



Airports
Authority
OF TRINIDAD AND TOBAGO

ADMINISTRATIVE REPORT

2017

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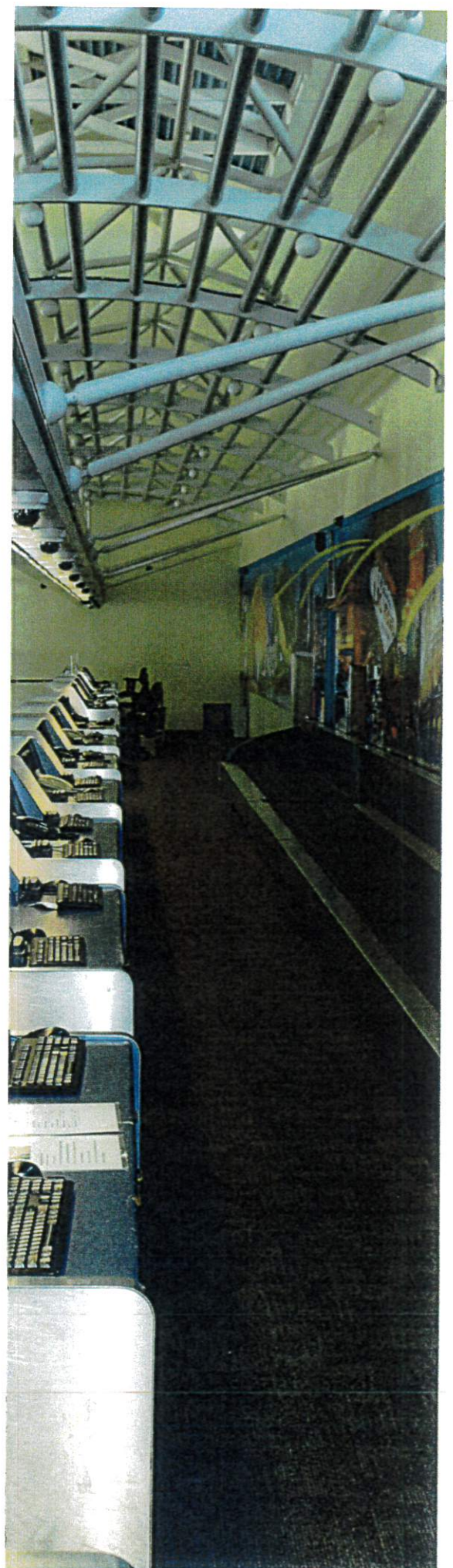
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ABOUT US

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about us

THE AUTHORITY

Profile

Airports Authority of Trinidad and Tobago ("the Authority") is a statutory body established by the Airports Authority Act, no 49 of 1979. It falls under the portfolio of the Ministry of Transport.

The mandate of the Authority is to develop and manage its airport estates, including the development, maintenance and improvement of its facilities, so as to ensure the availability of efficient, secure and safe aviation services as well as commercial viability.

The islands' two international airports, Piarco International Airport, Trinidad and ANR Robinson International Airport, Crown Point, Tobago, are managed and operated by the Authority.

The Authority's strategic focus continues to be one of delivering high quality customer service and airside facilities. Whilst the existing systems and infrastructure at both Piarco and Crown Point are being upgraded, the AATT is also involved in bringing runway and airside facilities to international standards.

Vision

To be the leader of diverse and innovative aviation driven business in the region.

Mission

Committed to being customer centric, while stimulating innovation and economic growth in the aviation business.

Core Values

- Professionalism & Integrity
- Respect
- Optimizing opportunities
- Diversity
- Understanding our Business
- Customer Centric
- Transparency & Accountability
- Innovation
- Valuing and Embracing People
- Equality



Competitive Statement

Our airports are strategically located in an ideal two-in-one destination for business and pleasure. We pride ourselves in the skills of our people, our long standing safety record and our commitment to innovate business development.

Critical Success Factors

- Delivery of quality services and customer care
- Properly qualified, competent staff complimented with the appropriate resources
- Proactive, fully networked and technologically advanced security, business and safety systems
- Improved development and maintained infrastructure
- Quality internal operational systems & business processes
- Efficient, effective and transparent financial system and processes
- Maximizing opportunities for development of non-aeronautical revenues
- Innovative financial mobilization, project preparation and implementation.

Strategic Goals

The following strategic goals will be pursued by the Authority:

Core Business

Goal 1 Improve Infrastructure and ensure operational efficiency/ performance on airport estates to facilitate and attract new business.

Business Development/ Resource Mobilisation

Goal 2 Maximise aeronautical and non-aeronautical revenue through superior business processes, systems, tools and people.

Customer service/stakeholder relations (service delivery excellence)

Goal 3 Achieve excellence in customer service and stakeholder relations.

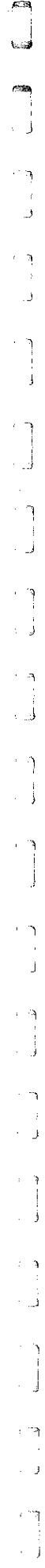
Internal Business processes and systems

Goal 4 Upgrade airport safety, security and operations to the highest standards through enhanced systems and processes.

Learning and growth environment

Goal 5 Ensure the highest and most transparent and effective governance system.

Goal 6 Continuous improvement by developing strategic human resource management system and processes leading to the transformation to a performance driven culture.



Strategy Map

Vision:

To be the leader of diverse and innovative aviation business in the region.

Mission: Committed to being customer-centric, while stimulating innovation and economic growth in aviation business.

Core Business

Improve infrastructure and ensure operational efficiency/performance on Airport Estates to facilitate and attract new business

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Operational Initiatives 2. ANR Robinson Tobago upgrade 3. Security Checkpoint 4. Taxiway | <ol style="list-style-type: none"> 5. Departure Lounge at PIA for Tobago 6. Multi-storey carpark 7. Improve infrastructure on Airport Estates 8. Improved maintenance and planned upgrading systems and practice |
|--|--|

Business Development/ Resource Mobilization- Management

Maximize aeronautical and non-aeronautical revenue through superior business processes, systems, tools and people

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Projects identification and prioritisation 2. Optimize current revenue streams/asset base | <ol style="list-style-type: none"> 3. Effective resource mobilisation and utilisation 4. New investments |
|---|--|

Customer Service/ Stakeholder Relations

Achieve excellence in customer service and stakeholder relations

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Create an airport council 2. Improved industrial relations (Staff, Union, Government) 3. Improved and more targeted internal/external communication capability and practice | <ol style="list-style-type: none"> 4. Improved and more structured relationship with immediate community, tenants etc. 5. Strengthen focused stakeholder relations capabilities (Civil Aviation Regulations, Air Guard, Airlines etc.) |
|--|--|

Internal Business Processes & Systems

Upgrade Airport Safety, Security, and Operations to the highest standards through enhanced systems and processes

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Streamline standards (ISO, MQS, performance standards) 2. Compliance with all regulatory bodies 3. Environmental compliance 4. Continue Risk Assessments processes and practices | <ol style="list-style-type: none"> 5. Integrated Reporting Systems e.g. Point of Sales 6. Emergency preparedness e.g. natural, manmade 7. Improve Business Continuity Planning and Implementation 8. More effective deployment of intelligence and ICT throughout our systems and processes |
|--|---|

Learning & Growth

Ensure the highest and most transparent and effective corporate governance system

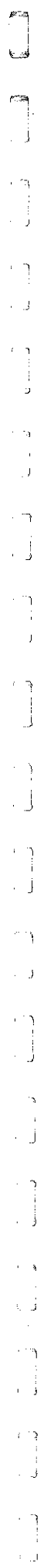
1. Review and update governance policies that strengthen transparency, honesty, accountability, sustainability, social responsibility etc.
2. Revise and further develop the legal framework for corporate governance of AATT

Continuous Improvement by developing Strategic Human Resource Management System and Processes leading to a performance-driven culture

1. Build an aligned Performance Management System
2. Customer-centric Organization
3. Develop Culture Change/Transformation plans to move AATT towards a performance-driven culture
4. Improve the Training and Development and Succession Planning system and processes
5. Improve the Reward and Recognition System
6. Build and strengthen organizational systems and capability

Core Values (PRODUCTIVE):

Professionalism & Integrity, Respect, Optimizing Opportunities, Diversity, Understanding our Business, Customer Centric, Transparency & Accountability, Innovation, Valuing & Embracing People and Equality



2

ORGANISATIONAL STRUCTURE

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Organisational Structure

Structure and Function

The Authority is divided into six (6) Divisions as follows:

- General Manager Office
- Corporate Services
- Estate Planning and Business Development
- Airport Operations – Piarco International Airport
- Airport Operations – ANR Robinson International Airport
- Security

The **General Manager** reports to the Board of Directors. The Office of the General Manager is responsible for the Audit Department, Communications Department and Legal Department.

The **Corporate Services Division** is the key service support Division of the Authority and is responsible for ensuring that the core departments under this division are provided with the institutional capability, infrastructure and administrative support services needed to perform their functions effectively and efficiently. This Division consists of the following departments:

- Finance
- Human Resources
- Information and Records
- Legal
- Administration and Logistics
- Aviation Training Centre

The **Estates Planning and Business Development Division** is responsible for ensuring the continuous development of the Authority's estate into an economically viable commercial business centre. This Division is also responsible for researching, sourcing, identifying and implementing projects to make maximum commercial use of all available land, buildings or space on the estate. The Division consists of the following departments

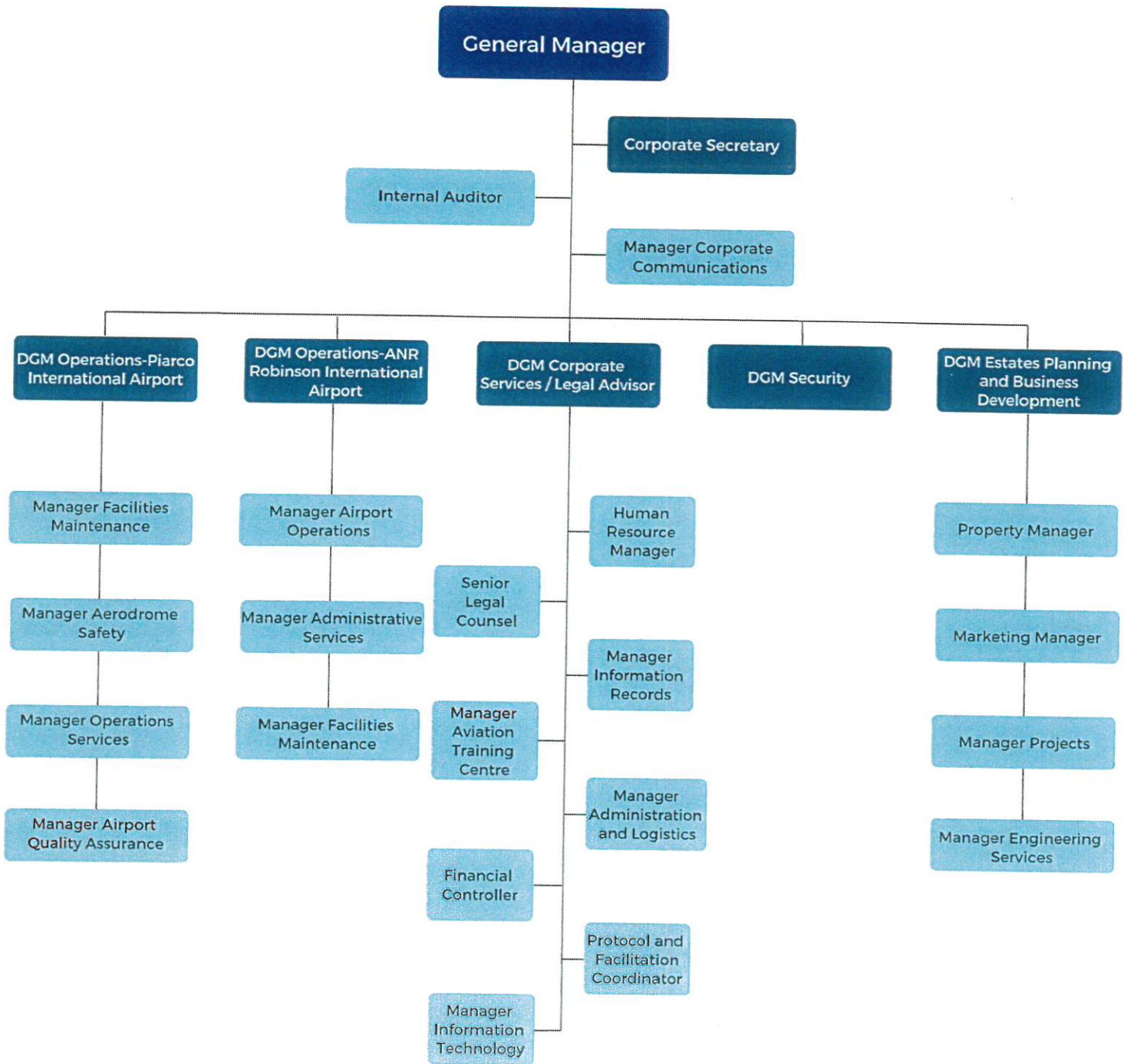
- Marketing
- Engineering
- Property
- Project Management

The **Airport Operations** at the Piarco International Airport and the ANR Robinson International Airport are primarily responsible for ensuring the safe, efficient and continuous use of airport runways, taxiways and terminal buildings and that all activities are carried out in accordance with internationally established standards. Some activities include security and airport management and emergency preparedness co-ordination.

The **Security Division** is responsible for coordinating and implementing security mechanisms according to international standards and regulations. This Division is also responsible for passengers and staff screening, carrying out identification and vehicle checks, vehicular traffic control and law enforcement.

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Organisational Structure



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PERFORMANCE ACCOMPLISHMENTS

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Performance Accomplishments

Core Business

Strategic Goal 1: Improve Infrastructure and ensure operational efficiency/ performance on airport estates to facilitate and attract new business.

Infrastructural Works at ANRRRIA

At the ANR Robinson International Airport (ANRRRIA), there were major rehabilitation works and upgrades to the Terminal infrastructure. Noteworthy improvements included new conveyor belts and the creation of a facility for a first class VIP Lounge.

Business Development/Resources Mobilisation

Strategic Goal 2: Maximise aeronautical and non-aeronautical revenue through superior business processes, systems, tools and people

Signature Flight Support Launch

Signature Flight Support's services were officially launched at a cocktail function that was held at the south Terminal at the Piarco International Airport on Thursday 27th April 2017. Signature is partnering with Airports Authority of Trinidad and Tobago ("the Authority") to manage the operations at the Executive Jet Centre and provide support for general aviation services.

Launch of Piarco AeroPark

In 2017, the Piarco AeroPark was formally launched. The Piarco AeroPark follows the airport city concept - a new trend in airport development that integrates an urban structure into the airport environment and allows for the expansion of opportunities to earn non-aeronautical revenue; that is revenue which is not directly linked to aviation services. The Piarco AeroPark will considerably bolster the revenue of the Authority and will also emerge as a site that contributes to Trinidad and Tobago's burgeoning non-energy economic development through attracting investment and the creation of new jobs in retail, manufacturing, and aviation related operations like cargo and aircraft repair.

Attendance at Route Conference

In 2017, a team of AATT executives attended the annual Routes Americas event, in Las Vegas, Nevada as part of a holistic strategy towards air service development.

Thomas Cook's Inaugural Flight

In November 2017, the Authority welcomed the inaugural flight of Thomas Cook airlines to the ANR Robinson International Airport from London. The newest addition to the airlines travelling to Tobago was set to boost visitor arrivals from the European market to Tobago.

Customer Service/ Stakeholder Relations

Strategic Goal 3: Achieve excellence in customer service and stakeholder relations.

Skytrax Awards

Piarco International Airport placed first in the Caribbean in the Best Airport Staff category of the Skytrax awards and placed second in the category Best Airport Staff in Central America. The Piarco International Airport was also ranked 4th Best Airport in the Caribbean and Central America region.

Performance Accomplishments (cont'd)

Launch of the Ad Whisperer

In June 2017, the Ad Whisperer facility was installed in the Check-in Concourse at Piarco International Airport. The Ad Whisperer is an audio innovation that provides an effective means of projecting sound in a highly directional manner. The technology is able to beam messages to a specific 'listening zone'. Customers and airport users are able to hear messages in specific places about directional instructions, travel tips, check-in process reminders and so forth.

The Opening of New Food Offerings at PIA

The opening of the Heroes' restaurant and the Maria's bakery in the International Departure Lounge, new restaurant offerings within the terminal building at Piarco International Airport, introduced greater variety and increase food options for passengers, airport workers and airport users.

Airport Health and Safety Exhibition

The Authority held a Health and Safety Exhibition in the Atrium with a focus on the theme 'Optimisation of the collection and use of data' in celebration of World Day for Health and Safety at Work 2017.

Launch of the Atrium

In August 2017, the Authority launched 'The Atrium', a sophisticated new service, a digital experience and comfortable public airport lounge. The Atrium is a multifunctional platform, complete with charging stations and comfortable airport seating.

Internal Business Processes and Systems

Strategic Goal 4:

Upgrade airport safety, security and operations to the highest standards through enhanced systems and processes.

Staging of Successful Emergency Drills

An Emergency Drill was successfully staged at Piarco International Airport and a Table top Exercise was held at ANR Robinson International Airport.

Collaboration with Counter Trafficking Unit

Collaboration with the Counter Trafficking Unit of the Ministry of National Security for training and sensitisation of airport staff with respect to identifying and stopping Human Trafficking at airports and the installation of airport signage to increase public awareness.

Learning and Growth Environment

Strategic Goal 5:

Ensure the highest and most transparent and effective governance system

Strategic Goal 6:

Continuous improvement by developing strategic human resource management system and processes leading to the transformation to a performance driven culture.

New Uniforms for Staff

The Authority formally launched new uniforms for the Customer Service Representatives and the employees in the Maintenance / Task Force Department.

Launch of AATT Recommended Course at ACI

The Authority made recommendations to Airports Council International for the development and design of a new course for airports internationally, the Aeronautical Studies and Risk Assessment Course. ACI adopted this course and the inaugural course was held at the Aviation Training Centre at the Piarco International Airport in 2017.

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- 2017 Audited Financial Statements

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**REPUBLIC OF TRINIDAD AND TOBAGO
AUDITOR GENERAL'S DEPARTMENT**

**R E P O R T
O F T H E
A U D I T O R G E N E R A L**

**ON THE FINANCIAL STATEMENTS OF THE
AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO**

FOR THE YEAR ENDED

31 December, 2017

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Airports Authority of Trinidad and Tobago

Financial Statements

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

Airports Authority of Trinidad and Tobago

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REPORT OF THE AUDITOR GENERAL OF THE REPUBLIC OF TRINIDAD AND TOBAGO ON THE AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO FOR THE YEAR ENDED 31ST DECEMBER 2017

OPINION

The accompanying Financial Statements of the Airports Authority of Trinidad and Tobago for the year ended 31st December 2017 have been audited. The statements as set out on pages 2 to 32 comprise a Statement of Financial Position as at 31st December 2017, a Statement of Profit or Loss and Other Comprehensive Income for the year ended 31st December 2017, a Statement of Changes in Equity as at 31st December 2017, and a Statement of Cash Flows for the year ended 31st December 2017 and Notes to the Financial Statements numbered 1 to 23.

2. In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Airports Authority of Trinidad and Tobago as at 31st December 2017 and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

BASIS FOR OPINION

3. The audit was conducted in accordance with the principles and concepts of International Standards of Supreme Audit Institutions (ISSAIs). The Auditor General's responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of this report. The Auditor General is independent of the Airports Authority of Trinidad and Tobago in accordance with the ethical requirements that are relevant to the audit of the financial statements and other ethical responsibilities have been fulfilled in accordance with these requirements. It is my view that the audit evidence obtained is sufficient and appropriate to provide a basis for the above audit opinion.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

4. Management of the Airports Authority of Trinidad and Tobago (the Authority) is responsible for the preparation and fair presentation of these financial statements in accordance with the International Financial Reporting Standards (IFRS) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

5. In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

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- Evaluates the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

10. The Auditor General communicates with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that were identified during the audit.

SUBMISSION OF REPORT

11. This Report is being submitted to the Speaker of the House of Representatives, the President of the Senate and the Minister of Finance in accordance with the requirements of sections 116 and 119 of the Constitution of the Republic of Trinidad and Tobago.

31ST JANUARY 2022
PORT OF SPAIN




LORELLY PUJADAS
AUDITOR GENERAL



**Airports
Authority**
OF TRINIDAD AND TOBAGO

AIRPORTS ADMINISTRATION CENTRE
SOUTH TERMINAL
PIARCO INTERNATIONAL AIRPORT
GOLDEN GROVE ROAD
PIARCO

TEL: 1 (868) 669-AATT (2288) PIARCO INTERNATIONAL AIRPORT
1 (868) 669-4101-3 PIARCO INTERNATIONAL AIRPORT (ADMINISTRATION CENTRE)
1 (868) 639-8547, 639-8389 A.N.R. ROBINSON INTERNATIONAL AIRPORT
FAX: 1 (868) 669-4705
WEBSITE: www.Intairports.com

Leader of Diverse and Innovative Aviation Business

Airports Authority of Trinidad and Tobago

Statement of Management Responsibilities

Management is responsible for the following:

- Preparing and fairly presenting the accompanying financial statements of Airport Authority of Trinidad and Tobago (The Authority), which comprise the statement of financial position as at 31 December 2017, the statements of profit or loss or other comprehensive income, changes in equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information;
- Ensuring that The Authority keeps proper accounting records;
- Selecting appropriate accounting policies and applying them in a consistent manner;
- Implementing, monitoring and evaluating the system of internal control that assures security of The Authority's assets, detection/prevention of fraud, and the achievement of Authority operational efficiencies;
- Ensuring that the system of internal control operated effectively during the reporting period;
- Producing reliable financial reporting that comply with laws and regulations, including the Airports Authority of Trinidad and Tobago Act Chap. 49:02; and
- Using reasonable and prudent judgement in the determination of estimates.

In preparing these audited financial statements, management utilised the International Financial Reporting Standards, as issued by the International Accounting Standards Board and adopted by the Institute of Chartered Accountants of Trinidad and Tobago. Where International Financial Reporting Standards presented alternative accounting treatments, management chose those considered most appropriate in the circumstances.

Nothing has come to the attention of management to indicate that The Authority will not remain a going concern for the next twelve months from the reporting date; or up to the date the accompanying financial statements have been authorised for issue, if later.

Management affirms that it has carried out its responsibilities as outlined above.

General Manager (Ag)
Date: 23 September 2021

Financial Controller
Date: 23 September 2021

Airports Authority of Trinidad and Tobago

Statement of Financial Position

(Presented in Thousands of Trinidad and Tobago Dollars)

	Notes	As at 31 December	
		2017 \$'000	2016 \$'000
Assets			
<i>Non-current assets</i>			
Property, plant and equipment	5	1,535,714	1,649,161
Held-to-maturity investment	6	--	249,593
Deferred taxation asset	7	<u>140,665</u>	<u>156,636</u>
		<u>1,676,379</u>	<u>2,055,390</u>
<i>Current assets</i>			
Inventories		9,471	9,573
Trade and other receivables	8	100,765	98,237
Held-to-maturity investment	6	274,553	--
Restricted cash	9	56,258	56,204
Cash and cash equivalents		<u>293,928</u>	<u>279,646</u>
		<u>734,975</u>	<u>443,660</u>
Total assets		<u><u>2,411,354</u></u>	<u><u>2,499,050</u></u>
Equity and liabilities			
<i>Capital and reserves</i>			
Capital fund	10	4,973,666	4,792,166
Accumulated deficit		<u>(3,673,754)</u>	<u>(3,540,705)</u>
Total equity		<u>1,299,912</u>	<u>1,251,461</u>
<i>Non-current liabilities</i>			
Borrowings	11	144,384	546,837
Deferred taxation liability	7	140,665	156,636
Deferred liability	12	11,000	11,000
Retirement benefit obligation	13	<u>118,154</u>	<u>117,027</u>
		<u>414,203</u>	<u>831,500</u>
<i>Current liabilities</i>			
Trade and other payables	14	194,933	199,893
Provisions for other liabilities	15	89,241	83,377
Borrowings	11	<u>413,065</u>	<u>132,819</u>
		<u>697,239</u>	<u>416,089</u>
Total liabilities		<u>1,111,442</u>	<u>1,247,589</u>
Total equity and liabilities		<u><u>2,411,354</u></u>	<u><u>2,499,050</u></u>



The notes on pages 6 to 32 are an integral part of these financial statements.

On September 23, 2021, the Board Members of Airports Authority of Trinidad and Tobago authorised these financial statements for issue.

James Hulbert

Board Member

Heaps

Board Member

Airports Authority of Trinidad and Tobago

Statement of Profit or Loss and Other Comprehensive Income

(Presented in Thousands of Trinidad and Tobago Dollars)

	Notes	Year ended 31 December	
		2017 \$'000	2016 \$'000
Revenue			
Aerodrome		263,225	287,312
Rental		71,797	76,770
Parking		21,577	21,594
Other	16	<u>34,640</u>	<u>31,681</u>
		<u>391,239</u>	<u>417,357</u>
Expenses			
Operating	17	(189,307)	(187,934)
Administrative	17	(128,061)	(137,948)
Depreciation	17	(144,352)	(133,245)
Finance costs	17	<u>(61,175)</u>	<u>(69,255)</u>
		<u>(522,895)</u>	<u>(528,382)</u>
Loss before taxation		(131,656)	(111,025)
Taxation	19	<u>(2,997)</u>	<u>4,755</u>
Loss for the year		<u>(134,653)</u>	<u>(106,270)</u>
Other comprehensive income			
<i>Items that will not be reclassified to profit or loss</i>			
Actuarial gain on retirement benefit obligation	13	2,139	34,386
Taxation on actuarial gain	7	<u>(535)</u>	<u>(8,597)</u>
Other comprehensive income for the year, net of taxation		<u>1,604</u>	<u>25,789</u>
Total comprehensive loss for the year		<u>(133,049)</u>	<u>(80,481)</u>

The notes on pages 6 to 32 are an integral part of these financial statements.

Airports Authority of Trinidad and Tobago

Statement of Changes in Equity

(Presented in Thousands of Trinidad and Tobago Dollars)

	Capital fund \$'000	Accumulated deficit \$'000	Total equity \$'000
Balance as at 1 January 2016	4,590,285	(3,460,224)	1,130,061
Capital contributions			
Government subventions	201,881	--	201,881
Total comprehensive loss for the year	--	(80,481)	(80,481)
Balance as at 31 December 2016	<u>4,792,166</u>	<u>(3,540,705)</u>	<u>1,251,461</u>
Balance as at 1 January 2017	4,792,166	(3,540,705)	1,251,461
Capital contributions			
Government subventions	181,500	--	181,500
Total comprehensive loss for the year	--	(133,049)	(133,049)
Balance as at 31 December 2017	<u>4,973,666</u>	<u>(3,673,754)</u>	<u>1,299,912</u>

The notes on pages 6 to 32 are an integral part of these financial statements.

Airports Authority of Trinidad and Tobago

Statement of Cash Flows

(Presented in Thousands of Trinidad and Tobago Dollar)

	Year ended 31 December	
	2017 \$'000	2016 \$'000
Cash flows from operating activities		
Loss for the year before taxation	(131,656)	(111,025)
Adjustments for non-cash items:		
Depreciation	144,352	133,245
Loss on disposal of property, plant and equipment	27	34
Non-cash adjustment to property, plant and equipment	--	24,644
Non-cash retirement benefit expense	3,266	9,765
Finance costs	61,175	69,255
Finance income	(27,561)	(24,703)
Operating profit before working capital changes	49,603	101,215
Decrease in inventories	102	934
Increase in trade and other receivables	(2,528)	(2,117)
Decrease in trade and other payables	(4,960)	(11,258)
Increase/(decrease) in provisions for other liabilities	5,864	(450)
Cash generated from operations	48,081	88,324
Taxation paid	(3,532)	(3,841)
Interest received	2,601	2,013
Interest paid	(61,175)	(69,255)
Cash (used in)/generated from operating activities	(14,025)	17,241
Cash flows from investing activities		
Increase in restricted cash	(54)	(69)
Proceeds on disposal of property, plant and equipment	52	--
Purchase of property, plant and equipment	(30,984)	(62,931)
Cash used in investing activities	(30,986)	(63,000)
Cash flows from financing activities		
Repayment of borrowings	(122,207)	(125,776)
Capital contributions	181,500	201,881
Cash provided by financing activities	59,293	76,105
Net increase in cash and cash equivalents	14,282	30,346
Cash and cash equivalents at beginning of year	279,646	249,300
Cash and cash equivalents at end of year	293,928	279,646
Represented by:		
Cash at bank and on hand	24,730	63,218
Short term deposits	269,198	216,428
	293,928	279,646

The notes on pages 6 to 32 are an integral part of these financial statements.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

1 Incorporation and principal activity

Airports Authority of Trinidad and Tobago (The Authority) was incorporated in the Republic of Trinidad and Tobago under the Airports Authority of Trinidad and Tobago Act No. 49 of 1979. By Act No. 26 of 1987, the name of The Authority was changed from Airports Authority to Airports Authority of Trinidad and Tobago. By Act No. 28 of 1993, the role and functions were expanded. The Act was further amended by Act #30 of 2007.

