work closely with the Accreditation Council of Trinidad and Tobago (hereinafter referred to as 'the ACTT'), to ensure that the training standards, competence levels and certification requirements for retention and disposal programmes are in keeping with ACTT's requirements and quality standards. ACTT, in accordance with the Accreditation Council of Trinidad and Tobago Act, Chapter 39:06, is responsible for the development and implementation of a quality assurance system for post-secondary and tertiary

education in Trinidad and Tobago thereby ensuring the quality and integrity of higher education through recognition, registration and accreditation, specifically as it relates to specialised programmes.

To achieve the desired outcomes for retention and disposal envisaged by the reform programme, there is a need for greater commitment to the development of retention and disposal capacity across public bodies with the backing of the relevant human resource professionals to support its organisation by acquiring the right people with the appropriate skills, knowledge and competencies.

As the practitioner's role in retention and disposal evolves, it is critical that the standard be continually updated to ensure that training and development programmes meet evolving needs and the updates disseminated throughout the country to key stakeholders. This standard will be reviewed every three (3) to five (5) years as the revisions will provide opportunities for synergies with ACTT, the National Training Agency (NTA), the MPADT/PSA, the Ministry of Education, and the relevant Academic Institutions to ensure that the theoretical knowledge and necessary practical skills are linked to those required in the workplace.