The registered office of The Authority is located at North Bank Road, Piarco. The principal activity of The Authority is to develop and manage the business of the airports of the Republic of Trinidad and Tobago, including the development, maintenance and/or improvement of the facilities in a cost-effective manner, so as to ensure the availability of efficient, secure and safe aviation services to the public at all times, as well as to ensure commercial viability.

Act No. 28 of 1993 also gave The Authority powers to form and to hold shares in companies and joint ventures "for the purpose of facilitating the proper discharge of its functions".

Currently, The Authority manages the Piarco International Airport and the Arthur Napoleon Raymond Robinson Airport (formerly Crown Point International Airport).

2 Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

a. *Basis of preparation*

The financial statements of The Authority have been prepared in accordance with International Financial Reporting Standards (IFRS) and IFRS Interpretations Committee (IFRS IC) interpretations applicable to entities reporting under IFRS. The financial statements have been prepared under the historical cost convention.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying The Authority's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4.

b. *Going concern*

At 31 December 2017, The Authority incurred a loss for the year and had a significant accumulated deficit.

The Government of the Republic of Trinidad and Tobago (GORTT) has guaranteed all of The Authority's borrowings (Note 11) and provides financial support to The Authority by way of annual budgetary allocations and transfers of funds to The Authority for repayments of guaranteed loans. These amounts are not repaid by The Authority to GORTT.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

2 Summary of significant accounting policies (continued)

b. *Going concern (continued)*

For the year ended 31 December 2017, GORTT has indicated that they will not call upon The Authority to repay any amounts transferred to them in the current or prior years. These amounts have been reflected as the Capital Fund of The Authority. GORTT has also confirmed that they will continue to transfer funds to The Authority as the loan repayment obligations fall due.

GORTT recently presented its National Budget for the 2021 financial year and reconfirmed its commitment to continue supporting The Authority via transfer of funds for payment of the guaranteed loans as noted above.

On the basis of the continued support from GORTT, management is satisfied with the preparation of these financial statements on the going concern basis.

c. *Changes in accounting policy and disclosures*

(i) *New standards, amendments and interpretations adopted by The Authority*

There were no new standards, amendments and interpretations which are effective for the financial year beginning on 1 January 2017 which are material to The Authority.

(ii) *New standards, amendments and interpretations not yet adopted*

A number of new standards and amendments to standards and interpretations are effective for annual periods beginning after 1 January 2017, and have not been applied in preparing these financial statements. None of these is expected to have a significant effect on the financial statements of The Authority, except the following set out below:

- IFRS 9, 'Financial instruments', addresses the classification, measurement and recognition of financial assets and financial liabilities. The complete version of IFRS 9 was issued in July 2014. It replaces the guidance in IAS 39 that relates to the classification and measurement of financial instruments. IFRS 9 retains but simplifies the mixed measurement model and establishes three primary measurement categories for financial assets: amortised cost, fair value through OCI and fair value through P&L. The basis of classification depends on the entity's business model and the contractual cash flow characteristics of the financial asset. Investments in equity instruments are required to be measured at fair value through profit or loss with the irrevocable option at inception to present changes in fair value in OCI not recycling. There is now a new expected credit losses model that replaces the incurred loss impairment model used in IAS 39. For financial liabilities there were no changes to classification and measurement except for the recognition of changes in own credit risk in other comprehensive income, for liabilities designated at fair value through profit or loss. The standard is effective for accounting periods beginning on or after 1 January 2018. Early adoption is permitted. The Authority is assessing the impact of IFRS 9.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

2 Summary of significant accounting policies (continued)

c. *Changes in accounting policy and disclosures (continued)*

(ii) *New standards, amendments and interpretations not yet adopted (continued)*

- IFRS 15, 'Revenue from contracts with customers' deals with revenue recognition and establishes principles for reporting useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity's contracts with customers. Revenue is recognised when a customer obtains control of a good or service and thus has the ability to direct the use and obtain the benefits from the good or service. The standard replaces IAS 18 'Revenue' and IAS 11 'Construction contracts' and related interpretations. The standard is effective for annual periods beginning on or after 1 January 2018 and earlier application is permitted. The Authority is assessing the impact of IFRS 15.
- IFRS 16 'Leases' replaces the current guidance in IAS 17 and is a far-reaching change in accounting by lessees in particular. Under IAS 17, lessees were required to make a distinction between a finance lease (on balance sheet) and an operating lease (off balance sheet). IFRS 16 now requires lessees to recognise a lease liability reflecting future lease payments and a 'right-of-use asset' for virtually all lease contracts. The IASB has included an optional exemption for certain short-term leases and leases of low-value assets; however, this exemption can only be applied by lessees. For lessors, the accounting stays almost the same. However, as the IASB has updated the guidance on the definition of a lease (as well as the guidance on the combination and separation of contracts), lessors will also be affected by the new standard. At the very least, the new accounting model for lessees is expected to impact negotiations between lessors and lessees. Under IFRS 16, a contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The standard is effective for annual periods beginning on or after 1 January 2019 and earlier application is permitted. The Authority is assessing the impact of IFRS 16.

There are no other IFRSs or IFRIC interpretations that are not yet effective that would be expected to have a material impact on The Authority.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

2 Summary of significant accounting policies (continued)

d. Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements of The Authority are measured using the currency of the primary economic environment in which The Authority operates ('the functional currency'). The financial statements are presented in Trinidad and Tobago Dollars, which is The Authority's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Profit or Loss and Other Comprehensive Income within 'Operating expenses'.

e. Property, plant and equipment

Items of property, plant and equipment are measured initially at cost. Property, plant and equipment contributed to The Authority by GORTT are measured initially at cost by reference to fair market values at the date of acquisition based on valuations conducted by independent professional valuers. Subsequently, all property, plant and equipment are stated at historical cost less depreciation.

Historical cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to The Authority and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised.

All other repairs and maintenance are charged to the Statement of Profit or Loss and Other Comprehensive Income within 'Operating expenses' during the financial period in which they are incurred.

Construction-in-progress represents work of a capital nature carried out on land and buildings, the construction of which had not yet been completed as at year-end.

Land and construction-in-progress are not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

Buildings	- 5%	Runways/aprons/pavements	- 4%
Car parks	- 20%	Plant and machinery	- 15%
Roads	- 7%	Office furniture and fixtures	- 15%
Fencing	- 10%	Computer/Office equipment	- 25%
Motor vehicles	- 25%	Specialty equipment	- 11%

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

2 Summary of significant accounting policies (continued)

e. *Property, plant and equipment (continued)*

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (Note 2 f.).

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and are recognised net within 'Other revenue' in the Statement of Profit or Loss and Other Comprehensive Income.

f. *Impairment of non-financial assets*

Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are largely independent cash inflows (cash-generating units). Prior impairments of non-financial assets are reviewed for possible reversal at each reporting date.

g. *Financial assets*

(i) *Classification*

The Authority classifies its financial assets in the category 'Loans and receivables'. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets. The Authority's loans and receivables comprise 'Held-to-maturity investment' (Note 6), 'Trade and other receivables' (Note 8), 'Restricted cash' (Note 9) and 'Cash and cash equivalents' in the Statement of Financial Position.

(ii) *Recognition and measurement*

Regular purchases and sales of financial assets are recognised on the trade-date – the date on which The Authority commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and The Authority has transferred substantially all risks and rewards of ownership. Loans and receivables are subsequently carried at amortised cost using the effective interest method. Interest on loans and receivables is recognised within 'Other revenue' in the Statement of Profit or Loss and Other Comprehensive Income.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

2 Summary of significant accounting policies (continued)

g. *Financial assets (continued)*

(iii) *Offsetting financial instruments*

Financial assets and liabilities are offset and the net amount reported in the Statement of Financial Position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business.

(iv) *Impairment*

The Authority assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganisation, and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

For loans and receivables category, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in the Statement of Profit or Loss and Other Comprehensive Income. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, The Authority may measure impairment on the basis of an instrument's fair value using an observable market price.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in the Statement of Profit or Loss and Other Comprehensive Income.

h. *Inventories*

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the average cost, and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

2 Summary of significant accounting policies (continued)

i. Trade receivables

Trade receivables are amounts due from customers for services performed in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment.

j. Cash and cash equivalents

In the Statement of Cash Flows, cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. In the Statement of Financial Position, bank overdrafts are shown within borrowings in current liabilities.

k. Restricted cash

Restricted cash includes deposits at banks which are restricted in such a manner that they are not available to meet short-term cash commitments. These funds are not included as 'Cash and cash equivalents' in the Statement of Cash Flows.

l. Capital fund

Contributions from GORTT which are non-reciprocal in nature are included in the capital fund.

m. Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

n. Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the Statement of Profit or Loss and Other Comprehensive Income over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

2 Summary of significant accounting policies (continued)

o. Borrowing costs

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in the Statement of Profit or Loss and Other Comprehensive Income in the period in which they are incurred.

p. Current and deferred income taxes

The taxation expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the Statement of Financial Position date in the country where The Authority operates and generates taxable income – Trinidad and Tobago. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the Statement of Financial Position date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or where there is an intention to settle the balances on a net basis.

q. Employee benefits

(i) Retirement benefit obligations

The Authority operates a defined benefit pension plan 'The Airports Authority Pension Fund Plan' (the Plan), the assets of which are held in separate trustee-administered funds. The Plan is funded by payments from employees and by The Authority, taking account of the recommendations of independent qualified actuaries.

The Authority's net obligation in respect of the Plan is calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value and the fair value of any plan assets are deducted.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

2 Summary of significant accounting policies (continued)

q. *Employee benefits (continued)*

(i) *Retirement benefit obligations (continued)*

The discount rate is the yield at the reporting date on GORTT bonds that have maturity dates approximating the terms of The Authority's obligations and that denominated in the same currency in which the benefits are expected to be paid.

A full valuation is performed every three years by a qualified Actuary using the projected unit credit method. In the intervening period the Actuary extrapolates the calculation to the end of each reporting period. The last full valuation of the plan was conducted as at 31 December 2017 which revealed a past service deficit of \$66.5m (31 December 2014 - deficit of \$36.4m). The next valuation report is due as at 31 December 2020.

The current service cost of the Plan, recognised in the Statement of Profit or Loss and Other Comprehensive Income within 'Administrative expenses', except where included in the cost of an asset, reflects the increase in the defined benefit obligation resulting from employee service in the current year, benefit changes curtailments and settlements.

Past-service costs are recognised immediately in income.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in the Statement of Profit or Loss and Other Comprehensive Income within 'Administrative expenses'.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to 'Other Comprehensive Income' in the Statement of Profit or Loss and Other Comprehensive Income in the period in which they arise.

(ii) *Short-term obligations*

Liabilities for wages and salaries, including non-monetary benefits and accumulating vacation leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented within 'Trade and other payables' in the Statement of Financial Position.

r. *Provisions*

Provisions are recognised when The Authority has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

2 Summary of significant accounting policies (continued)

s. *Revenue recognition*

Revenue is measured at the fair value of the consideration received or receivable, and represents amounts receivable for services rendered, stated net of discounts, and value added taxes. The Authority recognises revenue when the amount of revenue can be reliably measured; when it is probable that future economic benefits will flow to the entity; and when specific criteria have been met for each of The Authority's activities, as described below.

(i) *Aerodrome*

Revenue generated from passenger and aircraft movements are recognised in the Statement of Profit or Loss and Other Comprehensive Income when the service is rendered.

(ii) *Rental*

Rental revenue is earned from operating leases in which The Authority is the lessor (Note 2 t.(i)).

(iii) *Parking*

Parking revenue is earned for time-based charges from the operation of car parking services. Revenue is recognised in the Statement of Profit or Loss and Other Comprehensive Income when the service is rendered.

(iv) *Other*

Other income is recognised on the accrual basis.

t. *Leases*

(i) *The Authority is the lessor*

The Authority has entered into leases of property, plant and equipment and has determined, based on an evaluation of the terms and conditions of the arrangements, that it retains all the significant risks and rewards of ownership of these assets and accounts for the contracts as operating leases. Lease income from operating leases is recognised in the Statement of Profit or Loss and Other Comprehensive Income on a straight-line basis over the lease term. The respective leased assets are included in 'Property, plant and equipment' on the Statement of Financial Position.

(ii) *The Authority is the lessee*

Leases in which a significant portion of the risks and rewards of ownership are not transferred to The Authority as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the Statement of Profit or Loss and Other Comprehensive Income on a straight-line basis over the period of the lease.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

2 Summary of significant accounting policies (continued)

u. *Finance income and costs*

Finance income comprises interest income on The Authority's financial assets. Interest income is recognised as it accrues within 'Other revenue' in the Statement of Profit or Loss and Other Comprehensive Income using the effective interest method.

Finance costs comprise interest expense on The Authority's financial liabilities. Interest expenses are recognised in the Statement of Profit or Loss and Other Comprehensive Income using the effective interest method.

v. *Fair value hierarchy*

Judgements and estimates are made in determining the fair values for items measured at fair value in the financial statements. The valuation methods used by management were classified into the following levels:

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).

Level 3 - Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

3 Financial risk management

a. Financial risk factors

The Authority's activities expose it to a variety of financial risks: market risk (including currency risk and fair value interest rate risk), credit risk and liquidity risk. There is no significant concentration of market risk arising from cash flow interest rate risk and price risk. The Authority's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on The Authority's financial performance. Management is responsible for risk management. There have been no changes to policies and procedures in managing the financial risk factors described below.

(i) Market risk

Currency risk

The Authority is exposed to foreign exchange risk arising from currency exposures, primarily with respect to the US dollar. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities.

Foreign exchange risk arises when future commercial transactions or recognised assets or liabilities are denominated in a currency that is not the entity's functional currency.

At 31 December 2017, if the TT dollar had weakened/strengthened by 10%, with all other variables held constant, the loss for the year would have been \$34.7m (2016: \$28.1m) higher/lower as a result of foreign exchange losses/gains on cash and cash equivalents, restricted cash and borrowings denominated in US dollars.

Fair value interest rate risk

The Authority's interest rate risk arises from its held-to-maturity investment and long-term borrowings. Borrowings issued at fixed rates expose The Authority to fair value interest rate risk. During 2017 and 2016, all of The Authority's borrowings and held-to-maturity investment were fixed rate instruments.

(ii) Credit risk

Credit risk is the risk of financial loss to The Authority if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from The Authority's held-to-maturity investment, cash and cash equivalents, restricted cash as well as credit exposures to customers, including outstanding trade receivables and committed transactions. For banks and financial institutions, only reputable financial institutions are accepted. For sales transactions, the credit quality of the customer is assessed, taking into account its financial position, past experience and other factors.

No credit limits were exceeded during the reporting period, and management does not expect any losses from non-performance by these counterparties.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

3 Financial risk management (continued)

a. Financial risk factors (continued)

(ii) Credit risk (continued)

Credit quality of financial assets

Trade receivables

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to historical information about counterparty default rates; customers with aging of up to 3 months are not considered past due or impaired. See Note 8 for further disclosures on credit risk related to trade receivables.

	2017 \$'000	2016 \$'000
Group 1 – Up to 3 months	62,383	52,070
Group 2 – Over 3 months	31,545	45,746
	<u>93,928</u>	<u>97,816</u>

Group 1 – existing customers with no defaults in the past

Group 2 – existing customers (more than 6 months) with some defaults in the past, but considered recoverable based on history of payments

Cash and cash equivalents, restricted cash and held-to-maturity investment

Reputable Trinidad and Tobago financial institutions	<u>624,739</u>	<u>585,443</u>
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(iii) Liquidity risk

Liquidity risk is the risk that The Authority will not be able to meet its financial obligations as they fall due. On an annual basis, cash flow forecasting is performed by management of The Authority. Management monitors rolling forecasts of The Authority's liquidity requirements to ensure it has sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to The Authority's reputation. Such forecasting takes into consideration the expected capital contributions from GORTT as guarantor of all of The Authority's borrowings.

Surplus cash held by The Authority over and above balance required for working capital management is invested in accordance with The Authority's internal policies, choosing financial instruments with appropriate maturities or sufficient liquidity to provide sufficient headroom as determined by the above-mentioned forecasts.

The table below analyses The Authority's non-derivative financial into relevant maturity groupings based on the remaining period at the Statement of Financial Position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

3 Financial risk management (continued)

a. Financial risk factors (continued)

(iii) Liquidity risk (continued)

At 31 December 2017	Less than 1 year \$'000	Between 1 and 5 years \$'000	Over 5 years \$'000
Borrowings	465,664	157,431	--
Trade and other payables (excluding statutory payables)	184,354	--	--
At 31 December 2016	Less than 1 year \$'000	Between 1 and 5 years \$'000	Over 5 years \$'000
Borrowings	193,748	609,574	--
Trade and other payables (excluding statutory payables)	187,949	--	--

b. Capital risk management

The Authority is not subject to externally imposed capital requirements. Notwithstanding, this management's policy is to maintain a strong capital base so as to sustain future development of the business. Government guarantees and support are secured to maintain investors' and creditors' confidence. The capital structure of the Authority consists of capital contributions by GORTT which comprises capital fund, and accumulated deficit.

The Authority monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including 'current and non-current borrowings' as shown in the Statement of Financial Position) less cash and cash equivalents. Total capital is calculated as 'Total equity' as shown in the Statement of Financial Position plus net debt.

The gearing ratios at 31 December 2017 and 2016 were as follows:

	2017 \$'000	2016 \$'000
Total borrowings (Note 11)	557,449	679,656
Less: cash and cash equivalents	<u>(293,928)</u>	<u>(279,646)</u>
Net debt	263,521	400,010
Total equity	<u>1,302,795</u>	<u>1,251,461</u>
Total capital	<u>1,566,316</u>	<u>1,651,471</u>
Gearing ratio	<u>17%</u>	<u>24%</u>

There were no changes in the policies and procedures for capital risk management compared with prior year.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

3 Financial risk management (continued)

c. *Fair value estimation*

The carrying value of short-term financial assets and liabilities comprising trade and other receivables, cash and cash equivalents, restricted cash, short-term portion of borrowings and trade and other payables are a reasonable estimate of their fair values since the interest payable is either close to current market rates or the instruments are of a short-term nature.

4 Critical accounting estimates and judgments

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events, that are believed to be reasonable under the circumstances. The Authority makes estimates and assumptions concerning the future. However, actual results could differ from those estimates as the resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

a. *Retirement benefit obligations*

The cost of the Plan and the present value of the pension obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions. These include the determination of the discount rate, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date. Additional information on key assumptions is disclosed in Note 13.

b. *Legal contingencies*

The Authority is party to litigations related to several legal matters. The outcome of these matters may have a material effect on the financial position, results of operations or cash flows of The Authority. Management regularly analyses current information about these matters and provides provisions for probable cash outflows, including the estimate of legal expenses to resolve the matters. Internal and external lawyers are used for these assessments. In making the decision regarding the need for provisions, management considers the degree of probability of an unfavourable outcome and the ability to make a sufficiently reliable estimate of the amount of loss. The filing of a suit or formal assertion of a claim against The Authority or the disclosure of any such suit or assertion, does not automatically indicate that a provision may be appropriate.

c. *Provision for impairment of trade receivables*

Management exercises judgement and estimation in determining the adequacy of provisions for trade receivable balances for which collections are considered doubtful. Judgement is used in the assessment of the extent of the recoverability of long outstanding balances. Actual outcomes may be materially different from the provision established by Management.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

4 Critical accounting estimates and judgments (continued)

d. *Uncertain tax positions*

Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. As such, differences arising between the actual results and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to taxation already recorded. The Authority establishes provisions, based on reasonable estimates, for possible consequences of audits by the tax authority. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations.

Deferred tax assets are recognized for all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilized. Significant judgment is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

e. *Useful lives of property, plant and equipment*

The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. Increasing an asset's expected life or its residual value would result in a reduced depreciation charge in the Statement of Profit or Loss and Other Comprehensive Income.

The useful lives of The Authority's assets are determined by management at the time the asset is acquired and reviewed at least annually for appropriateness. The lives are based on historical experience with similar assets as well as anticipation of future events, which may impact their life, such as changes in technology.

Notes to the Financial Statements (continued)
31 December 2017
(Presented in Thousands of Trinidad and Tobago Dollars)

5	Property, plant and equipment	Land \$'000	Buildings \$'000	Car parks \$'000	Roads \$'000	Fencing \$'000	Runways aprons and pavements \$'000	Plant and machinery and specialty equipment \$'000	Office furniture, fixtures and computer equipment \$'000	Motor vehicles \$'000	Construction in progress \$'000	Total \$'000
At 31 December 2017												
	Cost	250,296	1,116,058	25,755	190,880	6,535	1,502,462	342,034	81,083	712	141,422	3,657,237
	As at 1 January 2017	—	79,177	1,240	—	1,370	128,892	4,486	5,578	—	313,368	534,111
	Additions	—	(447)	(1,199)	—	—	(113,976)	(1,911)	(1)	—	(385,672)	(503,206)
	Disposals and adjustments	—	—	—	—	—	—	—	—	—	—	—
	Accumulated depreciation	250,296	1,194,788	25,796	190,880	7,905	1,517,378	344,609	86,660	712	69,118	3,688,142
	As at 1 January 2017	—	(806,312)	(24,157)	(81,210)	(4,360)	(720,326)	(321,920)	(49,093)	(698)	—	(2,008,076)
	Charge for the year	—	(52,231)	(1,219)	(13,777)	(517)	(81,683)	(9,083)	(6,164)	(8)	—	(164,682)
	Disposals and adjustments	—	(1,650)	1,099	2,562	(137)	17,754	701	1	—	—	20,380
	Net book value	250,296	334,595	1,519	98,455	2,891	733,123	14,307	31,404	6	69,118	1,535,714
At 31 December 2016												
	Cost	250,296	1,115,434	25,755	190,880	6,535	1,513,513	338,615	71,402	712	106,979	3,620,121
	As at 1 January 2016	—	—	—	—	—	—	—	5,173	—	57,758	62,931
	Additions	—	(8)	—	—	—	(14,907)	(334)	(829)	—	(9,737)	(25,815)
	Disposals and adjustments	—	632	—	—	—	3,856	3,753	5,337	—	(13,578)	—
	Transfers	—	—	—	—	—	—	—	—	—	—	—
	Accumulated depreciation	250,296	1,116,058	25,755	190,880	6,535	1,502,462	342,034	81,083	712	141,422	3,657,237
	As at 1 January 2016	—	(757,769)	(21,152)	(71,067)	(3,843)	(663,074)	(314,374)	(43,998)	(691)	—	(1,875,968)
	Charge for the year	—	(48,551)	(3,005)	(10,143)	(517)	(57,252)	(7,880)	(5,890)	(7)	—	(133,245)
	Disposals and adjustments	—	8	—	—	—	—	334	795	—	—	1,137
	Net book value	250,296	309,746	1,598	109,670	2,175	782,136	20,114	31,990	14	141,422	1,649,161
At 31 December 2015												
	Cost	250,296	1,115,434	25,755	190,880	6,535	1,513,513	338,615	71,402	712	106,979	3,620,121
	As at 1 January 2015	—	(757,769)	(21,152)	(71,067)	(3,843)	(663,074)	(314,374)	(43,998)	(691)	—	(1,875,968)
	Accumulated depreciation	250,296	357,665	4,603	119,813	2,692	850,439	24,241	27,404	21	106,979	1,744,153
	Net book value	250,296	357,665	4,603	119,813	2,692	850,439	24,241	27,404	21	106,979	1,744,153

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

6	Held-to-maturity investment	2017 \$'000	2016 \$'000
	Investment in sinking fund	<u>274,553</u>	<u>249,593</u>

In December 1998, The Authority established a sinking fund with Citicorp Trinidad and Tobago Limited to settle The Authority's borrowings with Citibank (Trinidad and Tobago) Limited (Note 11). The sinking fund is for a period of 20 years commencing in 1998 and carries interest at a rate of 10% per annum. In 2018, the sinking fund matured, and proceeds were used to repay the borrowings noted above.

7	Deferred taxation	2016 \$'000	Credit to other comprehensive income \$'000	(Charge)/ credit to profit or loss \$'000	2017 \$'000
	<i>Deferred taxation liability</i>				
	Accelerated tax depreciation	(156,636)	--	15,971	(140,665)
	<i>Deferred taxation asset</i>				
	Retirement benefit obligation	29,257	(535)	817	29,539
	Other temporary difference – accrued employee benefits	21,415	--	(334)	21,081
	Tax losses	105,964	--	(15,919)	90,045
		<u>156,636</u>	<u>(535)</u>	<u>(15,436)</u>	<u>140,665</u>
	<i>Net deferred taxation asset</i>	<u>--</u>	<u>(535)</u>	<u>535</u>	<u>--</u>
	<i>Deferred taxation liability</i>				
	Accelerated tax depreciation	(173,964)	--	17,328	(156,636)
	<i>Deferred taxation asset</i>				
	Retirement benefit obligation	35,412	(8,597)	2,442	29,257
	Other temporary difference – accrued employee benefits	24,369	--	(2,954)	21,415
	Tax losses	114,183	--	(8,219)	105,964
		<u>173,964</u>	<u>(8,597)</u>	<u>(8,731)</u>	<u>156,636</u>
	<i>Net deferred taxation asset</i>	<u>--</u>	<u>(8,597)</u>	<u>8,597</u>	<u>--</u>

Deferred taxation assets are recognised to the extent of existing taxable temporary differences that are likely to negate the effects of any deductible temporary differences or unused tax losses. The Authority did not recognise deferred taxation assets of \$200.0m (2016: \$162.3m) in respect of losses amounting to \$800.1m (2016: \$649.4m) that can be carried forward against future taxable income. Losses do not expire.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

8 Trade and other receivables	2017 \$'000	2016 \$'000
Trade receivables	93,928	97,816
Less: Provision for impairment of receivables	<u>(38,958)</u>	<u>(39,407)</u>
Trade receivables – net	54,970	58,409
Other receivables	13	6
Prepayments	14,220	9,920
Statutory receivables	19,436	16,955
Employee receivables	<u>12,126</u>	<u>12,947</u>
	<u>100,765</u>	<u>98,237</u>
The ageing of trade receivables at the reporting date was:		
Up to 3 months	62,383	52,070
Over 3 months	<u>31,545</u>	<u>45,746</u>
	<u>93,928</u>	<u>97,816</u>

As at 31 December 2017, trade receivables of \$55.0m (2016: \$52.0m) were fully performing.

As at 31 December 2017, trade receivables of \$nil (2016: \$6.3m) were past due but not impaired. These relate to a number of customers for whom there is no recent history of default. Management expects the amount to be fully recovered. The ageing analysis of these trade receivables is as follows:

Over 3 months	<u>—</u>	<u>6,339</u>
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At 31 December 2017, trade receivables of \$39.0m (2017: \$39.4m) were impaired and fully provided for. The individually impaired receivables mainly relate to customers who are in unexpectedly difficult economic situations. It was assessed that a portion of the receivables is expected to be recovered. The ageing of these receivables is as follows:

Up to 3 months	7,413	—
Over 3 months	<u>31,545</u>	<u>39,407</u>
	<u>38,958</u>	<u>39,407</u>

The movement in The Authority's provision for impairment of trade receivables is as follows:

Balance as at 1 January	39,407	36,961
(Decrease)/Increase in provision	<u>(449)</u>	<u>2,446</u>
Balance as at 31 December	<u>38,958</u>	<u>39,407</u>

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable mentioned above. The other classes within trade and other receivables do not contain impaired assets. The Authority does not hold any collateral as security.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

9	Restricted cash	2017	2016
		\$'000	\$'000
	First Citizens Bank Limited	1,380	1,381
	Central Bank of Trinidad and Tobago	<u>54,878</u>	<u>54,823</u>
		<u>56,258</u>	<u>56,204</u>

Proceeds from borrowings with Trinidad and Tobago Unit Trust Corporation (Note 11) were deposited with the Central Bank of Trinidad and Tobago and drawdowns from the Central Bank of Trinidad and Tobago were deposited with First Citizens Bank Limited. Funds from these two accounts were restricted to be used for financing the construction of the New Terminal Building at the Piarco International Airport.

10	Capital fund		
	Balance as at 1 January	4,792,166	4,590,285
	Capital contributions	<u>181,500</u>	<u>201,881</u>
	Balance as at 31 December	<u>4,973,666</u>	<u>4,792,166</u>

Capital contributions are amounts received by The Authority from GORTT's Public Sector Investment Programme (PSIP) for capital expenditure as well as funds transferred to The Authority for the repayment of borrowings guaranteed by GORTT (Note 11).

11	Borrowings		
	Citibank (Trinidad and Tobago) Limited – Bond	300,000	300,000
	Republic Finance and Merchant Bank Limited – Loan	50,000	60,000
	Republic Finance and Merchant Bank Limited – Bonds	17,783	23,710
	Trinidad and Tobago Unit Trust Corporation – Bond	26,486	33,108
	RBTT Merchant Bank Limited – Loan	–	15,690
	First Citizens Bank Limited – Loan 1	32,167	45,033
	ANSA Merchant Bank Limited – Bond	46,088	75,794
	First Citizens Bank Limited – Loan 2	4,924	14,321
	Scotia Trust and Merchant Bank of Trinidad and Tobago Limited – Loan	<u>80,000</u>	<u>112,000</u>
		<u>557,449</u>	<u>679,656</u>
	Disclosed as:		
	Current	413,065	132,819
	Non-current	<u>144,384</u>	<u>546,837</u>
		<u>557,449</u>	<u>679,656</u>

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

11 Borrowings (continued)

All of The Authority's borrowings are guaranteed by GORTT in addition to other securities disclosed below:

Citibank (Trinidad and Tobago) Limited – Bond

The long-term debt represents the proceeds of a bond issue in favour of The Authority by Citibank (Trinidad and Tobago) Limited on 8 December 1998. Interest at 11.5% per annum is payable semi-annually in arrears. The bond financed the construction of the New Terminal Building at the Piarco International Airport. The bond is secured by the sinking fund (Note 6). The principal was liquidated by a bullet payment on 8 December 2018 using the proceeds on maturity of the sinking fund.

Republic Finance and Merchant Bank Limited – Loan

This long-term debt represents the proceeds of a loan in favour of the Authority by Republic Finance and Merchant Bank Limited dated 17 December 1999. Interest is fixed at 11.5% per annum payable semi-annually in arrears. The principal amount is repayable by thirty equal semi-annual instalments of \$10m which commenced on 17 June 2005. The final instalment was repaid on 17 December 2019. The loan financed the construction of the New Terminal Building at the Piarco International Airport.

Republic Finance and Merchant Bank Limited – Bonds

This long-term debt represents the proceeds of a three series bond issue in favour of the Authority by Republic Finance and Merchant Bank Limited dated 18 October 2000. These bonds financed the construction of the New Terminal Building at the Piarco International Airport.

Bond A – Fully repaid.

Bond B – Fully repaid.

Bond C – Interest is fixed at a rate of 12.25% and is payable semi-annually in arrears. The principal amount, which is repayable by eighteen equal semi-annual instalments commenced on 4 June 2012 and ended on 4 December 2020. Interest accruing during the moratorium period of the first eighteen months will be capitalised and thereafter will be paid in eighteen (18) semi-annually in arrears.

Trinidad and Tobago Unit Trust Corporation – Bond

This long-term debt represents the proceeds of a bond in favour of The Authority by the Trinidad and Tobago Unit Trust Corporation. Interest is fixed at a rate of 9.8% per annum and principal and interest are payable semi-annually commencing 7 December 2002 and ending 7 December 2021.

RBTT Merchant Bank Limited – Loan

The long-term debt represents a loan granted by RBTT Merchant Bank Limited in the amount of US\$23m to finance the Piarco International Airport Runway 10-28 Improvement Works 2005. Interest is fixed at a rate of 5.90% per annum and principal and interest are repayable in twenty (20) semi-annual payments commencing 28 March 2008. The loan was fully repaid on 28 September 2017.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

11 Borrowings (continued)

First Citizens Bank Limited – Loan 1

This long-term debt represents a loan granted by First Citizens Bank Limited in the amount of TT\$193m to refinance an existing bond. Interest is fixed at a rate of 5.75% per annum and principal and interest are payable in thirty (30) semi-annual payments commencing 25 July 2005. The loan was fully repaid on 31 January 2020.

ANSA Merchant Bank Limited – Bond

The long-term debt represents a loan granted by ANSA Merchant Bank Limited in the amount of US\$45.3 million to finance the Airport Improvement Works 2009 on 22 April 2009. Interest is fixed at a rate of 7.00% per annum and principal and interest are repayable in forty (40) quarterly payments commencing 22 July 2009. The bond was fully repaid on 22 April 2019.

First Citizens Bank Limited – Loan 2

The represents a loan granted by First Citizens Bank Limited in the amount of TT\$44.4m to assist with development works at the Piarco and ANR Robinson International Airports. Interest is fixed at 3.95% per annum and principal and interest are repayable in ten (10) semi-annual payments commencing 31 August 2013. The loan was fully repaid on 28 February 2018.

Scotia Trust and Merchant Bank of Trinidad and Tobago Limited – Loan

The long-term debt represents a loan granted by Scotia Trust and Merchant Bank of Trinidad and Tobago Limited in the amount of TT\$320m to finance the Infrastructural works at Piarco and Crown Point International Airports. Interest is fixed at a rate of 5.85% per annum and principal and interest are repayable in twenty (20) semi-annual payments which commenced on 25 November 2010 and ended on 24 May 2020.

12 Deferred liability

This relates to a deferred payment to GORTT of \$11m (2016: \$11m) for acquisition of the Northern Area of the Aerodrome property at the Piarco International Airport.

13 Retirement benefit obligation

	2017 \$'000	2016 \$'000
<i>Net liability in statement of financial position</i>		
Defined benefit obligation	444,158	410,858
Fair value of plan assets	<u>(326,004)</u>	<u>(293,831)</u>
Net defined benefit liability	<u>118,154</u>	<u>117,027</u>
<i>Movement in present value of defined benefit obligation</i>		
Defined benefit obligation at start of year	410,858	409,796
Service cost	17,306	19,666
Interest cost	22,238	20,332
Members' contributions	7,013	6,767
Benefits paid	(13,257)	(6,396)
Actuarial gains from changes in financial assumptions	<u>—</u>	<u>(39,307)</u>
Defined benefit obligations at end of year	<u>444,158</u>	<u>410,858</u>

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

13 Retirement benefit obligation (continued)

	2017 \$'000	2016 \$'000
<i>Movement in fair value of plan assets</i>		
Fair value of plan assets at start of year	293,831	268,148
Interest income	16,527	13,822
Return on plan assets (excluding interest income)	2,139	(4,921)
Authority's contributions	20,920	17,539
Members' contributions	7,013	6,767
Benefits paid	(13,257)	(6,396)
Expenses paid	<u>(1,169)</u>	<u>(1,128)</u>
Fair value of plan assets at end of year	<u>326,004</u>	<u>293,831</u>
<i>Items included in profit or loss within 'Administrative expenses'</i>		
Current service cost	17,306	19,666
Net interest on defined benefit obligation	5,711	6,510
Administration expenses	<u>1,169</u>	<u>1,128</u>
	<u>24,186</u>	<u>27,304</u>
<i>Reconciliation of net liability in statement of financial position</i>		
Net defined benefit liability at start of year	117,027	141,648
Net pension cost	24,186	27,304
Remeasurements recognised in other comprehensive income	(2,139)	(34,386)
Authority's contributions paid	<u>(20,920)</u>	<u>(17,539)</u>
Net defined benefit liability at end of year	<u>118,154</u>	<u>117,027</u>
<i>Remeasurement recognised in other comprehensive income</i>		
Experience gains	<u>(2,139)</u>	<u>(34,386)</u>
<i>Asset allocation</i>		
Locally listed equities	84,687	77,979
Foreign equities	57,816	51,744
Government issued bonds	143,947	139,116
Corporate bonds	21,256	--
Cash and cash equivalents	<u>18,298</u>	<u>24,992</u>
Fair value of plan assets	<u>326,004</u>	<u>293,831</u>

All asset values were taken from the Plan's year-end audited financial statements provided by the Plan's Trustee (First Citizens Trustee Services Limited). Foreign equities have quoted prices in active markets. Local equities also have quoted prices but the market is relatively illiquid. The Investment Manager (First Citizens Asset Management Limited) calculates the fair value of the Government bonds and corporate bonds by discounting expected future proceeds using a constructed yield curve.

The majority of the Plan's bonds were either issued or guaranteed by GORTT.

The Plan's assets are invested in a strategy agreed with the Plan's Trustee and Management Committee. This strategy is largely dictated by statutory constraints (at least 80% of the assets must be invested in Trinidad & Tobago and no more than 50% in equities) and the availability of suitable investments. There are no asset-liability matching strategies used by the Plan.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

13 Retirement benefit obligation (continued)

Allocation of defined benefit obligation

The defined benefit obligation is allocated between the Plan's members as follows.

	2017	2016
Active	88%	89%
Deferred members	2%	2%
Pensioners	10%	9%
Weighted average duration of the defined benefit obligation in years	20.4	20.4
Percentage of benefits for active members that are vested	94%	94%
Percentage of defined benefit obligations for active members that is conditional on future salary increases	41%	41%

Summary of principal assumptions

Discount rate	5.5%	5.5%
Salary Increases	5.0%	5.0%

Assumptions regarding future mortality are based on published mortality tables. The life expectancies underlying the value of the defined benefit obligation at the year-ends are as follows.

Life expectancy at age 60 for current pensioner in years

Male	21.0	21.0
Female	25.1	25.1

Life expectancy at age 60 for current members age 40 in years

Male	21.4	21.4
Female	25.4	25.4

Sensitivity analysis

The calculation of the defined benefit obligation is sensitive to the assumptions used. The following table summarises how the defined benefit obligation as at 31 December 2017 and 31 December 2016 would have changed as a result of a change in the assumptions used.

	1% pa Increase \$'000	1% pa decrease \$'000
31 December 2017		
Discount rate	(73,328)	95,130
Future salary increases	48,160	(40,986)
31 December 2016		
Discount rate	(66,905)	87,998
Future salary increases	44,549	(37,913)

An increase of 1 year in the assumed life expectancies shown above would increase the defined benefit obligation at 31 December 2017 by \$6.5m (2016: \$6.0m). These sensitivities were calculated by re-calculating the defined benefit obligations using the revised assumptions.

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

13 Retirement benefit obligation (continued)

Funding

The Authority meets the balance of the cost of funding the defined benefit Pension Plan and The Authority must pay contributions at least equal to those paid by members, which are fixed. The funding requirements are based on regular (at least every 3 years) actuarial valuations of the Plan and the assumptions used to determine the funding required may differ from those set out above. The Authority paid \$18.5m to the Pension Plan during 2018.

14 Trade and other payables	2017 \$'000	2016 \$'000
Accrued employee benefits	110,569	110,022
Due to GORTT – departure taxes	44,763	44,763
Accrued expenses	11,292	18,008
Statutory payables	10,579	11,943
Other payables	6,794	7,377
Accrued loan interest	9,181	6,077
Trade payables	2,359	2,307
Staff clearing account	(604)	(604)
	<u>194,933</u>	<u>199,893</u>

15 Provisions for other liabilities

The amounts represent a provision for certain legal claims brought against The Authority. The provision charge is recognised in the Statement of Profit or Loss and Other Comprehensive Income within 'Administrative expenses'. In management's opinion, after taking appropriate legal advice, the outcome of these legal claims will not give rise to any significant loss beyond the amounts provided at 31 December 2017.

Balance at 1 January	83,377	83,827
Amounts accrued during the year	5,949	–
Amounts utilised during the year	(85)	(450)
	<u>89,241</u>	<u>83,377</u>

16 Other revenue

Interest income	27,561	24,703
Other income	7,079	6,978
	<u>34,640</u>	<u>31,681</u>

17 Expenses by nature

Employee benefit expenses (Note 18)	214,654	219,853
Depreciation (Note 5)	144,352	133,245
Other	58,359	57,592
Finance costs	61,175	69,255
Repairs and maintenance	22,306	20,178
Insurance	10,669	12,563
Utilities	10,454	12,157
Advertising and promotion	1,375	1,093
Provision for impairment of trade receivables (Note 8)	(449)	2,446
	<u>522,895</u>	<u>528,382</u>

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

18	Employee benefit expenses	2017 \$'000	2016 \$'000
	Salaries, wages and other short-term benefits	179,848	183,165
	National insurance contributions	10,620	9,384
	Pension costs – defined benefit plan (Note 13)	<u>24,186</u>	<u>27,304</u>
		<u>214,654</u>	<u>219,853</u>

19	Taxation		
	Green fund levy	1,227	1,252
	Business levy	2,305	2,590
	Deferred taxation credit	<u>(535)</u>	<u>(8,597)</u>
		<u>2,997</u>	<u>(4,755)</u>

The taxation on The Authority's loss before taxation differs from the theoretical amount that would arise using the basic rate of tax as follows:

	Loss before taxation	<u>(131,656)</u>	<u>(111,025)</u>
	Taxation at rate of 25%	(32,914)	(27,756)
	Expenses not allowable for tax	1,075	289
	Exempt income and allowances not subjected to tax	(6,241)	(5,673)
	Taxation losses previously recognised, now derecognised	15,919	–
	Taxation losses generated and unrecognised	21,771	28,260
	Business levy	2,305	2,590
	Green fund levy	1,227	1,252
	Other difference	<u>(145)</u>	<u>(3,717)</u>
		<u>2,997</u>	<u>(4,755)</u>

20 Related parties

Government-related entities

The Authority was established by GORTT under Act No. 49 of 1979. Accordingly, The Authority has related party relationships with GORTT, GORTT agencies and ministries and with its executive officers and board members. Significant transactions and balances with GORTT related entities include capital contributions, banking relationships, statutory payables and receivables and customer/supplier receivables/payables.

Key management compensation

Key management includes executive officers and board members. The compensation paid to key management is shown below and is included within 'Employee benefit expenses' (Note 18):

	Executive salaries and other short-term employee benefits	17,028	19,295
	Board members' fees	527	648
	Post-employment benefits	<u>525</u>	<u>624</u>
		<u>18,080</u>	<u>20,567</u>

Airports Authority of Trinidad and Tobago

Notes to the Financial Statements (continued)

31 December 2017

(Presented in Thousands of Trinidad and Tobago Dollars)

21 Contingent liabilities

At 31 December 2017 there were a number of pending claims against The Authority. Claims for which provisions have been made are reflected in Note 15. For other claims, no provision has been recognised in these financial statements, as legal advice indicates that it is not probable that a significant liability will arise.

Commission of enquiry

In April 2002, GORTT established a Commission of Enquiry into the "Piarco Airport Development Project". The terms of reference of the Commission were to enquire into the Piarco Airport Development Project and to make such observations and recommendations arising out of its deliberations as the Commission may deem appropriate. The Commission of Enquiry came to an end on 4 July 2003 but the final report has not been made public. No provision has been made in these financial statements in respect of any adjustments which may arise as a result of the recommendations of the Commission.

22 Capital commitments

Capital expenditure contracted for at the end of the reporting period but not yet incurred amounted to \$77.9m at 31 December 2017 (2016: \$16.8m).

23 Subsequent events

Since the outbreak of COVID-19 in the first quarter of 2020, global financial markets have experienced, and may continue to experience significant volatility and there are significant consequences for the global and local economies from travel and border restrictions, quarantines, supply chain disruptions, lower consumer demand and general market uncertainty. The extent and duration of the impact of COVID-19 on the global and local economies and the sectors in which The Authority and its customers and suppliers operate is uncertain at this time, but it has the potential to adversely affect the operations of The Authority. As of the date of authorisation of these financial statements, management was not aware of any significant adverse effects on the financial statements for the year ended 31 December 2017 as a result of COVID-19. Management will continue to monitor the situation and the impact on The Authority.

- Debt Policy





Airports Authority of Trinidad and Tobago

3. Receivables (Collections) Policies & Procedures

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO

Department: Finance

Area: Revenue Accounting

TITLE: Receivables (Collections) Policies & Procedures

Document #:

Revision No: 00

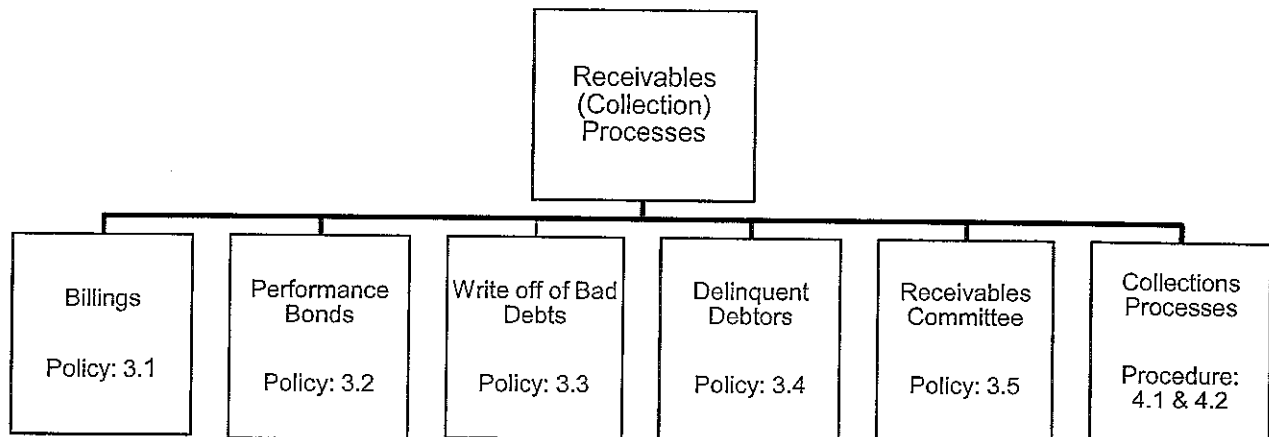
1.0 PURPOSE

The purpose of this document is to provide guidelines for the control of outstanding debts and the collection of debts on behalf of AATT.

Collections are done at both Piarco and ANR Robinson International Airports. At Piarco, the collection of debt is performed by the AAIL (Collections) with the guidance of the RA. At ANRRRIA, the collection of debt is performed by the AAI with the guidance of the Tobago Accountant. Oversight is provided by the FC.

2.0 SCOPE

The scope of these policies and procedures covers the following collection processes which AATT are required to perform:



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3.0 RECEIVABLES (COLLECTIONS) POLICIES

3.1 Billings

3.1.1 AATT issues invoices on a monthly basis. The dispatch and due dates of AATT's invoices are summarized in the table below:

Invoice	Dispatched	Due date
Basic Space Rent	10 working days prior to the end of the relevant month	On or before the 1st working day of each relevant month
Minimum annual rent	10 working days prior to the end of the relevant month	On or before the 1st working day of each relevant month
Turnover Rent	6th day of the following month	25 days after the invoice date
Miscellaneous	6th day of the following month	25 days after the invoice date
Aerodrome	6th day of the following month	25 days after the invoice date
Passenger Service Charge	Included on passenger tickets	IATA responsible for collection (IATA Remittance Advice is submitted to the airlines and the funds are collected via the Billing Settlement Plan (BSP), these sums are remitted to the AATT 6-8 weeks after the billing period)
Concourse and Common Use Electronic Service	Included on passenger tickets	IATA responsible for collection (IATA Remittance Advice is submitted to the airlines and the funds are collected via the Billing Settlement Plan (BSP), these sums are remitted to the AATT 6-8 weeks after the billing period)

3.1.2 Basic Rent invoices include but are not limited to the following categories:

- Utility Charge
- Bonded Warehouse
- Office Rent
- Land Rent
- Ground Handling
- Hangar Rent
- Commuted Rent

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3.1.3 Categories of tenants include but are not limited to:

- Duty Free Concessionaires:
 - Alcohol
 - Perfume
 - Tobacco
 - Jewelry
- Car Rentals
- Retail Concessionaires:
 - Clothing
 - Telecommunications
 - Eyewear
 - Music
 - Bookshop
 - Spices
 - Cosmetics
 - Snacks
 - Flowers
 - Periodicals
 - Financials
 - Food & Beverage
 - Left Luggage
 - Car Rentals
- Food and Beverage Concessionaires
- Airlines/Agents/Private Operators
- Ground Handlers

3.2 Performance Bonds

3.2.1 A Performance Bond is required from tenants, (land tenants, concessionaires, agents, ground handlers and airlines) under certain circumstances as listed below. These may be in the form of: letter of credit, cash deposits and/or insurance bonds.

3.2.2 New Tenants will be required to furnish a performance bond equivalent to three (3) months basic space rent plus minimum annual rent or average aeronautical activity (Passenger Service Charge/Aerodrome/Concourse and Common Use Electronic Service).

3.2.3 Existing Tenants will be assessed on their payment history and amounts outstanding over a period of three (3) years. The Performance Bond requirements are as follows:

- For tenants who have kept their account within 0 to 30 days for the past 3 years and have been in operation at the airports over ten (10) years – this requirement is waived.

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- For tenants who have kept their account within 0 to 30 days for the past 3 years and have been in operation at the airports between five(5) to ten (10) years – 1 month’s basic space rent plus minimum annual rent or average aeronautical activity.
- For tenants who have kept their account within 0 to 30 days for the past 3 years and have been in operation at the airports for less than five (5) years – 2 month’s basic space rent plus minimum annual rent or average aeronautical activity.
- For tenants who are over 30 days - 3 month’s basic space rent plus minimum annual rent or average aeronautical activity.

This bond must be signed prior to the commencement of operations.

- 3.2.4 The General Manager at his/her discretion may vary these requirements for long standing tenants.
- 3.2.5 All original Performance Bonds will be held by the Legal Department, with copies being provided to the Marketing, Property and Finance Departments.
- 3.2.6 The Legal Department must provide written notice three (3) months prior to the expiry date of a Performance Bond to the Tenant/Airline. (The Finance/Property Department must be informed).
- 3.2.7 Requests for advanced payments on account to be made in place of a Performance Bond or a reduced Performance Bond may be granted at the discretion of the General Manager.
- 3.2.8 Moratoriums or Discounts on Rent may be granted upon approval by the General Manager and/or the Board due to:
 - delayed commencement of operations as a result of the non-receipt of permits/licenses/etc, or,
 - other issues that may have affected operations as a result of actions or inaction by the Authority, such as repairs.

The quantum will be dependent upon assessments made by Management of the losses claimed by the Tenant.

- 3.2.9 All refunds must be authorized by the FC and applied to outstanding balances on the Debtor’s account; payment will be advanced to Debtor should there be any balance remaining on the account.

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3.3 Write off of Bad Debts/Expected Credit Losses

3.3.1 Write-offs will be recommended by the Property Manager and the RA to the FC for approval. These will be based on the following:

- 1 Bankruptcy
- 2 Tenants that were evicted or ceased operations where legal action is being taken
- 3 Debt that is deemed statute barred, that is, older than four (4) years
- 4 Where attempts to collect arrears of revenue will be uneconomical

All write-offs must be approved by the Board.

3.3.2 In accordance with the Airports Authority of Trinidad and Tobago Act No. 26 of 1987, Section 23, bad debts may only be written off after final approval has been by the line Ministry.

3.3.3 The Expected Credit Losses must be adjusted yearly as follows:

- 1 In accordance with the International Financial Reporting Standard (IFRS) 9 (Financial Instruments) the provision is calculated based on the default rates for debts that are not settled after ninety (90) days, (*default rates are calculated based on the ageing profile of past debt*);
- 2 100% provision is made for debts that are statute barred, that is, older than four (4) years, and debts where legal action is being taken.

3.4 Delinquent Debtors

3.4.1 A monthly Aged Accounts Receivable listing must be prepared and submitted by the RA to the FC within 10 days of the following month. On a monthly basis, the FC must inform the Deputy General Manager - Corporate Services and the General Manager of all issues affecting the receivables/debt recovery.

3.4.2 Debtor statements shall be issued on a monthly basis. Reminder letters are sent to/meetings are held with debtors whose invoices have past 30 days. (As stipulated by the Ministry of Works & Transport – all debts must be settled within 30 days).

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- 3.4.3 Failure to settle debt within 60 days will result in the issuance of a demand letter to the debtor by the Legal Department. Demand Letters must stipulate that full payment of all outstanding debts is received within fourteen (14) days. The list of Demand Letters to be issued will be provided by the Receivables Committee, following which the Property Manager will seek the relevant Executive approvals.
- 3.4.4 Upon failure to comply with the terms of the Demand Letter, a Notice to Quit will be issued 14 days after receipt of the Demand Letter by the debtor.
- 3.4.5 After the Notice to Quit is issued, should the debtor request a meeting to discuss their issues and a way forward, the Authority may comply with this request. If an amicable position cannot be met, the Authority will then take legal action against the debtor.
- 3.4.6 Interest shall be payable by Debtors on accounts in arrears as follows:
 - Debtors other than Airlines and Ground Handlers shall be subject to an interest at the basic prime rate on the rents or other sums in arrears from the due date to the date on which it was paid (and such interest where it is in respect of arrears of rents, may be recovered as if rent in arrears).
 - Airlines and Ground Handlers shall be subject to an interest at the basic prime rate plus two percent on the rents or other sums in arrears from the due date to the date on which it was paid (and such interest where it is in respect of arrears of rents, may be recovered as if rent in arrears).
 - Interest will not be levied on debtors with payment plans.
- 3.4.7 Debtors whose cheques are returned "Refer to Drawer" will be required to make future payments strictly on a cash or certified cheque basis or ACH (automated clearing house).
- 3.4.8 All legal costs incurred in the pursuit of outstanding debts must be borne by the debtor.

3.5 Receivables Committee

- 3.5.1 A Receivables Committee shall be established for the purpose of reviewing and resolving any issues with the tenant in the interest of both parties.
- 3.5.2 The Receivables Committee shall comprise of the following members or their alternate/representative:
 - Deputy General Manager – Corporate Services
 - Property Manager
 - FC
 - Marketing Manager
 - Legal Advisor

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3.5.3. The FC is the designated Chairperson of the Receivables Committee and the RA is the designated Secretary of the Receivables Committee. The Receivables Committee shall:

- Meet every two (2) months.
- Consist of a quorum as follows:
 - At least two (2) Senior Managers/alternates
 - The Revenue Accountant/alternate
 - Legal Advisor/Alternate
- Review reports submitted by the Revenue Section in relation to Debtors' issues, highlighting background information and details of the outstanding amounts
- Attempt to resolve the issues in the interest of both parties
- Submit recommendations based on their findings and investigations to the General Manager or Deputy General Manager - Corporate Services for advice and/or approval as required.
- The General Manager based upon the advice of the Deputy General Manager - Corporate Services may provide details to the Board of Directors of any arrears outstanding for more than thirty (30) days and shall state what action is being taken to collect the arrears.

3.5.4 The RA will be responsible for arranging monthly meetings of the Receivables Committee.

3.5.5 The decisions of the Committees shall be by a majority of votes and for that purpose the Chairman shall have both an original and a casting vote.

3.5.6 Minutes of the meeting of the Committees shall be recorded and circulated at the next ensuing meeting for confirmation/certification.

3.5.7 In cases where the General Manager based upon the advice of the Deputy General Manager - Corporate Services and/or the FC is of the opinion that further attempts to collect arrears of revenue will be unsuccessful or uneconomical, they shall apply to the Ministry of Works and Transport for the arrears to be written off; and all such applications shall be supported with full details.

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4.0 RECEIVABLES (COLLECTIONS) PROCEDURES

4.1 Aged Debtor Management

- 4.1.1 After the financial close-off of Billings and Receipts, the AAIII will print the Aging Report from the operating finance system. This will be used to prepare the Collections Report by the 6th of the month (or the next working day following the 6th day).
- 4.1.2 The RA and AAIII will review the report. Any errors/discrepancies noted shall be investigated and resolved by the AAIII.
- 4.1.3 The Aging Report will then be forwarded by the RA to the FC for review.
- 4.1.4 The AAIII will generate and reconcile Debtors Statements (as required).
- 4.1.5 Once the Debtor Statements have been reconciled, the AAIII will email/fax the Statements to the Debtors.
- 4.1.6 The RA and the AAIII are responsible for calling Debtors to notify them of payments that are due. If required, the RA will seek the assistance of the Property or Marketing Department for Debtors that are not clearing their accounts in a timely manner.
- 4.1.7 The RA must inform the FC of Debtor accounts that are more than two (2) months overdue.
- 4.1.8 The RA is also responsible for arranging and holding meetings with Debtors whose accounts are more than two (2) months overdue.

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- Investment Policy

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Airports Authority of Trinidad and Tobago

4. Investment Policies & Procedures



AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO

Department: Finance

Area: Revenue Accounting

TITLE: Investment Policies & Procedures

Document #:

Revision No: 00

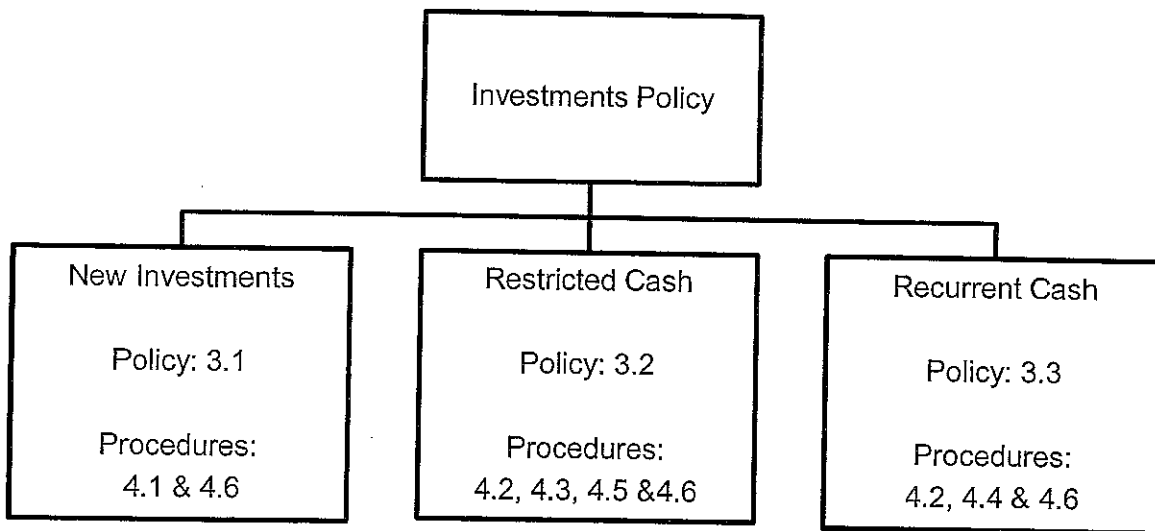
1.0 PURPOSE

The purpose of this document is to provide standard guidelines for investment of AATT funds by the Finance Department.

Day-to-day activities relating to Investments are performed by the AAIII within the Finance Department. Oversight is provided by the RA and the FC.

2.0 SCOPE

The scope of this procedure covers the following Investment processes which AATT are required to perform:



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Approver:

Approval Date:

Review Date:



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3.0 INVESTMENT POLICIES

3.1 New Investments

3.1.1 New Investments can fall under the following categories:

- i. Restricted cash
- ii. Recurrent cash

3.1.2 AATT's aim is to maximize returns whilst maintaining the security of the Authority's funds at all times. Funds should be placed in low or low to medium risk investments that allow for capital appreciation and preservation.

3.1.3 Funds should be invested in Fixed Deposits, Money Market Funds or Repurchase Agreements depending on the quantum of the investment.

3.1.4 The quantum and the time period of the investment will be dependent upon the availability of funds after the careful timing/scheduling of payments.

3.1.5 Funds that are needed in the short term, thus requiring flexibility, are invested for three (3) months using Fixed Deposits or Money Market Fund Accounts. Other funds that may be invested for six (6) months to one (1) year are invested using Fixed Deposits or Repurchase Agreements.

3.1.6 Upon maturity the RA will advise the bank if the investment should be renewed after confirmation with the FC.

3.1.7 The RA must ensure that a confirmation/acknowledgement letter is received from the bank advising of the completion of any transaction/investment.

Interest Received

3.1.8 The value of interest received on investments shall be verified by the AAIII to ensure that the correct amount has been received.

3.1.9 If there are any differences between these figures, the discrepancy/error must be resolved by the RA with the relevant bank.

Maturity

3.1.10 Investments are only closed or rolled over upon maturity so that interest income will be maximized.

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3.2 Restricted cash

3.2.1 Restricted cash is cash that is set aside to be used for certain projects or activities. This includes:

- Loan funds for specific projects
- Interest on loan funds
- Project funds
- Interest on project funds
- Refundable tender deposits
- Performance bonds

3.2.2 The FC will determine, based on cash flow requirements, if funds should be placed on a Fixed Deposit, Money Market Fund, Abercrombie Bank Account or a Repurchase Agreement (Repo).

3.2.3 For restricted funds, interest generated on the principal investment must be accounted for and managed separately from the principal. The interest generated on restricted cash investments may be used to cover project overruns or other costs related to the project upon approval by the Board, and, after written notification to the Line Ministry.

3.2.4 Investments of project funds may be broken if the funds are needed for urgent payments before the maturity date.

3.3 Recurrent Cash

3.3.1 Any excess/surplus TT\$ or US\$ funds held in current accounts by AATT that are not currently required for payments should be placed in investment accounts. The quantum and the time period of the investment will be dependent upon the availability of funds after the careful timing/scheduling of payments.

3.3.2 The security of the Authority's recurrent cash is priority; as such, any investment of surplus/excess funds should be placed in low risk investments or low to medium risk investments that allow for capital appreciation and preservation.

3.3.3 The FC may instruct the RA to transfer funds from the TT\$/US\$ investment account to the TT\$ main account to cover operating expenses as required.

3.3.4 In the case of the transfer of funds from the US\$ accounts, the buying rate from the bank will prevail, i.e. First Citizens Bank.

Author:	Approver:
Approval Date:	Review Date:



4.0 INVESTMENT PROCEDURES

4.1 New Investments

4.1.1 The FC will inform the RA of the availability of funds for investment, such as:

- Recurrent
 - Surplus working capital
- Restricted
 - Project Funds
 - Tender security/performance bonds

4.1.2 The FC will inform the RA of the tenures and type of investment to be made.

4.1.3 The RA or the AAIII will liaise with the bank to obtain interest rates for the required tenure of investment.

4.1.4 Approval for investments will follow the approval limits as stated below:

- \$20,000 or below – Financial Controller
- \$20,001 to 50,000 – Deputy General Manager-Corporate Services
- \$50,001 to \$200,000 – General Manager
- \$200,001 to \$300,000 – Management Tenders Committee
- \$300,001 and above - Board

4.1.5 The AAIII will prepare and submit bank letters for review by the RA. All letters will be forwarded for signing in accordance with the approved levels of delegated financial authority.

4.1.6 The AAIII will prepare journal vouchers to account for new investments. These journal vouchers shall be approved by the RA and forwarded to Final Accounts for posting.

4.1.7 The AAIII will update the Investment Schedule with the details of the new investments such as:

- Account Number
- Institution where the investment is held

Author:	Approver:
Approval Date:	Review Date:



	Doc #:	Investment Policies & Procedures	Rev No: 00
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- Source of Funds
- Purpose of the Investment
- Interest Rate
- Currency
- Investment Amount
- Deposit Date
- Maturity date
- Rationale for selecting the investment

4.1.8 The AAIII is responsible for checking the investments as follows:

- Verifying the CD Interest Income
- General Ledger entries
- Electronic bank statement (efirst)

The AAIII will inform the RA of any discrepancies/errors in the Investment Schedule. The RA will be responsible for investigating and resolving any issues noted.

4.1.9 The RA will review and approve the Investment Schedule. The RA shall be responsible for preparing and finalizing of the Refundable Deposit Schedules.

4.2 Current Investments

4.2.1 The RA will communicate investments that are due for maturity to the FC. The FC will inform the RA of the tenure and value of funds to reinvest or to close-off.

4.2.2 The RA or the AAIII will liaise with the bank to obtain interest rates for the required tenures if it is to be renewed or for the final interest amount if the investment is to be closed.

4.2.3 The AAIII will prepare the relevant bank letters for review by the RA for submission to the bank. All letters will be forwarded for signing in accordance with approved levels of delegated financial authority.

4.2.4 The AAIII will prepare journal vouchers to account for interest received on investments and/or the close-off of the investment account. These journal vouchers shall be approved by the RA and forwarded to Final Accounts for posting.

4.2.5 The AAIII will update the Investment Schedule with the details of the investments such as interest received, date investment closed and the bank account to which the investment was transferred.

4.2.6 The AAIII will inform the RA of discrepancies/errors (if any). The RA will be responsible for investigating and resolving any issues noted. If required, the FC will be consulted.

Author:	Approver:
Approval Date:	Review Date:



	Doc #:	Investment Policies & Procedures	Rev No: 00
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4.2.7 The RA will review and approve the investment schedule, audit schedules and reconciliations. The RA shall be responsible for preparing and finalizing of the Refundable Deposit Schedules.

4.3 Non-renewal of Investments/Tender Securities

4.3.1 The RA will update the Corporate Secretary about investments related to tender securities on a quarterly basis. The Corporate Secretary will indicate which tender securities may be released. Tender Securities are normally released when the contract has been awarded, the project is completed (with satisfaction) or when a tender has to be re-issued.

4.3.2 The RA will release funds based on instructions received from the Corporate Secretary by the FC.

4.3.3 The AAIIL will prepare the bank authorization letter to close the investment account, prepare journal vouchers and update the Investment Schedule with the details of the investment.

4.3.4 The RA will instruct the Payables Section to prepare the cheque for refund of tender security.

4.3.5 The AAIIL will inform the RA of discrepancies/errors (if any). The RA will be responsible for investigating and resolving any issues. If required the FC will be consulted.

4.3.6 The RA shall be responsible for preparing and reconciling of the Refundable Deposit Schedules with the Investment Schedules.

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Approval Date:	Review Date:

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4.4 Monitoring of Recurrent Funds for Investment

- 4.4.1 The AAIII will forward bank balances on a daily basis to the RA, FC and General Manager.
- 4.4.2 The FC will instruct the RA to transfer funds from the TT\$ and/or US\$ bank accounts to the Main TT\$ and/or Paria US\$ accounts to ensure that there are sufficient funds for payments or to invest recurrent funds.
- 4.4.3 The AAIII will prepare the bank letter for the transfer between accounts and prepare the relevant journal vouchers.
- 4.4.4 The AAIII will inform the RA of any discrepancies/errors. The RA will be responsible for investigating and resolving any issues noted. If necessary the FC will be consulted.

4.5 Monitoring of Restricted Funds for Investment

- 4.5.1 Upon receipt of payment certificates from Engineering/Facilities Maintenance/Information Technology Departments, the FC will instruct the RA of the sum to transfer to the main TT\$ bank account to make project payments.
- 4.5.2 The AAIII will prepare the bank authorization letter, verifying the status of transfers between accounts and prepare journal vouchers.
- 4.5.3 The AAIII will inform the RA of discrepancies/errors (if any). The RA will be responsible for investigating and resolving any issues.

4.6 General

- 4.6.1 The AAIII shall verify that the transfer was made by reviewing the efirst bank statements.
- 4.6.2 The AAIII is responsible for filing documents, sending investment certificates for stamping, keeping track of maturity dates, ensuring that funds transfers, etc., are completed.
- 4.6.3 The AAIII will reconcile the Investment Schedules and interest income with the general ledger on a monthly basis for preparation of reconciliations/audit schedules for review by RA and approval by the FC.

Author:	Approver:
Approval Date:	Review Date:



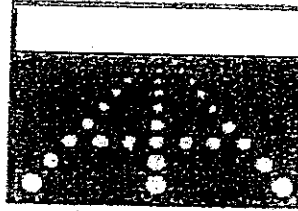
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HUMAN RESOURCE DEVELOPMENT PLAN

- Career Path
- Performance Management
- Promotion
- Recruitment and Selection

**ALL OF THE ABOVE ARE INCLUDED IN THE
AUTHORITY'S HUMAN RESOURCE'S POLICY MANUAL
WHICH IS INCLUDED IN THIS SECTION OF THE REPORT**

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**Airports
Authority**
OF TRINIDAD AND TOBAGO

HUMAN RESOURCES

POLICY MANUAL

NOVEMBER 2, 2012

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INTRODUCTION

Corporate Profile/History

The Airports Authority of Trinidad and Tobago was established in 1979 by an Act of Parliament to ensure the provision of efficient, secure and safe aviation services. In line with its Vision and Mission, the Airports Authority works to develop and maintain an integrated set of Airport Services in pursuit of goals in the following strategic priority areas:

- Airport Operations
- Airport Safety and Security
- Business Development – Aviation and Non-Aviation
- Financial Management
- Customer Services and Corporate Image
- Organisational Development
- Human Resources

The Airports Authority of Trinidad and Tobago (AATT) manages two airports which are major hubs for the movement of people and cargo in the Caribbean area.

Piarco International Airport

Piarco International Airport has been the major air transportation facility serving Trinidad and Tobago and the southern Caribbean since 1931. Located 15 miles east of Port of Spain, Piarco International Airport is the largest in the Caribbean. Currently, 11 international airlines, comprising scheduled and chartered, and 7 cargo carriers that serve 26 international destinations operate out of the airport. Piarco is the primary hub and operating base of Caribbean Airlines Limited, the national airline of Trinidad and Tobago. Piarco International Airport facilitated more than 1.5 million international passengers and over 31,000 tonnes of freight last year. There are thirty-two shops at this Airport.

Crown Point International Airport

Crown Point International Airport began operations on the island of Tobago in 1940. The Airport is located on the southwestern tip of the island of Tobago and is located within walking distance of some of the region's most beautiful beaches and minutes from Tobago's famous underwater coral garden Buccoo Reef. There are eleven shops at the airport.

Mission Statement

To develop and manage safe, secure, efficient and customer oriented airport estates and ancillary business in a sustainable manner by optimising returns on all employable assets.

Vision

To be a premier provider of aviation driven business.

Core Values

Trust, Integrity, Fairness, Respect, Empathy and Professionalism.

HUMAN RESOURCE PHILOSOPHY

The Airports Authority of Trinidad and Tobago is committed to the highest moral and ethical standards in carrying out its business. The Authority will obey all the laws of the country, be a good corporate citizen and willingly assume its share of the responsibilities where the Authority operates at home and abroad and will conduct its affairs at all times in a capable and trustworthy manner.

The AATT will maintain a high level of employee morale by fostering an atmosphere of hard work, by recognising the dignity of each individual in treating each person in the Company with respect and courtesy, by providing opportunities for all employees to develop and advance to the utmost of their capabilities, by paying adequate compensation which compares favourably with other Companies in the industry and by providing a safe and healthy environment in which to work.

The AATT will be financially sound and viable by motivating a record of productivity and profits which will enable the Company to continue to grow and expand its earning capacity and will strive to be the most highly respected Company in the country through inspired leadership and effective teamwork.

The AATT will deliver to all its stakeholders products of proven high quality, will maintain free and open channels of communication between management, employees, customers and trade unions and will work in a constructive manner towards securing public understanding and acceptance of the Company's goals and objectives.

The Human Resource Philosophy of the AATT as enunciated above is intended to create an atmosphere of cordiality and congeniality in the work environment so as to enable all Company's human resources to give maximum production at all times.

CHAIRMAN

SECTION I

EMPLOYMENT PRIORITIES

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



RELEASE OF INFORMATION AND CONFIDENTIALITY POLICY

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

RELEASE OF INFORMATION AND CONFIDENTIALITY POLICY

Policy Number:	HR: 0000	Revision Number:	001
Responsible Officer:	HR Manager	Date Revised:	October 11, 2010

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RELEASE OF INFORMATION AND CONFIDENTIALITY POLICY

Policy Number: HR: 0000 Revision Number: 001
Responsible Officer: HR Manager Date Revised: October 11, 2010

POLICY STATEMENT

To ensure that employees are fully aware that the release of information is done through the Corporate Communications Department and that the Authority's information must be treated as confidential.

RELEASE OF INFORMATION

The Corporate Communications Department manages the Authority's image. As such, the department is responsible for coordinating the release of information when the need arises. Employees are disallowed from giving or making statements to the media/public.

CONFIDENTIALITY

1. The Authority expects all employees to hold the confidentiality of records and information of the Authority entrusted to their care as sacrosanct, as such, employees will be required to sign a Confidentiality Declaration to that effect. (*Form attached*).
2. Employees should refrain from discussing confidential Authority business with others, including AATT employees, who do not have a legitimate need to have the information.
3. The Authority reserves the right to investigate all alleged breaches of confidentiality and to take appropriate action where necessary.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



CONFLICT OF INTEREST AND CONTRACTUAL RELATIONS POLICY

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

CONFLICT OF INTEREST AND CONTRACTUAL RELATIONS POLICY

Policy Number:	HR: 0000	Revision Number:	001
Responsible Officer:	Corporate Secretary/ Legal Advisor	Date Revised:	October 11, 2010

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CONFLICT OF INTEREST AND CONTRACTUAL RELATIONS POLICY

Policy Number:	HR: 0000	Revision Number:	001
Responsible Officer:	Corporate Secretary/ Legal Advisor	Date Revised:	October 11, 2010

POLICY STATEMENT

This policy is intended to guide employees in avoiding situations which may arise from conflicts of interest.

CONFLICT OF INTEREST/CONTRACTUAL RELATIONS

1. Full time permanent employees shall not engage in employment outside the Authority without the prior written approval of the General Manager if in his/her opinion such employment is not prejudicial to the Authority's interest.
2. Authority work requirements, including overtime, will have preference over any outside employment.
3. Employees must not transact business on behalf of the Authority with any supplier, customer, contractor or other person or entity whose business they have any interest directly or indirectly or with whom they have a special relationship.
4. Other conflicts of interest include activities which substantially interfere with employees' performance and ultimately their contribution to the Authority; and business relationships which may or may not compete with the Authority.
5. If unsure of any relationship or business interest, you are advised to inform the General Manager in writing of potential conflicts so that guidance could be given.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



PROFESSIONAL INTEGRITY POLICY

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

PROFESSIONAL INTEGRITY POLICY

Policy Number: HR: 0000 Revision Number: 001
Responsible Officer: Corporate Secretary/
Legal Advisor Date Revised: October 11, 2010

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PROFESSIONAL INTEGRITY POLICY

Policy Number: HR: 0000 Revision Number: 001
Responsible Officer: Corporate Secretary/
Legal Advisor Date Revised: October 11, 2010

POLICY STATEMENT

Consistent with our operating principles, employees should strive to conduct all business dealings and relationships with integrity, honesty and respect for others. Employees should loyally and faithfully serve our principles and always deal fairly and honestly with customers and others with whom we do business. No employee should knowingly permit any transaction to occur through his or her offices that is not fair to the Authority and customers alike.

FRAUD

1. The Authority does not permit or condone fraud of any kind. This includes bribes, kickbacks, or any other illegal, secret, or improper payments, transfers or receipts. This prohibition applies to both the giving and the receiving of payments or gifts.
2. All payments and transfers or other items of value to employees of the other business entities or to such entities themselves shall be made openly and must be disclosed and authorised in advance by the principal, the beneficiary and the Authority.
3. No employee shall offer, give or transfer any money or anything else of value for the personal benefit of any employee or agent of another business entity for the purpose of:
 - Obtaining or retaining any business that the business entity itself would not otherwise provide.
 - Receiving any kind of favoured treatment that the business entity itself would not otherwise provide.
 - Inducing or assisting such employee or agent to violate any duty to his employer or to violate any law.
4. No employee shall assist in the misuse of suppliers' or the Authority's funds, including, without limitation, the misappropriation of such funds for the personal benefit of employees of the supplier, the Authority or customers.
5. No outside agent of any kind shall be used to circumvent the prohibition against bribes, kickbacks and other illegal secret or improper payments. Fees, commissions and expenses paid to outside agents must be based upon proper billings, accurate record-keeping and reasonable standards for services rendered.

PROFESSIONAL INTEGRITY POLICY

Policy Number: HR: 0000 Revision Number: 001
Responsible Officer: Corporate Secretary/
Legal Advisor Date Revised: October 11, 2010

GIFTS AND ENTERTAINMENT

1. Except in connection with and specifically pursuant to programs officially authorised by the Authority, employees may not accept, directly or indirectly, any money, objects of value from any person or company that has or is doing or seeking business with the Authority.
2. Providing excessive gifts or entertainment to others who may represent potential business is prohibited.
3. Employees may accept only business-related meals, entertainment, gifts or favours when authorised by Management and when the value involved is not significant and clearly will not create an obligation to the donor.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



POLICY FOR THE USE OF COMPANY PROPERTY

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

POLICY FOR THE USE OF COMPANY PROPERTY

Policy Number: HR: 0000 Revision Number: 001
Responsible Officer: Manager - Administration Date Revised: October 11, 2010

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POLICY FOR THE USE OF COMPANY PROPERTY

Policy Number: HR: 0000 Revision Number: 001
Responsible Officer: Manager - Administration Date Revised: October 11, 2010

POLICY STATEMENT

This policy is intended to guide employees on the usage of the Airports Authority's property.

USE OF COMPANY VEHICLES

1. Company vehicles are to be used in conducting the Authority's business only.
2. Users of company vehicles are limited to AATT employees only.
3. Drivers are not allowed to carry any unauthorized persons (eg. hitchhikers) in the company vehicle.
4. A vehicle may be assigned where the employee may experience a degree of difficulty in performing the duties without readily available transportation or transportation is frequently required to do their jobs within normal working hours.
5. All drivers must have a valid driver's permit in the relevant class for the vehicle that they are required to drive.
6. Seat belts must be worn at all times whilst driving the vehicle and it is the driver's responsibility to ensure that all passengers are using their seat belts.
7. Drivers must not be under the influence of drugs (illegal and/or prescribed) or alcohol when using company vehicles.
8. Cellular telephone use while driving is strongly discouraged. To take a call, drivers must be guided by the legislation, that is, they must use a headset. Notwithstanding, the driver should move the vehicle to the road side and come to a complete halt to take a call if has become necessary to do so as well as to make calls.
9. Smoking is strictly prohibited in company vehicles.
10. Drivers must not drive if exhausted to the point that it affects their ability to react.
11. Vehicles must be secured properly when left unattended, that is, windows up and doors locked.
12. After use of a company vehicle, drivers must remove all waste/trash if any.

POLICY FOR THE USE OF COMPANY PROPERTY

Policy Number: HR: 0000 Revision Number: 001
Responsible Officer: Manager - Administration Date Revised: October 11, 2010

13. If drivers experience any difficulties with a vehicle, on return the problem must be reported.

14. Drivers should ensure that the vehicle is in sound working order before embarking on a trip.

USE OF COMPANY EQUIPMENT

Equipment covers telephones, computers, photocopiers, facsimile machines and any other equipment owned by the Authority but not specifically mentioned in this policy.

1. The Authority's equipment is meant for carrying out the work of the Authority only:

- The telephones and fax machines are provided for conducting the Authority's business. Therefore, personal use should be limited to urgent or emergency situations. Overseas calls or faxing are not permitted.
- Computers are provided to employees to aid them in achieving their work goals. However, employees who are studying may seek approval from their Department Head to use the computers to facilitate work on study assignments during their breaks or after working hours.
- The photocopiers are provided for the reproduction of the Authority's documents. Prior approval from the Department Head must be given if employees need to make copies for their personal use. Department Heads must use their discretion in granting approval which would take into consideration the number of copies to be made.

EMAIL USAGE POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	Manager - Corporate Communications	Date Revised:	October 22, 2010

POLICY STATEMENT

The purpose of the Email Usage Policy is to ensure the appropriate use of the Authority's email system efficiently and productively and to ensure all users are aware of what the Authority considers to be acceptable and unacceptable use of its email system, to prevent tarnishing the public image of the Authority. The policy defines the standards of use for the Authority's email system.

USAGE

1. All email accounts maintained on the Authority's email systems are the property of the Airports Authority of Trinidad and Tobago. The primary purpose of the email system is for legitimate business use.
2. The Authority reserves the rights to monitor messages that are stored, sent, or received on the organisation's email system without prior notice to ensure proper use and compliance to this and other related policies.
3. Any employee who violates this policy may be subject to disciplinary action, up to and including termination of employment.

GUIDELINES FOR WRITING EMAIL

The email system is a communication tool provided by the Airports Authority of Trinidad and Tobago (Authority) to its employees, consultants and other agents for the transmitting of digital information, to support the functioning of the organisation and conducting the Authority's business. The email system aims to enhance productivity and efficient communication, especially when using the following guidelines:

1. Write well-structured email and use proper spelling, grammar and punctuation. Users must read and spell check all email before sending.
2. Signatures must include the sender's name, job title, company name and contact numbers. A corporate disclaimer will be added underneath the signature (see Email Disclaimer).
3. Do not send unnecessary attachments or large attachments.
4. Be polite. Do not write email in upper case as it is interpreted as shouting.
5. Messages should be addressed to those from whom an action or response is expected, "cc:" or "bcc:" should be used for other recipients for whom the message is for information only.
6. Always enter a meaningful title in the 'subject' field to help the reader.

EMAIL USAGE POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	Manager - Corporate Communications	Date Revised:	October 22, 2010

7. If you forward mail, state clearly what action you expect the recipient to take.
8. Be careful what content is shared in email; do not send sensitive information via email. Only send email of which the content could be displayed on a public notice board. If they cannot be displayed publicly in their current state, consider rephrasing the email or using other means of communication.
9. Only mark email as important if they are really urgent or important.
10. Do not reply to spam or junk email. When you reply or try to unsubscribe to spam you are confirming your email address is 'live'. Spam should be deleted.
11. Users need to request permission from their Supervisor/Manager before subscribing to a newsletter or news group.
12. Delete any email messages that you do not need a copy.
13. Employees must set the Out-of-Office option when they are away for three days (3) or more stating an alternative contact for work-related matters.
14. E-mail should be checked regularly; once a day is an absolute minimum. Depending on the nature of the post, e-mail may need checking on a more regular basis.
15. Employees must seek permission from their Department Manager or Communications Department to use 'reply all' and distribution lists must be used with caution. When using distribution lists ensure the intended recipients are listed. Limiting the number of recipients reduces the risk of sending messages to the wrong people.

The Authority considers email as an important means of communication and recognizes the significance of appropriate email content and timely replies in conveying a professional image and delivering good customer service. Users should take the same care in drafting an email as they would for any other correspondence such as memos and letters.

EMAIL USAGE POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	Manager - Corporate Communications	Date Revised:	October 22, 2010

PROHIBITED USE

The Airports Authority of Trinidad and Tobago's email system shall not to be used for the following purposes:

1. The creation or transmission of any disruptive, or offensive messages, including discriminatory comments about race, gender, disabilities, age, sexual orientation, pornography, religion, political beliefs, or nationality. Employees who receive any emails with this content from any Airports Authority of Trinidad and Tobago employee should report the matter immediately to the Department Manager.
2. Advertising or promote any private business, product or activity.
3. Sending chain letters or junk email.
4. The intentional or negligent distribution of computer viruses, worms, malicious codes or other items of a destructive or deceptive nature.
5. The unauthorized dissemination of sensitive (e.g. confidential) information to external sources without approval from Department Manager. The Authority reserves the right to investigate all alleged breaches of confidentiality and to take appropriate action where necessary.
6. The sending of mass mailing that does not meet the mass mailing requirements.
7. The sharing of the Authority's electronic email list to any external person without approval from the Department Manager.
8. The disguising or misrepresenting your identity when sending mail.
9. Using or attempting to use the email accounts of other employees without their permission.
10. The forwarding of messages or attachments belonging to another user without permission from the originator.

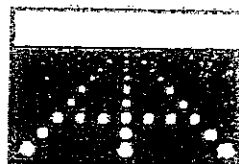
EMAIL USAGE POLICY

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Responsible Officer: Manager - Corporate Date Revised: October 22, 2010
Communications

DEFINITIONS

Chain letters	An email sent to successive people. Typically the body of the message has direction to send out multiple copies of the message and promises fortune if the direction is followed.
Electronic Email List	List of e-mail addresses.
Email Address	Is an identified electronic location for the delivery of messages such as communications@tntairports.com
Email System	The electronic transmission of information through a mail protocol.
Junk Email	Also know as email spam is advertisements for products or services mailed indiscriminately to a large distribution.
Sensitive information	Information or knowledge that might result in loss of an advantage or level of security if disclosed to others who might have low or unknown trust ability and/or indeterminable or hostile intentions.
Virus	A virus is a program designed to copy itself. infect and potentially damage files on a computer that receives it.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



**Airports
Authority**
OF TRINIDAD AND TOBAGO

DRESS CODE/UNIFORM POLICY

Policy Number - HR: 0000

Prepared by:	Reviewed by Angie Whitehall, Belinda Samlal and Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

DRESS CODE/ UNIFORM POLICY

Policy Number:	HR: 0000	Revision Number:	002
Responsible Officer:	HRO – Employee Relations	Date Revised:	April 26, 2013

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DRESS CODE/ UNIFORM POLICY

Policy Number:	HR: 0000	Revision Number:	002
Responsible Officer:	HRO – Employee Relations	Date Revised:	April 26, 2013

POLICY STATEMENT

The following dress code is intended to serve as a guide to help define appropriate business wear for all employees of the Airports Authority of Trinidad and Tobago.

The primary objective of this code is to have employees project a professional image while taking advantage of more casual and comfortable business attire. The code should also help to set the parameters for proper business wear and allow employees to make intelligent judgments about items that are not specifically addressed.

DRESS CODE

1. Each employee's dress should be appropriate to the work situation as they are expected at all times to present a professional, businesslike image to customers, prospects and the public.
2. Office staff should not wear to work, suggestive and/or tight attire, athletic clothing, sleeveless attire, leggings/tights, shorts, , jeans, t-shirts, tank tops, sandals, slippers, flip flops, novelty buttons, caps and similar items of casual attire that do not represent a businesslike appearance. (Jeans and t-shirts would be acceptable for some employees due to the nature of their work).
3. Jewelry should be conservative; the nature of your job must also be taken into consideration in selecting appropriate jewelry and accessories.
4. Head wear will be acceptable if worn for religious purposes only.
5. Employees who are visiting the office whilst off duty are reminded that their dress should be appropriate for the office environment. Items of clothing as outlined in 2 above are not appropriate for the office.

GROOMING

1. Hair should be clean, combed and neatly trimmed or arranged. Shaggy, unkempt hair is not permissible regardless of length.
2. Sideburns, moustaches and beards must be neatly trimmed.
3. Tattoos and body piercings (other than earrings) must not be visible.

DRESS CODE/ UNIFORM POLICY

Policy Number:	HR: 0000	Revision Number:	002
Responsible Officer:	HRO – Employee Relations	Date Revised:	April 26, 2013

UNIFORMS

The Authority will provide uniforms as follows:

Male (Administrative)

- Long/short sleeve shirts
- Ties (optional, depending on nature of duties)
- Slacks (appropriate colours, bearing in mind business wear)
- Footwear - shoes and socks appropriate for dress
- Jackets (for those required to wear them).

Female (Administrative)

- Business dress, suits, skirts, slacks and/or shirts
- Footwear – safe, sensible, smart, and in good order, taking into consideration health and safety.

Male (Field)

- Coveralls or other appropriate industrial type attire.
- Footwear – safety shoes as provided by the Authority.

Female (Field)

- Coveralls or other appropriate industrial type attire.
- Footwear – safety shoes as provided by the Authority

Note: Administrative Staff going into the field should be provided with safety shoes.

1. All employees who are required to wear uniforms at work must wear them.
2. Uniforms must not be altered in such a way as to change the appearance, for example, no other pieces of clothing must be substituted or added.
3. The uniforms are expected to be clean, neat and ironed and should show no significant signs of wear and tear so as to disrespect the Authority or its customers.
4. Uniforms will be provided by the Authority (every 2 years) to specific employees and would be replaced after normal wear and tear. However, if replacement is warranted due to the employee's negligence the cost of replacement will be borne by the employee.

DRESS CODE/ UNIFORM POLICY

Policy Number:	HR: 0000	Revision Number:	002
Responsible Officer:	HRO – Employee Relations	Date Revised:	April 26, 2013

5. Any employee who presents himself/herself for work without the prescribed uniform and does not have a valid reason will be required to take corrective action which may include leaving the premises.

CORPORATE CASUAL UNIFORM FOR DRESS DOWN

At its discretion, the Authority would allow employees to dress in a more casual fashion than normally required. However, those occasions would be specified by the Authority.

- A Corporate Shirt would be issued for use on such occasions.
- All slacks/skirts to accompany the Corporate Shirt must be black.

ATTIRE FOR NATIONAL FESTIVALS

1. On the occasions of national festivals, employees will be allowed to wear attire that is associated with the respective festivals.
2. Employees who do not wish to dress for national festivals are expected to be in uniforms or appropriate business wear for employees who have not been issued with uniforms.

MATERNITY UNIFORM (SECURITY STAFF)

Based on the Collective Agreement and memorandum dated July 1, 2009 (ref: 1890-07/09 HRD) the following will apply to our female Security Officers:

1. A pregnant Officer will be entitled to three (3) maternity uniforms.
2. All receipts for reimbursement must be presented.
3. The Authority will reimburse in full. However, uniforms exceeding \$700.00 must have approval from the Human Resource Manager.

DRESS CODE/ UNIFORM POLICY

Policy Number:	HR: 0000	Revision Number:	002
Responsible Officer:	HRO – Employee Relations	Date Revised:	April 26, 2013

CONSEQUENCES FOR BREACH OF CODE

1. Any employee who does not meet the standards of this code will be required to take corrective action, which may include leaving the premises.
2. Employees will not be compensated for any work time missed because of failure to comply with this policy.
3. First violation of non-compliance with the policy would result in verbal warning and progressive disciplinary action will be taken for further violations.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



IDENTIFICATION PASS POLICY

Policy Number – HR: 0000

Prepared by:	Joseph Edwards
Approved and Authorised by:	
Date Approved:	

IDENTIFICATION PASS POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: Assistant Superintendent Date Revised:
- Administration

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IDENTIFICATION PASS POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: Assistant Superintendent Date Revised:
- Administration

POLICY STATEMENT

Employees are required to comply with security regulations regarding their Passes and cooperate with security personnel as they execute their functions regarding same.

POLICY

Identification Passes

This is adopted from the Aerodrome Operator Security Programme.

1. All airport employees and visitors are required to wear and display their Passes whilst on duty and/or when in a restricted area.
2. Passes must be clearly displayed on the outer garment and above the waistline of the bearer.
3. Passes shall be used for official purposes only.
4. Passes are the property of the Airports Authority of Trinidad and Tobago and are not transferable.
5. All expired Passes must be returned to the AASD for records and disposal.
6. All authorised Pass-holders are obligated to challenge other persons not displaying valid Passes whilst in a restricted area.

Renewal of Passes

1. Renewal of passes will be done only after employees have attended the Security Awareness Programme.
2. Once selected for the Authority's Security Awareness Programme attendance is mandatory.

Staff members are required to co-operate with Security personnel and to abide by any instructions they may issue from time to time.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



SMOKING POLICY

Policy Number – HR: 0000

Prepared by:	Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

SMOKING POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HR Manager Date Revised:

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SMOKING POLICY

Policy Number:

HR: 0000

Revision Number: 000

Responsible Officer:

HR Manager

Date Revised:

POLICY STATEMENT

This policy is derived from legislation, namely, The Tobacco Control Act, 2009.

POLICY

1. Section 12 (1) of the Act states:

"No person shall smoke or hold a lighted tobacco product in any enclosed public place, enclosed workplace, or public conveyance including but not limited to any place listed in the Second Schedule."

2. Any employee found to be in violation would be subject to disciplinary action.

DEFINITIONS

Workplace	Means any place used by persons during their employment or work and includes vehicles, common areas, any other area which is generally used during the course of employment or work, but does not include private residences or private vehicles.
Second Schedule	This is a listing of 'No Smoking Areas' with (b) listed as workplaces.

SECTION II

PLANNING AND RECRUITMENT

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



RECRUITMENT AND RETIREMENT POLICY

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

RECRUITMENT AND RETIREMENT POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Recruitment and Planning	Date Revised:	December 30, 2010

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RECRUITMENT AND RETIREMENT POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Recruitment and Planning	Date Revised:	December 30, 2010

POLICY STATEMENT

The Airports Authority of Trinidad and Tobago will establish and maintain a workforce of the highest quality which can contribute to the achievement of the organisation's mission and goals. The organization in pursuit of excellence at all times, will establish and maintain employment practices which are non-discriminating and which will afford equal opportunity to all citizens on the basis of their qualifications, experience and ability.

This policy includes articles from the Collective Agreements for both the Public Services Association and the Estate Police Association to aid the decision making process.

RECRUITMENT PROCESS

The number and categories of employees required by the organization will be specified in the recruitment programme which is derived from the human resources plan. In addition, there will be constant demands for replacements or new jobs to be filled. However, before any action is taken, these demands must be checked to ensure that they are justified. Requirements for all positions will be set out in Job Descriptions and Job Specifications.

The following should be noted:

1. The organization will recruit externally where it has been determined that no suitable candidates for a vacant position are available internally.
2. Applications from suitably qualified external candidates will normally be sought through appropriate public advertisements.
3. Priority of employment will be afforded to nationals and residents of Trinidad and Tobago. Non-nationals, who meet the requirements and who qualify for the grant of a work permit, will only be considered for employment where no suitable qualified national or resident is identified.

SELECTION

The selection of candidates will be based on interviews, competency tests and pre-employment medicals before a final selection decision is made and a final assessment made based on their qualifications, interpersonal skills, training and experience and the requirements of the job as determined by the Job Descriptions and Job Specifications.

RECRUITMENT AND RETIREMENT POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Recruitment and Planning	Date Revised:	December 30, 2010

EMPLOYMENT OF RELATIVES

It is the policy of the AATT to be non-discriminating in its employment practices. However, where the employment of relatives of employees of the organisation is concerned, the following guidelines must be adhered to:

1. Employees and their relatives must not be placed in positions where one is directly or indirectly involved in the assessment of the performance of the other or where there is a likelihood that they could take action to subvert the organisation's systems and controls.
2. Situations in which the employment of relatives may constitute or be perceived as constituting favouritism or inequity must be avoided at all times.

ORIENTATION

An orientation is conducted for new employees to familiarise them with their colleagues, the environment and the operations of the Authority. The orientation is a collaboration between the Planning and Recruitment and Training and Development units.

RECRUITMENT AND RETIREMENT – MONTHLY PAID STAFF (Article 2, Collective Agreement)

1. Minimum age of recruitment shall be 17 years.
2. (a) An Officer shall normally be required to retire from the Authority compulsory on attaining the age of sixty (60) years. However, an employee shall have the option of early retirement between the ages of fifty five (55) and sixty (60) years.

(b) Notwithstanding 2(a) above, the Authority, having regard to its operational requirements, may proceed to hire or retain in its employ any person above the compulsory retirement age. However, the person must be a specialist in his field and shall be hired after consultation with the Association.

(c) The maximum age of recruitment shall be forty five (45) years.

RETIREMENT – SECURITY (Article 18, Collective Agreement)

The retirement of an Estate Police Officer shall be compulsory at age sixty (60) years. However, retirement shall be optional between the ages of fifty five (55) and sixty (60) years and fifty (50) with the approval of the Authority.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



POLICY FOR FILLING VACANCIES

Policy Number – HR: 0000

Prepared by:	Reviewed by Nadine Ramtahal
Approved and Authorised by:	
Date Approved:	

POLICY FOR FILLING VACANCIES

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Recruitment and Planning	Date Revised:	December 30, 2010

POLICY STATEMENT

This policy has been reviewed and updated to cater for the relevant Articles of the Collective Agreements for both the Public Services Association and the Estate Police Association.

VACANCIES - INTERNAL

The Recruitment and Planning Section, on receiving a Request to Fill Vacancy Form, shall circulate an internal advertisement to all Staff.

In the event that eligible/suitable candidates are available, internal recruitment shall take place in the form of either:

(i) PROMOTIONAL

A promotion is the advancement of an employee's position or rank in the organisational hierarchy system.

(ii) CAREER ADVANCEMENT

Career Advancement (upward or lateral) refers to the development of an employee in the organisation along their chosen vocation.

Before promoting / appointing an employee to a particular position, to ensure that the candidate is able to handle the added responsibilities, the employee must be screened through an Interview process.

The following factors shall be given consideration for Promotions or Career Advancement:-

(a) Performance:

Where there has been a satisfactory level as determined under the Performance Appraisal System.

(b) Potential:

Where there is indication that the candidate has the ability to perform at a higher level, even though his/her performance at the time is not at a high level, but being incumbent in the position would assist in the realisation of his/her potential.

(c) Qualifications and Experience:

Where the qualifications and experience of the candidate are up to the standard required in accordance with the Job Specification.

POLICY FOR FILLING VACANCIES

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Recruitment and Planning	Date Revised:	December 30, 2010

Procedure:

1. Upon receipt of the eligible/suitable applications, the Authority shall consider the said applications and short list candidates for interviews and shall notify those applicants not listed why they were not considered suitable for the position.
2. After interviewing the internal candidates, the Authority shall appoint / promote such person(s) it considers eligible.
3. All appointments / promotions shall be made in writing.
4. Unsuitable/unsuccessful candidates shall be notified in writing.
5. Where two or more employees are equally suitable for consideration for a promotion or career advancement, seniority shall be the deciding factor.
6. Where an employee is appointed / promoted, and placed on probation i.e. if employee has not acted in position previous to appointment / promotion, such probationary period shall not exceed six (6) months if he/she is found suitable.
7. Where after internal advertisement, a vacancy cannot be filled from among existing employees; it will be advertised outside the Authority.

POLICY FOR FILLING VACANCIES

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Recruitment and Planning	Date Revised:	December 30, 2010

EXTERNAL RECRUITMENT

1. The organization will recruit externally where it has been determined that no suitable candidates for a vacant position are available internally.
2. Applications from suitably qualified external candidates will normally be sought through appropriate public advertisements. External Advertisements can be done via:
 - Advertisements (online, print media);
 - Recruitment Agencies.
3. Priority of employment will be afforded to nationals and residents of Trinidad and Tobago. Non-nationals, who meet the requirements and who qualify for the grant of a work permit, will only be considered for employment where no suitable qualified national or resident is identified.

Procedure

1. Based on consultation with the Manager, Human Resources, the Human Resources Officer-Recruitment and Planning would compile an advertisement for the post.
2. All Advertisements shall include the Job Title, Salary Range, Job Summary and Job Requirements of the post and should state that UNSUITABLE APPLICATIONS WOULD NOT BE ACKNOWLEDGED.
3. The Advertisement would then be sent to the Departmental Head (where the position exists) for review.
4. The Advertisement is then approved by the Manager, Human Resources, the General Manager, or the Board of Directors accordingly.
5. The Advertisement is forwarded to the Corporate Communications Department with a schedule of print dates. Advertisements should be open for 2-4 weeks allowing candidates a reasonable time period to respond.
6. Receive and collate applications received in response to the advertisement. Applications must then undergo an initial short-listing by the HRO-Recruitment and Planning and the Manager, Human Resources.
7. Applicants who have not met the minimum qualifications and experience will be excluded, the remaining applicants will be sent to the Departmental Head (where the position exists) with recommendations as to the criteria that should be applied for further short-listing and/or approval.

POLICY FOR FILLING VACANCIES

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8. The HRO-Recruitment and Planning would then screen the short-listed applicants to ensure that there has been consistency in arriving at the short list which would then be forwarded to the Manager, Human Resources for final approval.
9. The short listed persons are then contacted to attend an interview.

Date of First Issue: August 14, 1984

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Approved by:

Board of Directors (Board Paper 71/84 Board Meeting 26/84)

POLICY FOR FILLING VACANCIES

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Recruitment and Planning	Date Revised:	December 30, 2010

EXAMINATION/TEST PROCEDURE

Some positions require testing candidates before the interview to determine their ability to perform the job. Tests may be developed and conducted by the Recruitment and Planning section however, there will be the option to outsource depending on the type of testing required. The following interview positions would be tested as follows:

Clerk I, Secretary I, II and III

1. Suitable applicants would be subjected to an in-house Microsoft Office Applications test before the interview (this can be on the day of the interview or before).
2. Successful candidates are then interviewed in accordance with the procedure laid out under the Interview Section.

Security Personnel

1. Candidates must be eligible to be precepted.
2. Security candidates must first undergo screening to determine their suitability. Candidate's academic qualifications are verified, their height, weight, and health are taken into consideration to determine suitability. Screening is managed by the Recruitment and Selection section as well as the Security Department.
3. Successful applicants are then assessed by undertaking Mathematics, Grammar and Comprehension, Problem Solving, General Knowledge, Dictation and Composition Tests administered by the Recruitment and Planning section.
4. Candidates who have been successful at Stage (ii) are then interviewed.
5. At this stage, the successful candidates are subjected to a Medical Fitness Examination i.e. blood screening checking for cocaine, marijuana, alcohol, HIV and pregnancy (female applicants) by a Medical Practitioner selected by the Authority.
6. Successful interviewed candidates are then subjected to a psychometric assessment.
7. Reference and background checks are conducted by the Recruitment and Planning section for candidates who are successful at this stage. Checks are facilitated by an External Security Firm.

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POLICY FOR FILLING VACANCIES

Policy Number:	HR: 0000	Revision Number:	000
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INTERVIEW PROCEDURE

The interview procedure will apply to filling of both internal and external vacancies:

1. The HRO-Recruitment and Planning arranges the interview(s) and co-opts an Interviewing Panel. This panel must include the following as appropriate to the level of the position as outlined below:-

RANGE	PANEL
1-3	HRO-Recruitment and Planning, Departmental Head, and one Neutral Party (selected from within the organisation).
4	Manager, Human Resources, Departmental Head and one Neutral Party (selected from within the organisation).

2. After interviews have been held, the Interviewing Panel should hold a discussion in order to arrive at a decision.
3. The Panel would sign the score sheets and the HRO-Recruitment and Planning will then prepare a summary of the Interview(s) and the discussions which were held. This interview summary is to be submitted to the Manager, Human Resources with copies to the members of the Interviewing Panel and to the relevant Departmental Head (ideally, the relevant Department Head should be a part of the Interview Panel).
4. In cases where a Transfer is being initiated, a **Change of Employment Status Form** is prepared and sent to the Head of the receiving Department who signs indicating their approval of the employee recommended by the Interviewing Panel (ideally, the relevant Department Head should be a part of the Interview Panel).
5. Where the selected person is a new employee, a letter is sent to the Head of the Department informing him/her of the selection and commencement date.
6. The HRO-Recruitment and Planning then provides the Finance Department with the relevant information regarding the remuneration of the new employee.

POLICY FOR FILLING VACANCIES

Policy Number:	HR: 0000	Revision Number:	000
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PROMOTION PROCEDURE – SECURITY STAFF (Article 29, Collective Agreement)

The Authority shall consider all eligible Estate Police Officers when filling any existing vacancy on the following basis:

1. On completion of five (5) years service an Estate Police Officer shall be eligible to sit the promotional examination.
2. All Estate Police Officers shall be eligible for promotion providing that they obtain a pass mark of at least 60% and above in each examination paper.
3. The Authority shall consider the following as the criteria for promotion – experience, performance, merit, ability, efficiency and suitably related to meeting the requirements of the position.
4. The Authority shall appoint an Interviewing Committee comprising of a least three (3) members which shall include the Human Resource Manager, the Head of Security or his delegate and an appointee from the Police Service above the rank of Assistant Superintendent.
5. All eligible Officers must be interviewed for the position.
6. The Authority shall give consideration subject to (1) above to an Estate Police Officer's devoted years of satisfactory service and seniority as criteria in determining his/her suitability for promotion.
7. All appointments or promotions shall be made in writing.
8. The promotional examinations shall be held every three (3) years.

ACTING APPOINTMENTS

1. Acting Appointments shall not be made solely as a result of an existing vacancy or because a position has become temporarily vacant due to the incumbent being ill or proceeding on Vacation or Maternity Leave, but rather, they shall be:-
 - Only where there is a critical need for the vacancy to be filled and;
 - There is an available employee who has the potential to perform the full scope of duties of the higher post who, by being placed to act, would be afforded the opportunity for experience and development. In this regard, the candidate must satisfy all the criteria mentioned under Promotional / Career Advancement;

POLICY FOR FILLING VACANCIES

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- Where the required duration needed for cover of the duties is in excess of six (6) weeks.
2. All acting appointments in the Authority shall be in writing. Employees are not to assume duties in any acting position unless and until informed in writing, except in cases of emergency which must be confirmed later in writing to the employee.
 3. Where two or more employees are found to be equally suitable for consideration for an Acting position, seniority shall be the deciding factor.
 4. Where the employee is required to act in a higher position, he shall be paid at least the minimum salary of the higher post in which he/she is acting provided that he has assumed all the responsibilities of the post.
 5. During the period of acting appointment, the employee shall be entitled to all the benefits accruing to the substantive holder of the position.
 6. Where an Acting appointment is continuous for a year or more, the employee shall be confirmed in the position within three (3) months after the completion of one year's acting provided his/her performance assessment rating is very good.
 7. If during the year of acting, the employee is found to be unsuitable, he/she shall be returned to his/her substantive position.
 8. Confirmation in the position will not apply if the substantive holder of the post is on Study Leave, Leave of Absence or any approved leave.
 9. Acting Appointments should not, however, be interpreted as a promise of eventual promotion.
 10. All acting, except in vacant positions, shall take into consideration all eligible employees serving either in Trinidad or in Tobago on a rotational basis.
 11. All appointments (temporary or acting) to positions which will be vacant for periods in excess of one (1) year shall be filled by direct recommendation from the Manager, Human Resources.
 12. The Authority may consult with the Association and may give due consideration to their representations on the filling of vacancies within the bargaining unit.

POLICY FOR FILLING VACANCIES

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13. Subject to the completion of preparation for the filling of a permanent vacancy in cases of emergency, Article 12, item 4 should be applied for a period of not more than twenty eight (28) days.
14. Where an employee has acted continuously for a period of twelve (12) months in a higher post and the employee continues to act in such higher post in excess of the twelve (12) months, their period of acting, shall not be considered to have been broken if the employee proceeds on annual leave including casual absences or ordinary sick leave during the acting appointment.
15. If the employee in the higher post has not acted continuously for a period of twelve (12) months and proceeds on annual leave including casual absences or ordinary sick leave during the acting appointment, the period of acting shall be broken and the employee's salary will revert to their substantive.
16. Where an employee has been acting in a higher post for more than twelve (12) months and is in receipt of the minimum salary and increment(s) in such a post, he/she shall continue to receive such salary and increment(s) after a break in the acting appointment if:
 - Such employee resumed acting within six (6) months in the same post or another post in the same salary range in which he/she was acting before such a break;
 - The break was caused by his/her proceeding on leave of any type for a period not exceeding one (1) year and the employee resumes duty in the higher post within six (6) months of his/her resumption of duty.
17. Where an employee, having acted in a higher post for more than twelve (12) months and in receipt of increment(s) in such post, resumes acting in the same post or another post in the same salary range within six (6) months of a break in such acting appointment, the incremental date of that employee in such higher post shall be set back only by the unexpired period of the employee's incremental year at the time such break occurred.
18. For example, if an employee in receipt of at least one increment in a higher post in which he/she was acting had his/her acting appointment broken five (5) months after his/her incremental date in such higher post and resumed acting in the same post or another post in the same salary range within six (6) months of the break, his/her incremental date in such higher post should fall seven (7) months after the date he/she resumed acting in such post.
19. Where the post in which an employee is acting, is a travelling post, he/she shall be eligible for:

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POLICY FOR FILLING VACANCIES

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20. Payment of travelling and allowance and any other allowances associated with acting in the given higher position;
21. A loan for the purchase of a Motor Vehicle where the Authority certifies that such acting will be for a period of six (6) months or more on a continuous basis.

ACTING APPOINTMENTS – SECURITY STAFF (Article 28, Collective Agreement)

1. An Estate Police Officer who is appointed in writing to act in a position of a higher rank for more than one (1) rostered shift cycle shall be paid a minimum salary of the post in which he/she is acting, provided it is higher than his substantive salary.
2. An Estate Police Officer who is appointed to act as in (1) above shall be qualified for higher pay while on normal sick leave but not during any period of Annual Leave or Extended Sick Leave.
3. If an Estate Police Officer's acting appointment should extend beyond one (1) year, he/she will be entitled to Vacation Leave and Allowances in the higher rank.
4. Effective from 1 October 2004, the following shall apply for Acting Appointments:
 - i. In order to qualify to act in a higher rank, the Officer **must** pass a promotional examination.
 - ii. Subject to (i), where the acting period is less than three (3) months, the most Senior Officer on the shift where the acting arises **will** be appointed to act in the higher position.
 - iii. In the event that the most senior officer is overlooked for whatever reason he/she **must** be given an explanation/reason in writing, stating why he/she was overlooked.
 - iv. He/she **must** be made aware of any shortcoming that may have hindered his/her opportunity to act and be given every opportunity to correct these shortcomings.
 - v. Subject to (i) above, where an acting appointment occurs for a period exceeding three (3) months the senior officer within the Department **shall** be considered for the appointment.
 - vi. Acting in the position of Inspector and above shall be determined on seniority, based on promotion dates.

POLICY FOR FILLING VACANCIES

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5. An Estate Police Officer having acted continuously in a higher rank for a period of one (1) year shall be entitled to be appointed to such higher rank, provided that he/she is qualified to be so appointed and provided further, that the position be deemed vacant. Where the foregoing conditions are satisfied, the Head of Security shall recommend the promotion of the Estate Police Officer subject to the powers of the Commissioner of Police to authorize, determine and assign the rank of Estate Police Officer.

TRANSFER

Transfers for the purpose of this policy on Filling of Vacancies shall be defined as inter-or-intra departmental movements in which the Salary Range/Job Classification of the person being moved remains the same.

The Authority from time to time may move personnel in the interest of the organisation since flexibility and redeployment are essential tools of any changing organisation.

Transfers may result:

- On a rotational basis for training and development purposes;
- As a result of requests made by employees for family, health or personal reasons;
- For filling of temporary vacancies;
- To work on special assignments/projects.

In all cases, Transfers shall be put into effect giving consideration to:

- **Availability:** Where Heads of both Departments agree to release and accept the transferred employee accordingly
- **Performance, Qualifications and Experience:** In accordance with the guidelines under the Promotional, Career Advancement section.

Procedure

1. An employee wishing to be transferred should place such request in writing to his/her Manager/Supervisor stating the following:
 - Present position;
 - Position desired and location (i.e. Department and Section);
 - Reasons for requesting transfer;
 - On a rotational basis for training and development purposes.

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2. The Manager/Supervisor should consider the request and discuss it with the employee in relation to the reasons stated by him/her.
3. All requests for Transfers should be forwarded, along with the recommendations from the relevant Department Head to the Recruitment and Planning Section, Human Resources.
4. The Recruitment and Planning Section shall consider all requests for Transfers based on discussions with and recommendations from the Manager, Human Resources.
5. Based on these discussions the Manager, Human Resources shall determine whether or not the transfer should be granted.
6. The Recruitment and Planning Section would then issue a letter to the employee informing him/her of the decision.

UNREQUESTED TRANSFERS (involving relocation)

There may be occasions when the Authority wishes to transfer an employee from one Department to another and this may involve relocation. On such occasions, the Manager, Human Resources should discuss the transfer with the employee in relation to his/her personal circumstances.

After the necessary criteria have been satisfied with regard to Promotion, Career Advancement, Acting Appointments or Transfers, and a person has been selected to fill the vacancy or (in case of transfers) a decision has been taken to effect a Transfer, the following shall be the procedure:

1. A **Change of Employment Status Form** initiated by the Human Resources Officer (HRO) shall be forwarded for the signature of the relevant Manager, or (in case of a Transfer) for signatures of the Managers of both the donor and the receiving Manager.
2. When the Change of Employment Status Form is returned to the Recruitment and Planning Section, the Human Resources Officer would complete the remuneration section accordingly.
3. Where the post is below the level of the Departmental Manager, the form can be signed by the Manager, Human Resources. However, where the vacant position is that of Departmental Manager or General Manager, the Change of Employment Status Form would be signed by the General Manager or the Board respectively.

POLICY FOR FILLING VACANCIES

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4. The Recruitment and Planning Section shall then issue a letter to the employee informing of the Promotion, Career Advancement, Acting Appointment or Transfer as the case may be.
5. The Recruitment and Planning Section shall be responsible for advising Finance and Administration Division of the change of status and of any remuneration, which may be involved.
6. Where there are no suitable candidates available internally, the Authority shall fill vacancies in accordance with the procedures for External Recruitment.

OFFER OF EMPLOYMENT

1. The Recruitment and Planning section shall be responsible for drawing up all Terms and Conditions of Employment.
2. All Offers of Employment shall be subject to favourable replies from referees indicating that the candidate is suitable for employment.
3. All persons to be employed by the Authority must be passed medically fit by a medical doctor designated by the Authority.
4. All monthly paid persons employed by the Authority shall undergo a probationary period for at least six (6) months. This probationary period may be subject to extension by the Department Head after discussions with the Manager, Human Resources with regard to necessary improvement in performance.

Procedure

1. The Recruitment and Planning section would contact the successful candidates informing them of their selection.
2. If the offer is accepted by the successful candidate, he/she would be required to sign the duplicate copy of the offer letter and return it to the Human Resources Department.
3. The HRO-Recruitment and Planning is then responsible for providing the Finance Department with the relevant information and advising the remuneration for the selected person.

POLICY FOR FILLING VACANCIES

Policy Number:	HR: 0000	Revision Number:	000
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4. The General Manager and the Board are to be advised of all appointments made by the Human Resources Department.
5. After a candidate has been employed, an Orientation shall be arranged by the Training and Development section of the Human Resources Department.

ADDITIONAL DUTIES

Additional Duties will be paid where an employee agrees to cover a proportion of the duties of the higher post in addition to those in their substantive position for a temporary period i.e. not exceeding six (6) weeks).

1. The Authority shall notify the employee in writing what additional duties he/she will be undertaking and the remuneration that the additional duties will attract.
2. The Recruitment and Planning section shall be responsible for advising Finance of the change of status and of any remuneration, which may be involved.

PROBATIONARY APPOINTMENTS

1. An employee on first appointment is required to serve a probationary period of six (6) months.
2. During the probationary period, the performance of the employee will be monitored to determine his/her suitability for the position for which he/she was engaged.
3. At the end of the probationary period, the employee's performance will be evaluated by his/her Supervisor and provided that the employee has met the required standards, he/she will be confirmed in the position as a permanent employee.
4. Where however, an employee is appointed on promotion to an office in which he/she has acted satisfactorily for more than six (6) months continuously, the period of probation shall be waived.
5. The following principles shall be observed for the treatment of an employee during his/her period of probation:
 - He/she shall be given an opportunity to learn his/her work and be tested as to his/her suitability;
 - He/she shall be accorded all possible facilities for acquiring experience in his/her duties;

POLICY FOR FILLING VACANCIES

Policy Number:	HR: 0000	Revision Number:	000
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- He/she shall be subject to continual and sympathetic supervision;
 - If at any time during his/her period of probation he/she shall exhibit tendencies which render it in any way doubtful that he/she is likely to become fit for confirmation in his/her appointment, these shall at once be drawn to his/her attention in writing by his/her Supervisor and he/she shall be given such assistance as may be possible to enable him/her to correct his/her imperfections.
6. If the new employee's performance is assessed as unsuitable, then the employee's probationary period may be extended to allow for further evaluation.

Where an extension of the probationary period is to be served by the employee, the probationer must be notified in writing of the length of the extension not later than the commencement of the extended period. In any event, the extended period should not exceed two (2) months.

7. The Head of the Division shall submit to the Human Resources Division, two (2) performance evaluation reports on the employee on probation, one (1) in the middle of the period and the other (final report), one (1) month before the expiration of the period.
8. The final performance evaluation report should make one of the following recommendations:
- The employee confirmed in the appointment;
 - The period of probation extended up to a minimum of six (6) months with relevant training where necessary;
 - The employee reverts to his/her former office;
 - The service of the employee terminated.
9. Subject to 9 (b) and (c), the Human Resources Department shall within seven (7) working days of receipt of the Performance Evaluation Report, inform the employee of this recommendation and of the specific reason thereof and shall invite the employee to submit any representations he/she may wish to make.
10. Where the period of probation has been extended and the employee is subsequently confirmed in his/her appointment, the Authority may direct that the employee's increment be paid:

POLICY FOR FILLING VACANCIES

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- With effect from the date following that on which the extended period of probation expired which would then, become his/her incremental date.
11. Where within two (2) years immediately preceding his/her promotion/appointment, an employee has acted satisfactorily in the office for six (6) months or more to which he/she is subsequently promoted/appointed, such period of aggregate service shall be used to offset his/her probationary period.
 12. Where an employee is promoted before he/she has completed the full period of probation in the lower office, the un-served portion of that period of probation shall be deemed to be waived and the employee deemed to be confirmed in that appointment.

PROBATIONARY PERIOD – SECURITY STAFF (Article 7, Collective Agreement)

1. The probation period shall be for one (1) year. Upon satisfactory completion of this period, such Estate Police Officer shall receive a letter of appointment within one (1) month, and the Authority shall therefore take steps to have him/her precepted.
2. The Authority may consider an extension of this period up to a further two (2) months where it wishes to give the probationer an opportunity to improve.
3. Where an extension of the probation period is to be served, the Probationer shall be so notified in writing not later than the commencement of the extended period.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



SEPARATION POLICY

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

SEPARATION POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Recruitment and Planning Date Revised: January 3, 2011

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SEPARATION POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Recruitment and Planning Date Revised: January 3, 2011

POLICY STATEMENT

This policy was compiled using Articles taken from the Collective Agreements of the Public Services Association and the Estate Police Association as well as memoranda or contracts.

MONTHLY PAID STAFF

Termination/Resignation (Individual Appointment Letters)

Employees are required to give their resignation in writing giving one (1) month's notice or one (1) month's salary in lieu of notice.

Abandonment (Memorandum dated November 2, 2007)

Where an employee is absent from duty for more than five (5) days without reason, the Human Resource Department must be informed immediately.

Redundancy and Severance (Collective Agreement, Article 27)

1. Where for any reason, the Authority decides that an employee's post is redundant, it shall consult with the employee and with the Association in order to determine:
 - Whether or not the post is redundant
 - If the post is redundant, whether the employee could be redeployed into any other post within the Authority taking into account the employee's qualifications, age and experience
 - The possibility of retraining the employee for any other position that exists or may arise with the Authority
 - A period of forty-five (45) days notice shall be given to an employee where the post he fills has become redundant.

2. The formula for paying Severance Pay due to redundancy shall be as follows:
 - 1-5 years service - $\frac{3}{4}$ month's salary for each year of service
 - 6-10 years of service - 1 month's salary for each year of service
 - 11-15 years of service - $1\frac{1}{4}$ month's salary for each year of service
 - Over 15 years service - $1\frac{1}{2}$ month's salary for each year of service

SEPARATION POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Recruitment and Planning Date Revised: January 3, 2011

SECURITY STAFF

Termination/Resignation (Collective Agreement, Article 23)

An Estate Police Officer may terminate his employment with the Authority by giving one (1) month's notice in writing.

Abandonment (Collective Agreement, Article 23)

Where an Estate Police Officer is absent from duty without leave for a period of ten (10) continuous working days without notifying or communicating with the Authority, that Estate Police Officer should be deemed to have abandoned his position.

Severance Pay (Collective Agreement, Article 20)

1. Where for any reason, the Authority decides that an Estate Police Officer's post is redundant, it shall consult with the Officer and with the Association in order to determine:
 - Whether or not the post is redundant
 - If the post is redundant, whether the Officer could be redeployed into any other post within the Authority taking into account the Officer's qualifications, age and experience
 - The possibility of retraining the Estate Police Officer for any other position that exists or may arise with the Authority
 - A period of forty-five (45) days notice shall be given to an Officer where the post he fills has become redundant.
2. The formula for paying Severance Pay due to redundancy shall be as follows:
 - 1-5 years service - $\frac{3}{4}$ month's salary for each year of service
 - 6-10 years of service - 1 month's salary for each year of service
 - 11-15 years of service - $1\frac{1}{4}$ month's salary for each year of service
 - Over 15 years service - $1\frac{1}{2}$ month's salary for each year of service

Redundancy/Retrenchment (Collective Agreement, Article 21)

1. The Authority will not lay-off or retrench any Estate Police Officer without first discussing such a situation with the Estate Police Association.
2. In the event it becomes necessary to abolish any position or number of positions due to redundancy, the Authority shall give forty-five (45) days notice in writing to the Estate Police Association and shall at the Estate Police Association's request, meet its representatives to discuss the necessity for such redundancy.
3. The Authority shall take into account whether the Officer(s) involved can be trained for redeployment.

SEPARATION POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Recruitment and Planning Date Revised: January 3, 2011

SEPARATION PROCEDURE

Once employment with the Authority has ceased the Recruitment and Planning section would do the following:

1. Acknowledgement letter to the employee if necessary.
2. Advices sent to ASP, Operations, Financial Controller and Plan Administrator.
3. Exit interview conducted if necessary.
4. The identification, proximity, car park access and group health cards must be returned to the Human Resource Department via the Department Head or Supervisor along with an itemized record of any kits or company property returned.
5. The identification, proximity and car part access cards to be forwarded to Pass Office while the group health card would be forwarded to the Plan Administrator.

SECTION III

**EMPLOYEE BENEFITS AND
SERVICES**

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



ATTENDANCE AND ABSENCE POLICY

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

ATTENDANCE AND ABSENCE POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Employee Benefits and Services	Date Revised:	December 2, 2010

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ATTENDANCE AND ABSENCE POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised: December 2, 2010

POLICY STATEMENT

In order for the Authority to carry out its mission effectively and achieve its stated objectives, each employee is required to attend work regularly and punctually and to contribute to a full day's work every day. Therefore, each employee is required to be on the job on all normal working days from the appointed starting time and to work diligently during the course of the work day except when on authorised leave of absence.

SHIFTS

The airport runs twenty four (24) hours seven (7) days a week. As a result, there is a combination of regular and shift hours as follows:

8am – 4pm;
6am – 2pm;
2pm – 10pm;
10pm to 6am;
7am – 3pm;
10pm – 7am.

ATTENDANCE REGISTER/TIME CARDS

The Authority must control late coming and absenteeism at all times. In an effort to reduce this type of conduct the following must be observed:

1. The Authority requires all its employees (except Senior Officers and Managers) to sign an attendance register or clock time cards to show accurately when the employees came to work and/or if they left work.
2. Employees are required to sign or clock out if, during the course of the work day, they leave the Authority's compound for any reason.
3. Disciplinary action would result in breaches of this policy.

HOURS OF WORK AND WORK WEEK (MONTHLY PAID STAFF)

Daylight Employees

With the exception of shift employees normal hours of work shall be for a period of eight (8) hours inclusive of lunch (of one hour) between 8.00am and 4.00pm per day from Monday to Friday each week of each calendar month (this would vary for employees on Flexible Time Schedule – see Flexible Time Policy for hours).

ATTENDANCE AND ABSENCE POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Employee Benefits and Services	Date Revised:	December 2, 2010

Shift Employees

The normal hours of work for employees who work on shift basis shall be those hours defined in the duty shift roster not exceeding eight (8) hours per day including a thirty (30) minute meal break.

Telephone Operators

The Telephone Operator shall perform operating duties between the hours of 8.00am to 12.00 noon and shall proceed on one (1) hour lunch break from 12.00noon to 1.00pm. The Telephone Operator shall be required to perform related clerical duties from 1.00pm to 2.00pm and shall continue thereafter to perform telephone operating duties from 2.00pm to 4.00pm.

HOURS OF WORK AND WORK WEEK- SECURITY

1. It is recognized and agreed that the Authority's operations is a public service requiring twenty-four (24) hour coverage and in order to fulfill this service, the work shall be done on a shift basis.
2. The normal hours of work for an Estate Police Officer shall not exceed eight (8) hours per day and the normal work week shall be forty (40) hours. There shall be two consecutive days off each week in rotation.
3. Meal period shall be provided over the eight (8) hour tour of duty.
4. An Estate Police Officer should not leave his/her post until he/she is relieved or has been so permitted by his /her SDO.

Supervisor's Responsibility

1. Supervisors are responsible for monitoring their charges' attendance and timekeeping and for controlling absenteeism and tardiness.
2. Each Supervisor must keep an accurate record on the individual employee's late coming and absenteeism.
3. A general rule of thumb that Supervisors will use to determine if absence is excessive is at least two (2) days per month over a six-month period.
4. Excessive unauthorised absences are subject to disciplinary action including dismissal and Supervisors will be held responsible if action is not taken in a timely manner.

ATTENDANCE AND ABSENCE POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised: December 2, 2010

AUTHORISED TIME-OFF

Employees must not take time-off at will. All time-off from an employee's regular schedule must be authorized.

1. Supervisors/Heads of Department must authorize all time-off.
2. No employee must take it upon himself/herself to take time off when he or she feels like it.
3. If there is an emergency, employees must make every effort to contact the Authority to advise that they will be late or unable to attend work.

UNAUTHORISED ABSENCE

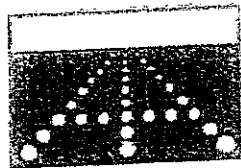
1. All absences without the expressed approval of the Supervisor/Head of Department are deemed to be unauthorized.
2. Such absences by an employee should not be approved unless a justifiable explanation is given.
3. Continued unauthorized absence from work is subject to disciplinary action

Supervisor's Responsibility

Each instance of unauthorized absence should be submitted to the Human Resources Department within three (3) days of its occurrence.

1. Each instance of unauthorized absence should be queried by the Supervisor. Where the reason given by the employee is unacceptable, the Supervisor must advise the employee.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



Airports
Authority
OF TRINIDAD AND TOBAGO

FLEXIBLE TIME POLICY

Policy Number – HR: 0000

Prepared by:	Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

FLEXIBLE TIME POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

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FLEXIBLE TIME POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

POLICY STATEMENT

The Authority has introduced flexible working hours for its daylight staff as this facility will improve the utilisation of employees' skills and capabilities, reduce employment costs and increase productivity. Traffic congestion and employees' own individual circumstances have contributed to the introduction of the flexible time schedule.

It should be noted that flexible time is not a contractual right but rather an arrangement that is facilitated on a discretionary basis.

POLICY

Core Hours

Core hours are the hours when all employees are required to be at work. The core hours have been identified as 9.00am to 3.00pm.

Flexible Time Schedule Application

This flexible time arrangement must be agreed to by the Supervisor, Department Head and the Human Resources Department. This would be documented and signed by all parties.

Flexible Time Schedule Options

Employees can choose either one of the following as their flexible working schedule:

- 7.00am to 3.00pm (with lunch from 11.00am to 12.00pm)
- 9.00am to 5.00pm (with lunch from 1.00pm to 2.00pm)

The hours are flat hours - there will be no half hour options eg. 7.30am to 3.30pm.

ELIGIBILITY

1. Staff working daylight hours.

CONDITIONS

1. The exigency of the department is a priority. Therefore, in selecting and approving flexible time for employees, consideration must be given to the impact it would have on the operational efficiency of the department and if any other employees would be subjected to undue pressure as a result.
2. A flexible time arrangement cannot be changed without discussion and agreement with the Supervisor and/or Department Head and the Human Resources Department.

FLEXIBLE TIME POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

3. Employees who have opted for a flexible working schedule are expected to be punctual as any time after the hour selected means that the employee is late. Note that abuse of the flexible time arrangement could lead to the facility being withdrawn and/or disciplinary action taken against the employee.

REVIEW AND MONITORING

The programme would be monitored and reviewed every six months with a report to employees and the Public Services Association on the progress and/or continuation of the facility.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



Airports
Authority
OF TRINIDAD AND TOBAGO

ILLNESS AND INJURY POLICY

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

ILLNESS AND INJURY POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised: December 8, 2010

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ILLNESS AND INJURY POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Employee Benefits and Services	Date Revised:	December 8, 2010

POLICY STATEMENT

This is intended to ensure that incidents are reported so that investigations could be carried out with the aim of putting controls in place to prevent recurrence as well as satisfy requirements of the Workmen's Compensation (1960) and the Occupational Health and Safety (2004) Acts.

ACCIDENT/INJURY

Employees must take the following steps in the event that they fall ill, injury is sustained or an accident occurs during the course of their duties.

1. All injuries/accidents or illness on the job must be brought to the attention of the employee's immediate Supervisor or Head of Department as soon as practicable.
2. In cases where injury results from an apparent accident, or the illness warrants immediate action, the affected employee must be taken to the Arima Medical Facility for examination by the Authority's Internal Medical Provider (currently performed by the Red Cross Society).
3. The Internal Medical Provider will complete the Medical Response Form.
4. In the case of an accident, as soon as practicable after the accident the employee must provide a brief written account of the accident to his/her Supervisor or Head of Department.
5. The Supervisor would complete the Accident Report Form based on the information provided by the employee and attach a report if necessary before forwarded to the Health and Safety Department.
6. The resulting injury/accident area should be preserved and kept in its original state to facilitate proper investigations by the Health and Safety Department.
7. The Health and Safety Department personnel will investigate the circumstances surrounding the injury/accident and forward a copy of the findings and recommendations to the Manager – Human Resource.

ILLNESS AND INJURY POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Employee Benefits and Services	Date Revised:	December 8, 2010

MONTHLY PAID STAFF

INJURY LEAVE – (Collective Agreement, Article 13)

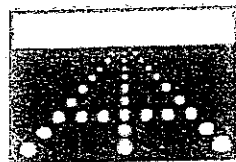
In all matters dealing with injury, the Workmen's Compensation Act shall apply.

SECURITY STAFF

INJURY IN THE EXECUTION OF DUTY – (Collective Agreement, Article 13)

1. Insurance coverage under the Workmen's Compensation Act shall extend to all Estate Police Officers in the same manner and to the same extent, as it is applicable to other employees of the Authority.
2. The Authority will pay for all reasonable medical expenses connected with an injury incurred on the job until such time as the accident compensation is determined and settled. Sick leave taken arising out of such injury shall be treated as separate and distinct from the normal sick leave and shall be treated as Injury Leave.
3. The Authority shall bear the cost of reasonable arrangements to facilitate rehabilitation of the Estate Police Officer.
4. If an Estate Police Officer sustains injury during the execution of duty and such injury results in partial or permanent disability, such person shall appear before a medical panel to determine the extent of injury and the Estate Police Association shall be allowed to nominate a Medical Officer to sit on such a panel.
5. Damage of Property
 - In the event an Estate Police Officer sustains damage to property arising out of his/her duties the Authority shall compensate the Estate Police Officer the full cost of the property to replace same.
 - Property shall mean the standard requirement of the uniform dress code.
6. In the event of death of an Estate Police Officer, the Authority shall pay four (4) times the Officer's annual salary to his/her beneficiary. After the retirement age of the Estate Police Officer, he/she will enjoy this facility up to the age of seventy (70) years and amendments thereto.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



**Airports
Authority**
OF TRINIDAD AND TOBAGO

LEAVE POLICY (Monthly Paid Staff)

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

LEAVE POLICY
(Monthly Paid Staff)

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

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LEAVE POLICY (Monthly Paid Staff)

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

POLICY STATEMENT

This policy will guide users on the different types of leave and eligibility to ensure that consistency in the standards will be maintained.

SICK LEAVE (Collective Agreement, Article 12)

1. An employee shall be eligible for up to fourteen (14) days sick leave with full pay per annum provided that he/she tenders a medical certificate from an approved Medical Practitioner.
2. Absence from work due to illness for a period not exceeding two (2) days may not normally require the provision of a Medical Certificate.
(However, the Authority may at any time, at its discretion require an employee to provide a Medical Certificate from a Medical Practitioner for such absence. Where an employee's trend of absences tends to suggest that he/she may be suffering from an illness of a recurring nature that may subsequently result in intermittent absences from duty, the employee may be required to submit to an examination by a Medical Practitioner).
3. Absences from work due to illness for a period of three days and more warrant the provision of a Medical Certificate.
4. An employee who is absent on the work day immediately preceding two (2) off days and is again absent on the work day succeeding the two (2) off days shall be required to produce a medical certificate for the entire period of absence.
5. Any absence from work for which illness is the reason given, and is in excess of the fourteen (14) days provision as indicated in 1 above must be supported by Medical Certificates. Likewise, absences due to illness that are serious in nature and/or warrants the institutionalization of the employee must be supported by appropriate medical documentation. Such absences may be regarded as extended sick leave with pay at the discretion of the Authority.
6. Any payment for extended sick leave may be that sum which when added to an entitlement due to the employee under the provisions of the National Insurance Scheme relative to sickness benefit, would maintain the employee's full pay. The Authority may however, arrange to advance the employee on the normal pay day, the sum equivalent to the National Insurance Entitlement. This amount advanced by the Authority to provide the employee with full pay over the extended sick leave period shall be reclaimed by the Authority immediately upon the employee's resumption of duty or upon receipt of the National Insurance Entitlement, whichever comes first.

**LEAVE POLICY
(Monthly Paid Staff)**

Policy Number:	HR: 0000	Revision Number:	000
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7. Absences due to illness must be accounted for on the prescribed form immediately upon resumption of duty. Whenever possible an employee should contact the Authority on the same day he is unable to report for duty.

EXTENDED SICK LEAVE (Collective Agreement, Article 12)

1. Sick leave in excess of the statutory number of working days per annum shall be considered as Extended Sick Leave provided that the Employee has been employed on a continuous basis for at least twelve (12) months.
2. The grant of Extended Sick Leave must be approved by the Authority.
3. Application for Extended Sick Leave may be approved as Sick Leave in any of the following ways:
 - Full Pay
 - Half Pay
 - No Pay
 - Or such absences may be offset against Vacation Leave entitlement with the agreement of the Authority.
4. An employee, who is certified by a Medical Board to be suffering from Pulmonary Tuberculosis, Leprosy, Cancer, Aids or other terminal illness and unfit for duty, may be granted Sick Leave on full pay for a period of six (6) months in the first instance. If at the expiration of the above period of Sick Leave, a Medical Board recommends the grant of further leave to such Officer, the employer shall decide on the merits of each individual where such leave shall be granted, and if so, whether on full pay, half pay or without pay. The grant of such leave is subjected to an examination of the Officer by a Medical Board at quarterly intervals, or more frequently if necessary.
5. An Officer, who desires to leave Trinidad and Tobago during a period of Sick Leave shall obtain approval from the Authority.

VACATION LEAVE (Collective Agreement, Article 10)

1. Employees of the Authority shall be eligible for the grant of vacation leave after twelve (12) continuous months service calculated from their dates of first employment on the following basis:

Salary Range	1 – 10 Years Service	Over 10 Years Service
Under 28G	21 working days	28 working days
28G and Over	28 working days	35 working days

LEAVE POLICY (Monthly Paid Staff)

Policy Number:	HR: 0000	Revision Number: 000
Responsible Officer:	HRO – Employee Benefits and Services	Date Revised:

Effective January 1, 2010:

Under Grade 2A	21 working days	20 working days
Over Grade 2A	28 working days	35 working days

For purposes of clarification, it is agreed that Saturdays, Sundays and Public Holidays shall not be counted in calculating the number of days vacation leave for which an employee is eligible.

2. Should an employee fall ill while on Vacation Leave, the period of illness shall not be counted as vacation leave provided that the following conditions apply:
 - A medical certificate from a medical practitioner approved by the Medical Association of Trinidad and Tobago is submitted to cover the period of illness.
 - The period of illness shall then be considered as Sick Leave, subject to written approval of the Authority.
3. An employee shall be entitled to accumulate vacation up to three (3) years. Where, however, an employee's vacation leave is deferred at the request of the Authority or he is unable to proceed on leave for any other reason approved by the Authority, he may accumulate vacation leave in excess of the stipulated amount which accrues to him during the period of deferment.
4. Should an employee's annual leave become due and is approved in writing but subsequently deferred at the request of the Authority, such an employee shall be reimbursed on production of evidence that he has incurred expenditure which is not recoverable as a result of such deferment provided that claims are made by the employee at the time of deferment.
5. Vacation leave once earned shall not be forfeited.
6. Application for vacation leave must be made at least one (1) month in advance on the prescribed form and must be submitted via the immediate Supervisor.
7. Where an employee is seconded or transferred from the Public Service to the service of the Authority, any leave which he was entitled at the time of secondment or transfer shall be preserved to him and taken by him at any time he proceeds on leave earned by virtue of his employment with the Authority.

INJURY LEAVE (Collective Agreement, Article 13)

In all matters dealing with injury, the Workmen's Compensation Act shall apply.

LEAVE POLICY (Monthly Paid Staff)

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Employee Benefits and Services	Date Revised:	

1. Injury leave is distinguished from sick leave if an employee is injured on the job. The following is an excerpt used by NIB for injury benefit.
... "personal injury caused by an accident which arises out of and in the course of his employment, or through a prescribed industrial disease caused by the nature of his job".
2. An Accident Report Form must be completed and the steps followed as outlined in the Illness and Injury Policy.
3. Injury leave must be applied for on the Absence Report form and submitted to the HR Department.

MATERNITY/PATERNITY LEAVE

Maternity Leave (Collective Agreement, Article 16)

1. A female Estate Police Officer who has completed one (1) year's continuous service shall be entitled to thirteen (13) weeks Maternity Leave with pay in accordance with the Maternity Protection Act, No. 4 of 1998 and any amendments thereto.
2. Payment under this provision shall be the difference between the female Estate Police Officer's pay and that to which she is entitled under the National Insurance Scheme. The Authority may however, pay the Officer her normal salary and that part of such payment equivalent to her entitlement under the National Insurance Scheme shall be recoverable from the Officer by mutual arrangement between the Officer and the Authority.
3. At least eight (8) weeks prior to confinement, the pregnant Estate Police Officer shall produce a Medical Certificate stating the probable delivery date.
4. Not later than six (6) weeks prior to the date of confinement the pregnant Estate Police Officer shall apply for authorization to proceed on Maternity Leave. The Officer, however, shall cease work at least four (4) weeks before confinement. The female Estate Police Officer shall not be permitted to work during the six (6) weeks following confinement.
5. At least two (2) weeks prior to her return to work, the female Estate Police Officer shall submit a Medical Certificate giving the date of confinement and certifying her fitness to resume duties.

LEAVE POLICY (Monthly Paid Staff)

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Employee Benefits and Services	Date Revised:	

6. On completion of the period of maternity leave, where an Officer is unable to return to work due to ill health on her part or that of the baby, she shall submit to the Human Resources Department, a medical certificate from a registered practitioner stating that she will be unable to return to work on the required date. The intended date of return must also be stated on the medical certificate.

Paternity Leave (Collective Agreement, Article 16)

A period of four (4) working days per annum shall be awarded to a male Estate Police Officer within a three (3) week period of his spouse's delivery. This leave must be supported by the relevant medical certificates. For the purpose of this Agreement, a spouse shall include a common law relationship.

The name of the spouse must be submitted to the Authority which will form part of the Officer's personal record.

CASUAL/EMERGENCY LEAVE (Collective Agreement, Article 15)

All employees shall be eligible for a maximum of ten (10) days leave per annum at short notice for attending to urgent personal business. This leave shall not normally exceed two (2) working days at any one time and shall be deducted from the employee's annual vacation leave entitlement.

Such leave will not normally be granted on working days immediately before or after a Public Holiday, Annual Leave, Sick Leave or Carnival Days.

Applications for this provision must be made at least twenty four (24) hours in advance on the Absence Report Form and full and satisfactory explanation must be given where required to the Supervisor before such leave can be approved.

Where in the case of extreme emergency an employee is unable to apply in advance, a full and satisfactory explanation must be given to his Supervisor on his return to work and the employee shall be required to complete the Absence Report Form.

BEREAVEMENT/COMPASSIONATE (Collective Agreement, Article 18)

1. Bereavement/Compassionate Leave with full pay may be granted to employees under the following conditions, subject to the production if required, of satisfactory evidence to justify the granting of such leave:
 - Death of immediate family in Trinidad and Tobago – 3 days
 - Death of immediate family outside Trinidad and Tobago – 5 days.

LEAVE POLICY (Monthly Paid Staff)

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Employee Benefits and Services	Date Revised:	

2. The term immediate family shall include only mother, father, spouse, brother, sister, son, daughter, parents and in-laws of the employee, and any such person for whom the employee has responsibility for and who lives in the same household.
3. In cases where an application is made for Bereavement Leave to be spent outside Trinidad and Tobago, the employee must, where required, furnish satisfactory evidence to support such an application before such leave can be granted. Where this is not immediately possible, the application shall be held in abeyance, pending the provision of supporting evidence.
4. Should request for Compassionate Leave be made for the attention of illness involving immediate family or other person for whom the employee has responsibility, and who lives in the same household, such request may be granted by the Authority.

STUDY LEAVE (Collective Agreement, Article 17)

1. The Authority agrees that the employee's potential will be facilitated by proper on-the-job training. Where, however, the Authority considers that on-the-job training would not suffice, it may subject to the exigencies of the Authority, grant an employee time-off as appropriate to enable him to obtain additional qualifications and training, provided that such additional qualifications and training are relevant to the employee's job responsibilities and/pr present operations of the Authority.
2. Upon an employee's return from an appropriate course of study, consideration may be given to utilize the newly acquired skills into the service of the Authority at a level consistent with his/her new qualifications.

SPECIAL LEAVE

1. An employee selected to participate in a sporting, educational or cultural event approved by the Authority and/or the Government of Trinidad and Tobago may for this purpose, subject to the exigencies of the service, be granted special leave with full pay.
2. Applications for Special Leave must be supported by official documents, which justify and validate the application for such Leave.
3. Special Leave shall normally be granted to a maximum of ten (10) days per annum.
4. Employees who are appointed to National Boards shall be granted one (1) day per month with pay to perform such duties. Similarly employees who are appointed to Regional Corporations shall be granted one (1) day per month with pay to perform such duties.

LEAVE POLICY (Monthly Paid Staff)

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Employee Benefits and Services	Date Revised:	

5. The Authority may grant additional time off with pay to individuals who are appointed to National Boards and Regional Corporations upon written application from the appropriate authority. Such time off may be granted subject to the exigencies of the Company's operations.

JURY DUTY

1. An employee who is summoned for Jury Service shall be excused from work on the days on which he is required to serve on a jury. Shift employees will be assigned day work for the duration of jury service.
2. An employee who has been granted time off to do Jury Service, but is not required to serve as a juror and is released by the Court before noon on any day must report back to work without delay.
3. In the event that an employee is on annual vacation leave and is summoned for Jury Service, his Vacation Leave shall immediately be deferred. After the completion of the employee's Jury Service, the employee shall be afforded the opportunity to proceed on normal vacation leave.

TRADE UNION PURPOSES (Collective Agreement, Article 19)

1. **A)** The Association shall notify the Authority of the names of its representatives who are employees of the Authority. An employee who is an accredited representative of the Association should not suffer from any loss of pay when he is making external representation on behalf of employees within the Bargaining Unit, provided that the request for time-off is made at least one (1) week in advance and that the operations of the Authority so allow. Time-off for making representation within the Authority shall be granted upon prior request to the appropriate Supervisor and subject to the exigencies of the Authority's operations.
1. **B)** Upon advanced application of at least one (1) week from the Association, an employee who is a duly accredited official of the Association may be granted time off by the Authority to attend meetings of the Annual Conference of Delegates and of the General Council of the Association, subject to the exigencies of the operations of the Authority.
2. **A)** Upon application supported by a certificate from the Association, an employee of the Authority who is given full time employment by the Association may be granted leave without pay during the entire period of such employment which is not to exceed three (3) years in the first instance. Extension of this period may be granted upon application.

LEAVE POLICY (Monthly Paid Staff)

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Employee Benefits and Services	Date Revised:	

2. **B)** An employee granted leave under 2(a) above, shall upon his return to work at the Authority, be placed in a position and at a point in his salary scale not less favourable than he has been at the time he proceeded on leave. Such employee shall also be eligible for promotion while on Leave.
3. The Authority may grant leave of absence with or without pay to an employee upon application by the Association and approval by the Authority, to undergo Association related training, subject to the exigencies of the Authority's operations.

However, where the Authority considers the requested period of absence to be excessive, such leave of absence with pay shall be at the Authority's discretion.

COMPENSATORY TIME OFF

Compensatory Time Off is time granted to employees who work on a shift basis and whose off day falls on a public holiday. Alternatively, Compensatory Time Off could also be granted to employees who work 8.00am to 4.00pm (Monday to Friday) in lieu of financial compensation for overtime worked.

1. A shift employee would be eligible for Compensatory Time Off when he/she has not worked on a public holiday. It should be noted that employees who have worked the 10.00pm to 6.00am and 11.00pm to 7.00am shifts the night before would not be eligible for compensatory time off.
2. Employees working 8.00am to 4.00pm would be eligible for Compensatory Time Off for overtime worked in lieu of financial compensation which would be calculated at overtime rates.
3. The time off shall normally be granted to the employee within twelve (12) weeks from the date he/she became so entitled.
4. Where the employee applies for Compensatory Time Off within the twelve (12) week period and because of operational reasons, the application cannot be considered, the Compensatory Time Off shall be awarded to the employee when proceeding on Annual Vacation Leave.
5. Nothing contained in (3) and (4) above, shall debar the Departmental Manager from granting Compensatory Time Off outside the twelve (12) week period and/or before the employee's Annual Vacation Leave, if this is operationally possible.

**LEAVE POLICY
(Monthly Paid Staff)**

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

6. When Compensatory Time is earned the Supervisor will complete the form (see sample attached) and forward to the Employee Benefits and Services.
7. Staff working 8.00am to 4.00pm will use the same form if Compensatory Time Off is favoured in lieu of financial compensation and forward it to the Employee Benefits and Services.

LEAVE WITHOUT PAY

1. Leave without pay will only be granted in cases of utmost urgency or where the reason for such leave is due to abnormal circumstances affecting the employee and he/she has no recourse to any other type of leave as stated herein.
2. Leave without pay shall be granted solely on the merit of the application.
3. Applications for leave without pay must be in writing and must be recommended by the Supervisor and approved by the Divisional Head in advance.
4. Prior authorisation must be obtained from the Human Resource Department before an employee proceeds on such leave.

TIME OFF FOR PAY (Collective Agreement, Article 9)

Employees shall be granted three (3) hours time off in order to receive their salaries at the bank.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



LEAVE POLICY (Security Staff)

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

LEAVE POLICY (Security Staff)

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

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LEAVE POLICY (Security Staff)

Policy Number:	HR: 0000	Revision Number:	000
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However, if an Estate Police Officer accumulates vacation leave up to the prescribed amount and applies, but is not granted leave his accumulated leave shall not be forfeited.

INJURY LEAVE (Collective Agreement, Article 13)

1. Insurance coverage under the Workmen's Compensation Act shall extend to all Estate Police Officers in the same manner and to the same extent, as it is applicable to other employees of the Authority.
2. The Authority will pay for all reasonable medical expenses connected with an injury incurred on the job until such time as the accident compensation is determined and settled. Sick leave taken arising out of such injury shall be treated as separate and distinct from the normal sick leave and shall be treated as Injury Leave.
3. The Authority shall bear the cost of reasonable arrangements to facilitate rehabilitation of the Estate Police Officer.
4. If an Estate Police Officer sustains injury during the execution of duty and such injury results in partial or permanent disability, such person shall appear before a medical panel to determine the extent of injury and the Estate Police Association shall be allowed to nominate a Medical Officer to sit on such a panel.
5. **Damage to Property**
 - In the event an Estate Police Officer sustains damage to property arising out of his/her duties; the Authority shall compensate the Estate Police Officer the full cost of the property or replace same.
 - Property shall mean the standard requirement of the uniform dress code.
6. In the event of death of an Estate Police Officer, the Authority shall pay four (4) times the Officer's annual salary to his/her beneficiary. After the retirement age of the Estate Police Officer, he/she will enjoy this facility up to the age of seventy (70) years and amendments thereto.

LEAVE POLICY (Security Staff)

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO -- Employee Benefits and Services	Date Revised:	

MATERNITY/PATERNITY LEAVE

Maternity Leave (Collective Agreement, Article 12i)

1. A female Estate Police Officer who has completed one (1) year's continuous service shall be entitled to thirteen (13) weeks Maternity Leave with pay in accordance with the Maternity Protection Act, No. 4 of 1998 and any amendments thereto.
2. Payment under this provision shall be the difference between the female Estate Police Officer's pay and that to which she is entitled under the National Insurance Scheme. The Authority may however, pay the Officer her normal salary and that part of such payment equivalent to her entitlement under the National Insurance Scheme shall be recoverable from the Officer by mutual arrangement between the Officer and the Authority.
3. At least eight (8) weeks prior to confinement, the pregnant Estate Police Officer shall produce a Medical Certificate stating the probable delivery date.
4. Not later than six (6) weeks prior to the date of confinement the pregnant Estate Police Officer shall apply for authorization to proceed on Maternity Leave. The Officer, however, shall cease work at least four (4) weeks before confinement. The female Estate Police Officer shall not be permitted to work during the six (6) weeks following confinement.
5. At least two (2) weeks prior to her return to work, the female Estate Police Officer shall submit a Medical Certificate giving the date of confinement and certifying her fitness to resume duties.
6. On completion of the period of maternity leave, where an Officer is unable to return to work due to ill health on her part or that of the baby, she shall submit to the Human Resources Department, a medical certificate from a registered practitioner stating that she will be unable to return to work on the required date. The intended date of return must also be stated on the medical certificate.

Paternity Leave (Collective Agreement, Article 12ii)

A period of four (4) working days per annum shall be awarded to a male Estate Police Officer within a three (3) week period of his spouse's delivery. This leave must be supported by the relevant medical certificates. For the purpose of this Agreement, a spouse shall include a common law relationship. The name of the spouse must be submitted to the Authority and which will form part of the Officer's personal record.

LEAVE POLICY (Security Staff)

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

LEAVE AT SHORT NOTICE (Collective Agreement, Article 10i)

1. All Estate Police Officers shall be eligible for a maximum of seven (7) days leave per annum at short notice for attending to urgent personal business. This leave shall not normally exceed two (2) working days at any one time, and shall be deducted from the Officer's annual vacation leave entitlement.
2. Such leave shall not normally be granted on working days immediately before or after a Public Holiday, Annual Leave, Sick Leave or Carnival Days.
3. Where practicable, the Estate Police Officer must make all attempts to communicate with the Authority within the first four (4) hours of the commencement of the particular tour of duty. As soon as the Estate Police Officer resumes duty, this application shall be made on the prescribed form and a brief explanation as to the nature of the emergency shall be given to the Authority.

BUSINESS LEAVE (Collective Agreement, Article 10ii)

1. Business leave with full pay shall be granted to Estate Police Officers as and when required to a maximum of three (3) working days per annum.
2. Such leave shall not normally exceed two (2) consecutive days provided that such leave is requested in advance.
3. Such leave shall not normally be granted on working days immediately before and after a Public Holiday, Annual Leave, Sick Leave or Carnival Days.

BEREAVEMENT/COMPASSIONATE (Article 27)

1. In case of death in the immediate family, an Estate Police Officer shall be granted leave of absence with full pay for three (3) working days where death has occurred within Trinidad and Tobago and five (5) working days for death occurring outside of Trinidad and Tobago.
2. Immediate family shall mean: spouse, children, brothers, sisters, mother-in-law and father-in-law. In such cases, the Officers may be required to furnish proof of relations and death.
3. An Estate Police Officer who experiences death in the immediate family, may on request be granted one (1) month's salary for assisting in funeral expenses which is to be repaid within one (1) year. This is at the sole discretion of the Authority and subject to the availability of funds.

LEAVE POLICY (Security Staff)

Policy Number:	HR: 0000	Revision Number: 000
Responsible Officer:	HRO – Employee Benefits and Services	Date Revised:

STUDY LEAVE (Collective Agreement, Article 32)

1. Estate Police Officers who are selected and granted approval by the Authority shall be granted Study Leave with full pay for a maximum of three (3) months over the life of the Agreement to attend the Association's related Training Programme and other job related training programmes.
2. The Authority agrees that the Officer's potential will be facilitated by proper on-the-job training. Where, however, the Authority considers that on the job training would not suffice, it shall grant an Officer time off as appropriate to enable him to obtain additional qualification and training, provided that such additional qualifications and training are relevant to the Officer's job responsibilities and/or present operations of the Authority.
3. Upon an Officer's return from an appropriate course of study, consideration shall be given to utilise the newly acquired skills into the service of the Authority at a level consistent with his/her new qualifications.

LEAVE OF ABSENCE FOR NATIONAL AND INTERNATIONAL EVENTS (Collective Agreement, Article 35)

1. Subject to the exigencies of service, leave of absence without loss of pay shall be granted to an Estate Police Officer who is selected to represent Trinidad and Tobago in national and international events such as Sports, Cultural and similar activities organized by an official recognized national body.
2. Applications for such leave must be accompanied by a written request from the national body.
3. The Authority will consider each case on its own merit in respect of applications made by Officers who, while not being selected to represent Trinidad and Tobago, are required to participate in the organizations or administrations of such an event.

JURY DUTY

1. An employee who is summoned for Jury Service shall be excused from work on the days on which he is required to serve on a jury. Shift employees will be assigned day work for the duration of jury service.
2. An employee who has been granted time off to do Jury Service, but is not required to serve as a juror and is released by the Court before noon on any day must report back to work without delay.

LEAVE POLICY (Security Staff)

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

- In the event that an employee is on annual vacation leave and is summoned for Jury Service, his Vacation Leave shall immediately be deferred. After the completion of the employee's Jury Service, the employee shall be afforded the opportunity to proceed on normal vacation leave.

LEAVE OF ABSENCE ON ESTATE POLICE ASSOCIATION'S BUSINESS/PURPOSE (Collective Agreement, Article 6)

- An Estate Police Officer who is a bona fide official or a delegate representative of the Association who desires Leave of Absence to engage in any business pertaining exclusively to the affairs of the Association, shall be granted Leave of Absence in accordance with the Supplemental Police Regulations, Chapter 15:02, Section 18(1) or any amendments thereto.
- An Estate Police Officer who is a branch representative of the Association with the bargaining unit may be granted time off with pay when he or she is making representation on behalf of the Estate Police Association for Officers within the bargaining unit.
- The Authority shall, and with a request from the Association for an Officer of the Authority who is given full time employment by the Association granted leave without pay during the entire period of such employment, which should not exceed one (1) year in the first instance. Extension may be granted for further periods upon application.
- An Estate Police Officer granted leave under three (3) above shall upon his/her return to work, be engaged in a position at a point in his salary scale not less favourable than he would have been had he not proceeded on such leave. Such an Estate Police Officer should be given the opportunity for promotion.
- The Authority may grant leave of absence without pay to Estate Police Officers who are selected by the Association to undergo training locally or abroad in Trade Unionism for a period of one (1) year or less. Applications for such leave shall be made in writing.
- The Authority shall facilitate two (2) members of the Tobago Branch Board to attend all sessions of negotiations every three (3) years, by affording relevant airfare to and from Tobago (Note: that Subsistence and Transport Reimbursement (Article 8 of the Collective Agreement) will apply).

LEAVE POLICY (Security Staff)

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

COMPENSATORY TIME OFF

Compensatory Time Off is time granted to employees who work on a shift basis and whose off day falls on a public holiday. Alternatively, Compensatory Time Off could also be granted to employees who work 8.00am to 4.00pm (Monday to Friday) in lieu of financial compensation for overtime worked.

1. A shift employee would be eligible for Compensatory Time Off when he/she has not worked on a public holiday. It should be noted that employees who have worked the 10.00pm to 6.00am and 11.00pm to 7.00am shifts the night before would not be eligible for compensatory time off.
2. Employees working 8.00am to 4.00pm would be eligible for Compensatory Time Off for overtime worked in lieu of financial compensation which would be calculated at overtime rates.
3. The time off shall normally be granted to the employee within twelve (12) weeks from the date he/she became so entitled.
4. Where the employee applies for Compensatory Time Off within the twelve (12) week period and because of operational reasons, the application cannot be considered, the Compensatory Time Off shall be awarded to the employee when proceeding on Annual Vacation Leave.
5. Nothing contained in (3) and (4) above, shall debar the Departmental Manager from granting Compensatory Time Off outside the twelve (12) week period and/or before the employee's Annual Vacation Leave, if this is operationally possible.
6. When Compensatory Time is earned the Supervisor will complete the form (see sample attached) and forward to the Employee Benefits and Services.
7. Staff working 8.00am to 4.00pm will use the same form if Compensatory Time Off is favoured in lieu of financial compensation and forward it to the Employee Benefits and Services.

LEAVE WITHOUT PAY

1. Leave without pay will only be granted in cases of utmost urgency or where the reason for such leave is due to abnormal circumstances affecting the employee and he/she has no recourse to any other type of leave as stated herein.
2. Leave without pay shall be granted solely on the merit of the application.

LEAVE POLICY (Security Staff)

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

3. Applications for leave without pay must be in writing and must be recommended by the Supervisor and approved by the Divisional Head in advance.
4. Prior authorisation must be obtained from the Human Resource Department before an employee proceeds on such leave.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



RETIREMENT AND PENSION POLICY

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

RETIREMENT AND PENSION POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

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RETIREMENT AND PENSION POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

POLICY STATEMENT

To maintain consistency in our Retirement Policy and in the administration of the Pension Plan using the Trust Deed dated October 26, 1999 as well as the Articles in the Collective Agreements of both the Public Services Association and the Estate Police Association.

RETIREMENT AND PENSION (MONTHLY PAID STAFF)

Retirement (Collective Agreement, Article 2)

1. An Officer shall normally be required to retire from the Authority compulsory on attaining the age of sixty (60) years.
2. However, an employee shall have the option of early retirement between the ages of fifty five (55) and sixty (60) years.
3. Notwithstanding the above, the Authority, having regard to its operational requirements, may proceed to hire or retain in its employ any person above the compulsory retirement age. However, the person must be a specialist in his field and shall be hired after consultation with the Association.

Pension (Collective Agreement, Article 2)

The Pension Plan will be administered according to the Authority's Trust Deed.

RETIREMENT AND PENSION PLAN (SECURITY STAFF)

Retirement (Collective Agreement, Article 18)

1. The retirement of an Estate Police Officer shall be compulsory at age sixty (60) years.
2. However, retirement shall be optional between the ages of fifty five (55) and sixty (60) years and fifty (50) with the approval of the Authority.

RETIREMENT AND PENSION POLICY

Policy Number: HR: 0000 Revision Number: 000

Responsible Officer: HRO – Employee Benefits and Services Date Revised:

Pension (Collective Agreement, Article 15)

1. All Estate Police Officers shall be covered by the Authority's existing pension plan and any amendments thereto.
2. Pension contributions shall be deducted from an Estate Police Officer's salary after one (1) year completion of duty/work with the Authority provided that he/she has successfully completed his/her probationary period.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



EMPLOYEE ASSISTANCE PROGRAMME POLICY

Policy Number

Prepared by:	Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

EMPLOYEE ASSISTANCE PROGRAMME POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

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EMPLOYEE ASSISTANCE PROGRAMME POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

POLICY STATEMENT

The Airports Authority's most valuable resource is its employees; and to ensure that their well-being is given priority, the Employee Assistance Programme will provide the necessary support. This support would be given to employees who are experiencing challenges in both their personal or work lives as these challenges could impact on job performance.

POLICY

Employees who are experiencing work or personal challenges are encouraged to use the programme to work towards resolving them.

1. The programme is open to all employees and shall include their immediate family.
2. All files pertaining to employees who have utilised the programme will be kept confidential and any breaches in this confidentiality shall be dealt with according to the Authority's disciplinary policy.
3. Employees can access the programme on their own or Heads of Departments/Supervisors can refer employees who need assistance.

AATT's COMMITMENT

1. The Airports Authority will provide the necessary resources and support for the EAP.
2. Employees' current positions or their possibility for future promotions will not be jeopardised if they have utilised the programme.
3. Once an employee's performance is on the decline and the employee does not acknowledge that there is a challenge or initiate action to deal with it, then Heads of Departments and Supervisors are responsible for referring employees to the EAP if deemed necessary.

Proper supervision would identify sub-standard performance. Therefore, Supervisors should take the necessary steps to assist employees in improving work performance. Heads of Department and Supervisors would be responsible for providing the level of supervision necessary that would identify any anomalies in employees' performance levels as early detection would lead to speedier resolutions.

EMPLOYEE ASSISTANCE PROGRAMME POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised:

EMPLOYEE'S COMMITMENT

1. Employees utilizing the programme would be expected to work through their issues until resolved or at least can cope without a decline in work performance.
2. Employees would be responsible for correcting any sub-standard performance and maintaining the desired levels.

It should be noted that employees would not be exempted from performance appraisals or disciplinary actions as these are separate issues. However, consideration would be given to each case on its own merit before appraisals are done or disciplinary action taken.

BENEFITS OF THE PROGRAMME

Employees can benefit in the following ways:

- Increased self-confidence
- A feeling of well-being (wellness focused)
- More appropriate interactions with co-workers and family members
- Taking charge of one's life
- Being more responsible
- Becoming more productive.

ACCESSING THE PROGRAMME

The coordinator of the plan is as follows:

Mr. David Ramkissoon
Help Consultants
Office: 637-4634
Mobile: 684-0746

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



ALLOWANCES/LOANS POLICY

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

ALLOWANCES/LOANS POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised: December 8, 2010

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ALLOWANCES/LOANS POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised: December 8, 2010

POLICY STATEMENT

The allowances outlined have been taken from the Collective Agreements for both the Public Services Association and the Estate Police Association.

ALLOWANCES – MONTHLY PAID STAFF

Meal Allowance/Subsistence (Collective Agreement, Article 6)

1. An employee who is required to work through his lunch period shall be paid a Meal Allowance as follows:
 - In Trinidad with effect from January 1, 2008 - \$35.00 per meal
 - In Tobago with effect from January 1, 2008 - \$37.00 per meal
 - In Trinidad with effect from January 1, 2009 - \$37.00 per meal
 - In Tobago with effect from January 1, 2009 - \$39.00 per meal
2. An employee who is required to work after his normal working hours shall be paid the Meal Allowance on the following basis
 - On completion of the first two (2) hours
 - For every four (4) hours thereafter
3. An employee who has been called back to work after having worked during his normal work day shall be paid the Meal Allowance as at (2) above.

Shift Allowance/On Call Allowance (Collective Agreement, Article 8)

1. A Shift Allowance of twenty five dollars (\$25.00) per day shall be paid to employees who required to work a continuous shift.
Payment of this allowance will only apply to employees who work evening and morning shifts.
Payment will not apply to employees on day shift.
2. Where an employee's official off day falls on a Public Holiday, that employee shall be eligible for one day compensatory time off in lieu of the Public Holiday.

Cost of Living Allowance (Collective Agreement, Article 32)

A Cost of Living Allowance (COLA) at the following rate shall be paid:

- With effect from January 1, 2008 to December 31, 2010 - \$150.00 per month.

ALLOWANCES/LOANS POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised: December 8, 2010

Travelling Allowance/Upkeep (Collective Agreement, Article 28)

1. The Authority agrees to pay employees who are designated Travelling Officers, a Travelling Allowance in the following amounts:

Upkeep (Commuted Allowance)	\$2,500.00 per month
Car Loan	\$160,000.00 (effective August 4, 2011)
Repayment of Loan	Within six (6) years at six percent (6%) per annum
Repair Loan	Up to \$22,000.00 at four percent (4%) interest per annum repayable within three (3) years (effective August 4, 2011).
Travelling Allowance	Travelling where a non-travelling officer is authorized to use his motor vehicle in the performance of his official duties. He shall be paid at the rate of \$2.00 per kilometre.

2. The Authority further agrees that only employees who are currently in receipt of a \$66.00 per month Commuted Travel Allowance shall continue to do so. There shall be no payment of this allowance to newly recruited employees.

Salary Loans to Officers Proceeding on Vacation Leave (Collective Agreement, Article 11)

1. It is agreed that where an employee is granted Vacation Leave, he shall be entitled on application to a loan not more than the equivalent of his basic monthly salary.
2. It is further agreed that in order to qualify for the loan, the employee must proceed on a minimum ten (10) working days vacation.
3. The Authority shall be repaid over a period of twelve (12) months at 4% interest commencing from the month following the month in which he resumed duties.
4. An employee who is proceeding on Vacation Leave may receive his salary before the normal pay day for the whole month in which he proceeds on leave, provided the period of leave extends beyond the end of the particular month and that the employee submits an advance application in this regard.

ALLOWANCES/LOANS POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised: December 8, 2010

Transfers to and from Tobago Allowances (Collective Agreement, Article 35)

Employees of the Authority who are required to travel from Trinidad to Tobago and vice versa and reside for any particular period in order to perform work on behalf of the Authority, shall receive the following allowances:

1. Paid airfare ticket for the trip plus two (2) return tickets per month.
2. A commuted displacement allowance shall be paid as follows where accommodation is not provided.
 - With effect from January 1, 2008 - \$2,000.00 per month
 - With effect from January 1, 2009 - \$2,100.00 per month to an employee transferred from Tobago to Trinidad.
 - With effect from January 1, 2010 - \$2,200.00 per month to an employee transferred from Trinidad to Tobago.

Displacement Allowance is to be paid for a maximum of two (2) years for a temporary transfer and six (6) months for a permanent transfer.

Subsistence allowance shall be paid as follows:

- In Trinidad with effect from January 1, 2008 - \$90.00 (per day)
- In Tobago with effect from January 1, 2008 - \$100.00 (per day)
- With effect from January 1, 2009 - \$100.00 (per day)

ALLOWANCES/LOANS POLICY

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Benefits and Services Date Revised: December 8, 2010

ALLOWANCES – SECURITY STAFF

Subsistence and Transport Reimbursement (Collective Agreement, Article 8)

1. The Estate Police Officer who is required to continue work for one (1) hour or more after his normal finishing time shall be reimbursed a meal allowance of twenty nine dollars (\$29.00) on the following basis:
 - On completion of the first one (1) hour
 - For every four (4) hours thereafter
2. An Estate Police Officer who has been recalled to work after having completed his normal tour of duty shall be reimbursed the meal allowance as at (1) above.
3. When an Estate Police Officer attends to the Authority's business and has not been provided with official transport he/she shall be reimbursed by the Airports Authority the cost of route taxi fares.
4. Where without prior/advance notice, an Officer is assigned duties outside of the normal work station and works through the lunch break, a subsistence of twenty-nine dollars (\$29.00) will be reimbursed.

Travelling Allowance (Collective Agreement, Article 30)

1. Travelling and Car Loan Allowance
 - a) The Authority agrees to pay Officers who are designated Travelling Officers, a travelling allowance in the following amount:

Upkeep Allowance) (Commuted	Amount paid on par with rate applicable to designated Travelling Officers of the Authority.
Car Loan	\$85,000.00
Repayment of Loan	Within six (6) years at six percent (6%) per annum
Repair Loan	Up to \$15,000.00 at six percent (6%) interest per annum repayable within three (3) years.

The existing facility would continue to be applicable only to those Estate Police Officers appointed prior to October 1, 2004 in positions which were designated travelling positions.

ALLOWANCES/LOANS POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Employee Benefits and Services	Date Revised:	December 8, 2010

- b) The sum of \$1.80 per kilometre will be paid to non-travelling Officers who are authorized to use their motor vehicles in the performance of their official duties.
2. An Estate Police Officer who is required to perform desk duties on a full time basis outside the normal shift rotation shall be paid an allowance of twenty dollars (\$20.00).
 3. All Estate Police Officers who have received the appropriate training and are actively engaged in the "lift on/lift off" of passengers to and from aircraft shall be paid seventy percent (70%) of the cost charged by the Authority. The seventy percent (70%) is to be shared equally among the Estate Police Officers who actually performed this service.

Vacation Loan (Collective Agreement, Article 30)

1. It is agreed that an Estate Police Officer who is granted vacation leave shall be entitled upon application to a loan not more than the equivalent of his basic monthly salary.
2. The Authority shall be re-paid over a period of twelve (12) months at four percent (4%) interest, commencing from the month following the month in which he resumes duties.
3. An Estate Police Officer who is proceeding on Vacation Leave may receive his/her salary before the normal payday for the whole month in which he/she proceeds on vacation leave, provided the period of leave extends beyond the end of the particular month and that the Officer submits an advance application in this regard.

Shift Allowance (Collective Agreement, Article 30)

An Estate Police Officer working on shift roster basis shall be paid a Shift Allowance of twenty dollars (\$20.00) for every shift.

Training Allowance (Collective Agreement, Article 30)

An Estate Police Officer who trains shall be paid an allowance of fifty dollars (\$50.00) per day.

Clothing Allowance (Collective Agreement, Article 30)

An Estate Police Officer who is required to work out of uniform shall receive as a clothing allowance the provision of two thousand, eight hundred dollars (\$2,800.00) over a period of three (3) years to cover all items.

Laundry Allowance (Collective Agreement, Article 30)

A Laundry Allowance of one hundred and twenty dollars (\$120.00) will be paid to all Estate Police Officers.

ALLOWANCES/LOANS POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO -- Employee Benefits and Services	Date Revised:	December 8, 2010

Cost of Living Allowance (Collective Agreement, Article 31)

It is agreed that with effect from January 1, 2006 and continuing throughout the life of this Agreement all Officers should be paid a Cost of Living Allowance of one hundred dollars (\$100.00) per month.

Disturbance Allowance (Collective Agreement, Article 34)

Temporary Transfer

Temporary Transfer shall be for periods of not more than six (6) months for which an Estate Police Officer shall be considered for:

1. Temporary Housing Allowance of not more than one thousand, five hundred dollars (\$1,500.00) per month. This allowance is intended to allow the Officer to obtain suitable accommodations while on transfer without incurring any financial loss.
2. There shall be no payment of this Allowance where the Authority offers suitable accommodation to the Estate Police Officer.
3. The Authority shall pay a daily allowance of ninety dollars (\$90.00) to an Estate Police Officer who is temporarily transferred.
4. The Authority shall provide a maximum of two (2) return tickets monthly to an Estate Police Officer to and from Trinidad and Tobago. This shall be applicable for a maximum period of six (6) months.
5. The Authority shall undertake to provide transport to and from work. Where this is not applicable, Subsistence and Transport Reimbursement, Article 8 of the EPA Collective Agreement, shall apply.
6. Relocation Allowance -- (not yet settled).

SECTION IV

TRAINING AND DEVELOPMENT

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AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



TRAINING POLICY

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

TRAINING POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Training and Development	Date Revised:	

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TRAINING POLICY

Policy Number:	HR: 0000	Revision Number: 000
Responsible Officer:	HRO – Training and Development	Date Revised:

POLICY STATEMENT

The Airports Authority of Trinidad and Tobago is dedicated to delivering pertinent training programs to all of its employees to empower them to handle responsibility. With this in mind, the Training and Development Section will work closely with Departmental Managers to develop and complete training needs analysis to facilitate completion of a comprehensive training plan every year.

This plan includes internal customized training and external local and foreign training. The AATT training plan provides a road map to the successful implementation of programs and enables close monitoring to ensure that training objectives are achieved in a timely and consistent manner. Moreover, it attempts to create guidelines to employees.

POLICY

1. All training requests must be made through the Manager – Human Resources and the Human Resource Officer – Training and Development copied.
2. The coordination and administering of approved training and development programs are the responsibility of the Human Resource Department.
3. Training must be approved by any one of the following, the Manager – Human Resource, the Deputy General Manager – Corporate Services or the General Manager.
4. Employees will be given the opportunity to participate in programs that are offered by recognized external institutions.
5. Managers may recommend staff members to attend relevant external job training seminars/courses which must be accompanied by relevant organizational support.
6. Employees are selected by departmental heads to attend training abroad that may not be available locally. All travel related expenses will be calculated on a per diem allowance according to the rates provided by the Ministry of Finance. These non accountable allowances are to cover the cost of hotel accommodation, meals, ground transportation and other related expenses of official overseas travel.
7. Every effort will be made by the Authority to schedule training during normal working hours but at times it may be necessary to extend beyond these hours. As such, no overtime payment will be applicable in such instances.
8. All training sponsored by the AATT will cover expenses which include tuition and materials, meals, accommodation, allowances and travel costs (Crown Point employees if training is in Trinidad and Piarco employees if training is in Tobago).

TRAINING POLICY

Policy Number:	HR: 0000	Revision Number:	000
Responsible Officer:	HRO – Training and Development	Date Revised:	

9. Employees attending local external or foreign training must submit a report to the Human Resource Department.
10. Employees who attend external training programmes must conduct a similar session internally for members of their department or other departments if requested, within one (1) month of their training.

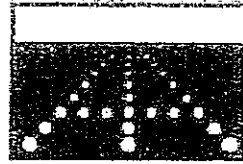
TRAINING NEEDS ASSESSMENT

1. Training needs assessments are to be determined by the Managers in conjunction with the Human Resource Department. Periodic Performance Appraisals for all members of staff and review of the AATT's strategic plans will identify any deficiencies thus ensuring the success of the assessments and the Authority meeting its objectives.
2. The Human Resource Department will assist Managers and Supervisors in prioritizing training and development needs.

SHARING OF KNOWLEDGE AND SKILLS

The Human Resource Department reserves all rights to request from participants of external training to submit a "Training Report" along with all original material including books obtained in the training programme. The participants can make a copy of the material for personal use.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



**Airports
Authority**
OF TRINIDAD AND TOBAGO

POLICY FOR FINANCIAL AND ADVISORY ASSISTANCE FOR EMPLOYEE INITIATED TRAINING AND DEVELOPMENT

Policy Number

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

POLICY FOR FINANCIAL AND ADVISORY ASSISTANCE FOR EMPLOYEE INITIATED TRAINING

Policy Number:	HR: 0000	Revision Number:	002
Responsible Officer:	HRO – Training and Development	Date Revised:	December 14, 2010

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POLICY STATEMENT

POLICY FOR FINANCIAL AND ADVISORY ASSISTANCE FOR EMPLOYEE INITIATED TRAINING

Policy Number:	HR: 0000	Revision Number:	002
Responsible Officer:	HRO – Training and Development	Date Revised:	December 14, 2010

POLICY STATEMENT

To assist employees in the furtherance of their professional and technical development in so far as it relates to their present and/or future advancement in the Authority.

FINANCIAL AND ADVISORY ASSISTANCE FOR EMPLOYEE INITIATED TRAINING AND DEVELOPMENT

1. The Authority shall, **subject to the availability of funds**, provide financial and advisory assistance to employees wishing to enroll on their own initiative and on their own time in an approved professional or technical programme at an accredited institution to increase their knowledge base and competence in their job and/or prepare themselves for future advancement in the Authority.
2. Financial and advisory assistance shall be provided for courses which require full-time / part-time attendance at an approved institution or through distance learning programmes provided by reputable institutions.
3. All permanent and pensionable employees of the Authority with three (3) years service are eligible for this benefit.
4. The Human Resource Department, in conjunction with the relevant Department Head, shall offer advice on the choice of course and institution to all applicants.
5. A Management Committee comprising the General Manager (or delegate), Manager, Human Resource, Financial Controller and the Department Head of the applicant shall examine all applicants for prior approval and submission to the Board for final approval.

FINANCIAL ASSISTANCE POLICY

1. All payments made in respect of training awards will be made in the form of loans at a five percent (5%) interest rate.
2. The loan will be deemed to have been repaid in full if the employee completes the contracted period of further service.
3. Each employee shall be required to sign a bonding agreement providing service with the Authority in such capacity and at such remuneration as the Authority may determine for specified periods as follows:

PERIOD OF AWARD	PERIOD OF SERVICE
------------------------	--------------------------

POLICY FOR FINANCIAL AND ADVISORY ASSISTANCE FOR EMPLOYEE INITIATED TRAINING

Policy Number:	HR: 0000	Revision Number:	002
Responsible Officer:	HRO – Training and Development	Date Revised:	December 14, 2010

Six (6) months or less	Six (6) months
Over six (6) months but not exceeding twelve (12) months	Twelve (12) months
Twelve (12) months and over	Thirty six (36) months

4. Should the employee fail to report for service with the Authority on completion of his/her approved course of study or should he/she fail to complete the period of service specified he/she will be required to repay the money (with interest at prevailing market rates) spent on his/her award or such proportion of the amount as the unserved part of his/her obligatory service bears to the entire period for which he/she is contracted.

Suspension/Cancellation of Award

5. Should an employee fail to reach the standard required by the academic authorities at any point in his/her course of training, the award shall be liable to suspension or cancellation at the sole discretion of the Authority and should the academic authorities be unable to give a statement to the Authority, all monies lent will become immediately repayable on the previously agreed terms with the Authority as set out in the contract.

6. Should the employee:

- Abandon his/her studies without permission; or
- Change his/her original course of studies in any way without permission,

the award shall be liable to suspension or cancellation and all the money lent and interest accrued thereon shall become immediately repayable.

7. The Authority reserves the right to take legal action against any beneficiary under this policy should he/she default in meeting the terms of Agreement.
8. All tuition and similar fees in respect of attendance at the institution of study shall be paid by the Authority directly to the institution (or refunded to the employee if he/she has already paid the fees).
9. Where the course of study is full-time or else not available in Trinidad and Tobago, the Authority may make a further loan directly to the applicant in the form of an allowance equivalent to one half his/her basic salary for the duration of the programme to assist

POLICY FOR FINANCIAL AND ADVISORY ASSISTANCE FOR EMPLOYEE INITIATED TRAINING

Policy Number:	HR: 0000	Revision Number:	002
Responsible Officer:	HRO – Training and Development	Date Revised:	December 14, 2010

with his/her accommodation. In this respect the Management Committee shall take into consideration the level of indebtedness of the applicant to the Authority.

10. Vacation Leave earned prior to the approval of this policy for which an Officer may be eligible, may at the discretion of the Authority, go towards a training award.

SECTION V

EMPLOYEE RELATIONS

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



GRIEVANCE AND DISCIPLINARY PROCEDURE

Policy Number – HR: 0000

Prepared by:	Compiled by Maureen Mc Lean
Approved and Authorised by:	
Date Approved:	

GRIEVANCE AND DISCIPLINARY PROCEDURE

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Relations Date Revised:

POLICY STATEMENT

The following is also contained in the Collective Agreements of both the Public Services Association and the Estate Police Association.

GRIEVANCE PROCEDURE (MONTHLY PAID STAFF) – Article 22, Collective Agreement

Where an employee is dissatisfied with any ruling or decision of any Supervisor, the following grievance procedure shall apply:

1. The employee, with or without the assistance of the Association, may raise the grievance with the immediate Supervisor within seven (7) working days of the incident which gave rise to the grievance. The Supervisor shall give his response within two (2) working days.
2. Failing a satisfactory solution at (1) above, the employee may within seven (7) working days raise the matter with the Departmental Head or Duty Manager with or without the assistance of the Association. The Head of Department or Duty Manager shall give his response within four (4) working days.
3. Failing a satisfactory solution at (2) above, the employee may within seven (7) working days raise the matter with the Divisional Manager with or without the assistance of the Association. The Divisional Manager shall give his response within seven (7) working days.
4. Failing a satisfactory solution at (3) above, the employee may within seven (7) working days raise the matter with the Manager, Industrial Relations or his nominee with the assistance of the Association. The Manager, Industrial Relations shall hear representation from all concerned parties and shall give his response in writing to the worker and copied to the Association's representative within ten (10) working days.
5. Failing satisfactory solution at (4) above, the employee with or without the assistance of the Association, may approach the General Manager or his nominee, through the Manager, Industrial Relations, within seven (7) working days of receipt of the decision at stage (4). The General Manager shall hear and determine the complaint or grievance within fourteen (14) working days of receipt of same and shall give his response in writing to the worker and copied to the Association's representative.
6. Where there is no satisfactory solution at (5) above, a dispute shall be deemed to exist and either party may report same to the Ministry of Labour in conformity with Section 51 (i) of the Industrial Relations Act.

GRIEVANCE AND DISCIPLINARY PROCEDURE

Policy Number:	HR: 0000	Revision Number: 000
Responsible Officer:	HRO – Employee Relations	Date Revised:

SETTLEMENT OF DIFFERENCES – Article 23, Collective Agreement

Where there are differences between the parties over the interpretation, application, administration or alleged violation of this agreement, the following procedure shall apply:

1. The matter shall first be discussed between the Authority and the Association.
2. Failing settlement between the parties, either one may refer the matter to the Minister of Labour for conciliation.
3. Failing settlement, either party may refer the matter to the Industrial Court.

DISCIPLINE AND DISCIPLINARY PROCEDURE – Article 24, Collective Agreement

1. RIGHT TO DISCIPLINE

Where it is alleged that an employee may have contravened any rule or regulation or commits any act of misconduct or indiscipline, the Authority shall take disciplinary action against the offending employee in accordance with the procedure noted hereunder.

2. PROCEDURE

- a) Where it appears to the Authority that a breach of discipline or any form of misconduct or irregularity has been committed by an employee, the matter shall be investigated by Management.
- b) The employee against whom the allegation has been made shall be communicated with in writing and be requested to submit a written statement indicating whether or not the allegation/s is/are valid.
- c) Where an employee admits guilt, the Authority may impose any disciplinary penalty it deems appropriate in the circumstances. If however, the Authority wishes to interview the offending employee, he shall have the right to representation of his choice including the Association or a legal practitioner at this interview process.
- d) Where an employee denies an allegation, he shall be afforded the opportunity of a disciplinary hearing in which case:
 - i) The Authority shall give at least seven (7) working days written notice of the allegations and the date, time and place of the hearing and before whom he is to appear.
 - ii) The employee shall be afforded the right to representation of this choice including the Association or legal practitioner.

GRIEVANCE AND DISCIPLINARY PROCEDURE

Policy Number:	HR: 0000	Revision Number: 000
Responsible Officer:	HRO – Employee Relations	Date Revised:

- e) The nature of the offence along with all other relevant employment circumstances concerning the employee shall be considered in arriving at the disciplinary penalty to be imposed.
- f) The employee shall be advised of the result of the disciplinary hearing within seven (7) working days of its completion.
- g) Where an employee is aggrieved as a result of any decision taken against him/her, he/she shall have the right to utilise the mechanism outlined in the Grievance Procedure.

3. INTERIM DISCIPLINARY ACTION

Where an allegation against an employee is of such a nature that it requires the immediate removal of the employee from the job site, the employee shall be suspended from duties pending final resolution of the disciplinary allegation. Such suspension shall be conveyed to the employee at the earliest opportunity and shall be on full or half pay according to the nature of the allegation.

- 4. The Authority shall not enter any adverse report or letter into an employee's records unless copies are sent to the worker and the Association.

GRIEVANCE AND DISCIPLINARY PROCEDURE

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Relations Date Revised:

GRIEVANCE PROCEDURE (SECURITY) – Article 24, Collective Agreement

Any Estate Police Officer or group of Estate Police Officers may, either acting individually or through the Association's Branch representative present grievances or complaints to the Management of the Airports Authority of Trinidad and Tobago. If any Estate Police Officer has a grievance or complaint, he/she may, within five (5) working days seek redress in the following manner:

Stage 1

The complaint or grievance may be taken up by the aggrieved Estate Police Officer with the immediate Supervisor/Sergeant and he shall give his reply within two (2) working days from the date the complaint is lodged. If there is no solution at that state, the matter shall be forwarded to the Inspector/Assistant Superintendent of Police for resolution within three (3) working days.

Stage 2

If there is no solution at Stage 1, the Estate Police Officer may within six days following the decision at Stage 1 above, lodge the grievance or complaint in writing with the Chief Security Officer (CSO) or Departmental Manager, who shall arrange a meeting to discuss the grievance or complaint within six (6) days from the date the complaint is lodged. The CSO or Departmental Manager shall give his decision in writing within five (5) days of the hearing.

Stage 3

Failing a satisfactory solution at Stage 2 above, the Estate Police Officer may within seven (7) days raise the matter with the Manager – Industrial Relations, who shall hear representations from all concerned parties and shall give his response in writing to the Estate Police Officer within seven (7) days thereafter.

Stage 4

Failing satisfactory solution at Stage 3 above, the Estate Police Officer may approach the General Manager within seven (7) days of receipt of decision at Stage 3. The General Manager shall hear the complaint or grievance within eight (8) days of receipt of same, and shall give his response in writing to the Estate Police Officer within eight (8) days thereafter.

Stage 5

Failing satisfactory solution at Stage 4 above, the matter may be reported to the Ministry of Labour by either party in accordance with the provision of the Supplemental Police Act.

SETTLEMENT OF DIFFERENCES

Where there arises any difference of opinion between the Authority and the Association over the interpretation, application, administration and/or alleged violation of this agreement, the following procedure shall apply:

GRIEVANCE AND DISCIPLINARY PROCEDURE

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: HRO – Employee Relations Date Revised:

1. The matter shall first be discussed between the Authority and the Association.

Failing Settlement of the Parties

2. Either party may refer the matter to the Ministry of Labour for conciliation.

Failing Settlement at (2).

3. Either party may refer the matter to the Industrial Court.

DISCIPLINARY PROCEDURE – Article 25, Collective Agreement

1. Disciplinary action against a precepted Estate Police Officer shall be in accordance with the Supplemental Police Act, Chapter 15:02 or the Authority's rules and regulations.
2. Disciplinary action against an unprecepted Officer shall be in accordance with the Airports Authority of Trinidad and Tobago Rules and Regulations.
3. As soon as practicable a copy of the Authority's rules and regulation shall be given to each Officer within one (1) year of this agreement.

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO



CODE OF INDUSTRIAL RELATIONS PRACTICE

Policy Number – HR: 0000

Prepared by:	Michael Labadie
Approved and Authorised by:	
Date Approved:	

CODE OF INDUSTRIAL RELATIONS PRACTICE

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: Manager – Human Resource Date Revised:

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CODE OF INDUSTRIAL RELATIONS PRACTICE

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: Manager – Human Resource Date Revised:

POLICY STATEMENT

A Code of Industrial Relations Practice is essential in an effort to develop and maintain effective work regulations consistency in disciplinary action and also to create and promote harmonious working relationships among employees in the organisation.

Primarily the Code would:

1. Establish rules and regulations for conduct in the work place; and
2. Establish and administer disciplinary measures.

The intention is to set standards of behaviour, have uniformity in disciplinary action and fairness of treatment to individual employees. Managers and Supervisors are encouraged to use the performance appraisal system to ensure employee alignment to the Authority's goals, its rules and regulations.

It would be expected that where gaps exist, Managers and Supervisors would provide the required coaching of employees to ensure work is at the required standard. Managers and Supervisors are also required to guide employees whenever there are instances of inappropriate behavior, unsuitable work attire and poor work performance.

RESPONSIBILITY OF THE AUTHORITY

1. The Airports Authority of Trinidad and Tobago (The Authority) is responsible for ensuring that:
 - Up-to-date rules are brought to the attention of all employees and placed on the official Notice Boards for all to read.
 - All employees are made aware of the standards of conduct that are expected of them.
2. The Authority shall inform all new employees of their terms and conditions of employment and the promulgated work rules regulating their conduct during working hours.

CODE OF INDUSTRIAL RELATIONS PRACTICE

Policy Number:	HR: 0000	Revision Number: 000
Responsible Officer:	Manager – Human Resource	Date Revised:

DISCIPLINE AND DISCIPLINARY PROCEDURE

Right to Discipline

Where it is alleged that an employee may have contravened any rule or regulation or commits any act of misconduct or indiscipline, the Authority shall take disciplinary action against the offending employee in accordance with the procedure noted hereunder.

Procedure

1. Where it appears to the Authority that a breach of discipline or any form of misconduct or irregularity has been committed by an employee, the matter shall be investigated by Management.
2. The employee against whom the allegation has been made shall be communicated with in writing and be requested to submit a written statement indicating whether or not the allegation/s is/are valid.
3. Where an employee admits guilt, the Authority may impose any disciplinary penalty it deems appropriate in the circumstances. If however, the Authority wishes to interview the employee, he shall have the right to representation of his choice including the Association or a legal practitioner at this interview process.
4. Where an employee denies an allegation, he shall be afforded the opportunity of a disciplinary hearing in which case:
 - i) The Authority shall give at least seven (7) working days written notice of the allegations and the date, time and place of the hearing and before whom he is to appear.
 - ii) The employee shall be afforded the right to representation of this choice including the Association or legal practitioner.
5. The nature of the offence along with all other relevant employment circumstances concerning the employee shall be considered in arriving at the disciplinary penalty to be imposed.
6. The employee shall be advised of the result of the disciplinary hearing within seven (7) working days of its completion.
7. Where an employee is aggrieved as a result of any decision taken against him/her, he/she shall have the right to utilize the mechanism outlined in the Grievance Procedure.

CODE OF INDUSTRIAL RELATIONS PRACTICE

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: Manager – Human
Resource Date Revised:

INTERIM DISCIPLINARY ACTION

Where an allegation against an employee is of such a nature that it requires the immediate removal of the employee from the job site, the employee shall be suspended from duties pending final resolution of the disciplinary allegation. Such suspension shall be conveyed to the employee at the earliest opportunity and shall be on full or half pay according to the nature of the allegation.

The Authority shall not enter any adverse report or letter into an employee's records unless copies are sent to the worker and the Association.

DISCIPLINARY ACTION

Disciplinary action is normally progressive with each step carrying a greater penalty for continued indiscipline and takes the following form:-

1. Warning the employee first orally;
2. Warning the employee in writing;
3. Suspension;
4. Dismissal.

By so doing the employee is punished for only the offence committed, not for anything else. It should be noted that Management is not bound by a progressive disciplinary approach in cases of serious offences. Cases of gross misconduct such as theft and dishonesty, assault, etc, are considered serious and no specific warning or prior disciplinary action may precede dismissal. Employees should know that such serious offences will lead to discharge.

Verbal Warning

If an employee is in breach of the terms of service or of failing to meet the standard set, the normal action, in the first instance, (except in cases of gross misconduct) will be for the Supervisor to give a verbal warning. The supervisor should take note of the time and date etc. when such warning notice was given to the employee.

Written Warning

If the verbal warning(s) has/have failed to bring improvement in the employee's behaviour, the employee will be liable to further disciplinary action such as, a written warning in case of a subsequent offence. A copy of such notice is to be sent to the relevant Department Head, that is, the Manager, DGM Security, Assistant Superintendent of Police as well as to the respective Union representative, i.e. P.S.A. or E.P.A.

CODE OF INDUSTRIAL RELATIONS PRACTICE

Policy Number:	HR: 0000	Revision Number: 000
Responsible Officer:	Manager – Human Resource	Date Revised:

Suspension/Dismissal

1. An employee may be dismissed after receiving due notice if, despite previous warnings and having been advised of the disciplinary action which may be taken in the event of subsequent failure to observe his terms of employment or maintain the standard expected of him, he still persists in this offence.
2. As an alternative to dismissal, suspension without pay not exceeding three (3) months for any one (1) offence, may be applied. An employee may be dismissed for gross misconduct in accordance with the procedures outlined in Article 24 of the Memorandum Agreement between the Authority and the Public Service Association (P.S.A.) for Estate Police Officers in accordance with the Section 19 (2) of the supplemental Police Act and Article 25 of the Estate Police Association (E.P.A.).
3. For offences that require the employee to be away from the work place during investigation, he/she shall be suspended on full pay or half pay according to the nature of the allegation.
4. A Supervisor will discuss with the Departmental Manager any offence which may warrant suspension without pay or dismissal. In all cases, a written record should be made and the facts of the matter examined before a decision is taken.

It is recommended that the Manager also discuss intended disciplinary action with the Human Resources Manager/Industrial Relations Manager.

RIGHT OF REPRESENTATION

The aim of the grievance procedure shall be to settle the grievance fairly and as far as possible at the point of origin. It should be simple and rapid in operation.

The grievance will normally be discussed between the immediate Supervisor/Departmental Head and the employee who has the right to Union Representation.

The employee **MUST** be given the opportunity to state his/her case and to take his/her matter through the various stages of the Grievance Procedure, if necessary. The Memorandum of Agreement between the Authority and P.S.A. provides under article 22 and 23 for the procedure to be followed in resolving disputes arising between the PSA and the Authority. A similar procedure is outlined in Article 24 of the Memorandum of Agreement between Estate Police Association. These are also outlined in the Authority's Grievance Procedure.

CODE OF INDUSTRIAL RELATIONS PRACTICE

Policy Number:	HR: 0000	Revision Number: 000
Responsible Officer:	Manager – Human Resource	Date Revised:

OFFENCES BY WORKERS OUTSIDE THE AUTHORITY/CONVICTION IN COURT

1. Where it is proven that the worker has committed a serious offence outside the Authority, i.e. not connected with the worker's employment or promulgated work rule that is liable to impair the Authority image, such worker may be disciplined on the basis of the circumstance of each case, notwithstanding an acquittance by the Court.
2. A worker convicted of charges such as:
 - Possession and smoking of marijuana and/or other prohibited drugs;
 - Possession of ammunition and firearm;
 - Harboring a wanted criminal;
 - Larceny, fraud, etc.;
 - Failure to pay maintenance dues on a warrant and is sentenced to imprisonment by the Court, thereby being unable to fulfill employment obligations, will be dismissed as the performance of the contract of employment has become impossible and therefore has automatically come to an end by frustration of contract. However, before the decision is made the facts of the case will be examined.

OFFENCES THAT WILL RESULT IN DISCIPLINARY ACTION

Gambling

Gambling is strictly prohibited in any of the Authority's premises either during or after working hours. Any employee found gambling on any part of the Authority premises shall be subject to disciplinary action.

Gambling on the Authority's premises will include gambling in the Authority's vehicles, irrespective of where they are located.

Use of Alcohol and Prohibited Drugs

Use of alcoholic beverages is strictly forbidden on any of the Authority's premises during working hours. Use of prohibitive drugs is strictly forbidden at anytime on the Authority's property. In both instances, use of alcoholic beverages and prohibitive drugs on the Authority's property shall include vehicles.

Any employee found to be violating such regulations will be subject to disciplinary action.

CODE OF INDUSTRIAL RELATIONS PRACTICE

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: Manager – Human Resource Date Revised:

TYPES OF INDISCIPLINE

Types of indiscipline identified as being most characteristic or current are:-

Insolence	Insubordination
Abusive Language	Assault
Liming	Malingering
Willful damage to property	Unlawful possession or appropriation of property
Loitering	Unsatisfactory performance
Absenteeism	Tardiness
Violation of Work Rules and Procedures	Violation of Safety Rules and Procedures.

Absent Without Permission

Employees who often absent themselves without permission or without accounting for absence by submitting leave application forms would be subject to disciplinary action.

Signing In or Out the Register

Any employee who does not sign in or out without reasonable cause will be subject to disciplinary action as follows:-

1. For the first offence the employee will be called in with the Shop Steward/Association Representative for his Department and he will be spoken to. The respective Association (P.S.A. or E.P.A.) should be informed of this misdemeanor.
2. For the second offence the employee will be warned and a copy of the warning notice sent to the Union.
3. For the third offence, the employee will be suspended for one day without pay.
4. For the fourth offence, the employee will be suspended for three (3) days without pay.
5. For the fifth offence, the employee will be suspended for seven (7) days without pay.
6. For the sixth offence, the employee will be suspended for fourteen (14) days without pay.
7. For the seventh offence, the employee will be liable to dismissal.

At each stage the employee will be informed of the next stage of action. This disciplinary action will apply over periods of one year.

Any employee who signs in or out for another employee would be dismissed.

CODE OF INDUSTRIAL RELATIONS PRACTICE

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: Manager – Human Resource Date Revised:

Unpunctuality

1. If an employee is "late" seven (7) or more times in two consecutive calendar months, he will receive a Warning Notice which will specifically state that if he is "late" seven or more times during the next twelve (12) months, he will be suspended.
2. If during the twelve (12) months subsequent to the Warning Notice, the employee is "late" again on seven (7) or more times during any two (2) consecutive months, he will be suspended for five (5) days without pay and told that if he is again "late" seven (7) or more times during any two (2) consecutive months during the next twelve (12) months, he will be suspended for two (2) weeks without pay.
3. If during the twelve (12) calendar months subsequent to this suspension, he is again "late" seven (7) or more times during any two (2) consecutive months, he will be suspended for two (2) weeks and his case reported to the Human Resources Manager/ Industrial Relations Manager, who will advise on what further disciplinary action including dismissal should be taken if unpunctuality continues.
4. For purposes of Disciplinary action referred to above, "late" means any worker who arrives at work five (5) minutes after his normal starting time.

PERSONS ENTITLED TO TAKE DISCIPLINARY ACTION

The normal day-to-day disciplinary actions e.g., verbal warnings and reprimands are expected to be carried out by the immediate supervisor concerned. This will include office supervisors, Estate Sergeants and Corporals.

All other disciplinary action/s shall be carried out as follows:

For all staff within the Bargaining Unit in the P.S.A. or E.P.A. respectively

ACTION

PERSONS TO TAKE ACTION

Written Warning

Departmental Manager, Inspector/Sergeants.

Suspension

Departmental Manager, Assistant Superintendent of Police on advice from Manager of Human Resources/ Industrial Relations Manager.

Dismissal for any cause

Deputy General Manager/Manager, Human Resource/Industrial Relations Manager.

CODE OF INDUSTRIAL RELATIONS PRACTICE

Policy Number:	HR: 0000	Revision Number: 000
Responsible Officer:	Manager – Human Resource	Date Revised:

Managerial Staff/Heads of Department

Written Warning	The General Manager
Suspension	The General Manager
Dismissal for any cause	General Manager/The Board
Any form of disciplinary action against a Deputy General Manager and General Manager.	The Board

GUIDELINES FOR ASSISTING MANAGERS/SUPERVISORS

Basically the purpose of discipline should be to obtain compliance with established Rules of Conduct i.e. to correct improper conduct. There is, however, no precise mechanical formula or fixed pattern of penalties which can be given as representing proper application of corrective discipline for all situations.

The Authority will ensure that consistency in the application of disciplinary procedures is always adhered to.

Each instance of misconduct must be viewed and judged individually. Consequently, the following procedure should be used for guidance in handling disciplinary matters:

1. Investigate and ensure that all the facts have been obtained. As far as is practical, try to reconstruct the incident and to establish exactly what happened. Investigations should be conducted as soon as possible after the incident.
2. Determine what rule, procedure, condition of employment, etc, was breached.
3. Ensure that the evidence gathered can stand scrutiny before a third party. Most of the disputes in disciplinary cases arise over the facts of the case.
4. Give the employee ample opportunity to explain with the union representation if desired.
5. Decide the nature of the disciplinary action i.e. warning, suspension, dismissal.
6. Before issuing disciplinary action, review previous warnings, suspension, etc. for misconduct over the last twelve (12) months.

CODE OF INDUSTRIAL RELATIONS PRACTICE

Policy Number: HR: 0000 Revision Number: 000
Responsible Officer: Manager – Human Resource Date Revised:

7. Suspension pending investigations should be considered in the following circumstances:
- Where it is unwise or unsafe to allow the employee to continue to work during the investigations.
 - Where the offence is one of gross misconduct.
 - Where the event of instant dismissal could create tension or industrial action.

In such cases the employee should be written to and summoned to attend the investigation which should be held as expeditiously as possible after the incident.

Employees' suspended pending investigation should be paid in full or half pay.

8. In cases of dismissal, ensure that Senior Authority that is, the General Manager, Deputy General Manager-Corporate Services, the Human Resources Manager and/or the Industrial Relations Manager, has been consulted.
9. Departmental Managers and Supervisors are advised to consult with the Human Resources Department before issuing any written correspondence of a disciplinary nature to employees. Copies of all letters of a disciplinary nature shall be forwarded to the Human Resources Division to be placed in the employee's personal file. The Representative Bargaining Agent, e.g. P.S.A. and E.P.A. must also be sent a copy of such letter in accordance with the requirements of the Memorandum of Agreement.

CONCLUSION

Dismissal for misconduct can be divided into two (2) categories:-

1. Gross misconduct which may result in instant or summary dismissal for acts of theft or dishonesty, physical violence, swearing, drunkenness, refusal to cooperate with management or some gross violation of an established work rule.
2. Other forms of misconduct which are serious enough to merit dismissal such as persistent absenteeism or lateness, carelessness, negligence, idleness or misconduct outside work.

It should be noted that in most disciplinary cases and particularly in dismissal cases, the Industrial Court unusually adopts the position that the onus is on management to prove the guilt of the wrong doing.

CODE OF INDUSTRIAL RELATIONS PRACTICE

Policy Number:	HR: 0000	Revision Number: 000
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Usually the degree of proof required is "clear and convincing" evidence. However, a higher degree of proof is frequently required where the alleged misconducts of a kind recognized and punished by criminal law or is regarded as morally reprehensible. In such cases, the common law standard of "proof beyond a reasonable doubt" has been required. The most common of such cases are those involving theft of company property where the Court demands clear evidence of guilt.

In recognition of this fact careful and proper handling of disciplinary action in cases of misconduct cannot be overstressed. The "Guidelines for Assisting Managers/Supervisors" of this document are therefore provided for the Managers'/Supervisors' assistance in handling such cases. Guidelines for work rules, offences and penalties are outlined in the "Schedule of Disciplinary Action, Offences and Penalties".

SCHEDULE OF DISCIPLINARY ACTIONS, OFFENCES AND PENALTIES

OFFENCES	DETAILS	STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5	REMARKS
1) Breach of Confidentiality	Discussing AATT affairs and /or providing documents to unauthorised and/or external parties	Dismissal					
2) Conflict of Interest	Acting in a manner that is not in the best interest of the authority and its image.	Dismissal					
3) Release of Information to media/public (without authorisation)		Suspension	Dismissal				The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.
4) Use of the Logo (without authorisation)		Written Warning	Suspension	Dismissal			The severity of the act will determine the type of disciplinary action, i.e.

5) Punctuality	Infrequent occurrences (less 5 days per month)	Verbal Warning	Written Warning	Written Warning with threat of Suspension	5 days Suspension	10 days Suspension	Warning, Suspension or Dismissal.	The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.
6) Absences	Frequent occurrences (5 days and more per month)	Verbal Warning	Written Warning	Written Warning with threat of 15 days Suspension	15 days Suspension with threat of 30 days Suspension	30 days Suspension with threat of Dismissal	Dismissal	The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.
	Due to Sickness (with or without Medical Certificate)	Verbal Warning	Written Warning	Written Warning	Suspension	Dismissal	Dismissal	The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.
	Isolated instances of unauthorised time off (notification not given)	Verbal Warning and the day deducted from vacation leave.						The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.

							Dismissal.
	Regular instances of unauthorised time off (notification not given)						The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.
	Unauthorised absence during work hours including leaving work before the end of the work day	Verbal Warning	Written Warning	5 days Suspension	10 days Suspension	20 days Suspension with threat of 45 days Suspension	The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.
	Leaving job despite instruction to not leave	5 days Suspension	25 days Suspension with threat of dismissal	Dismissal			The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.
7) Breach of Safety/ Security Rules		Written Warning with threat of Suspension	30 days Suspension with threat of Dismissal	Dismissal			The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.

8) Fraud	Includes falsification of records and theft.	Suspension on full pay pending investigation. Dismissal if found guilty.	Written Warning	Suspension	Dismissal				Dismissal.
9) Sleeping On Duty									The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.
10) Uniforms		Verbal Warning							
11) Smoking in Unauthorised Areas		Verbal Warning	Written Warning	5 days Suspension with threat of 20 days Suspension	20 days Suspension with threat of 35 days Suspension	35 days Suspension with threat of Dismissal			The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.
12) Alcohol/ Illegal Drug	Use at work	20 days Suspension with threat of	Dismissal						The severity of the act will determine the

			Dismissal							type of disciplinary action, i.e. Warning, Suspension or Dismissal.
	Reporting to work under the influence of alcohol or illegal drugs	Written warning	5 days Suspension with threat of 30 days Suspension	30 days Suspension and request a Medical Assessment	2 months Suspension with threat of Dismissal depending on Medical Report					Employee may be referred to the Employee Assistance Programme.
13) Gross Misconduct	Fighting	Dismissal								
	Fighting causing injury to employees and/or damage to property.	Dismissal								
	Unbecoming Behaviour/ Obscene Language	Written Warning	10 days Suspension	Dismissal						The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.
	Disrespectful to Supervisor	Written Warning	10 days Suspension	Dismissal						The severity of the act will determine the type of disciplinary action, i.e. Warning,

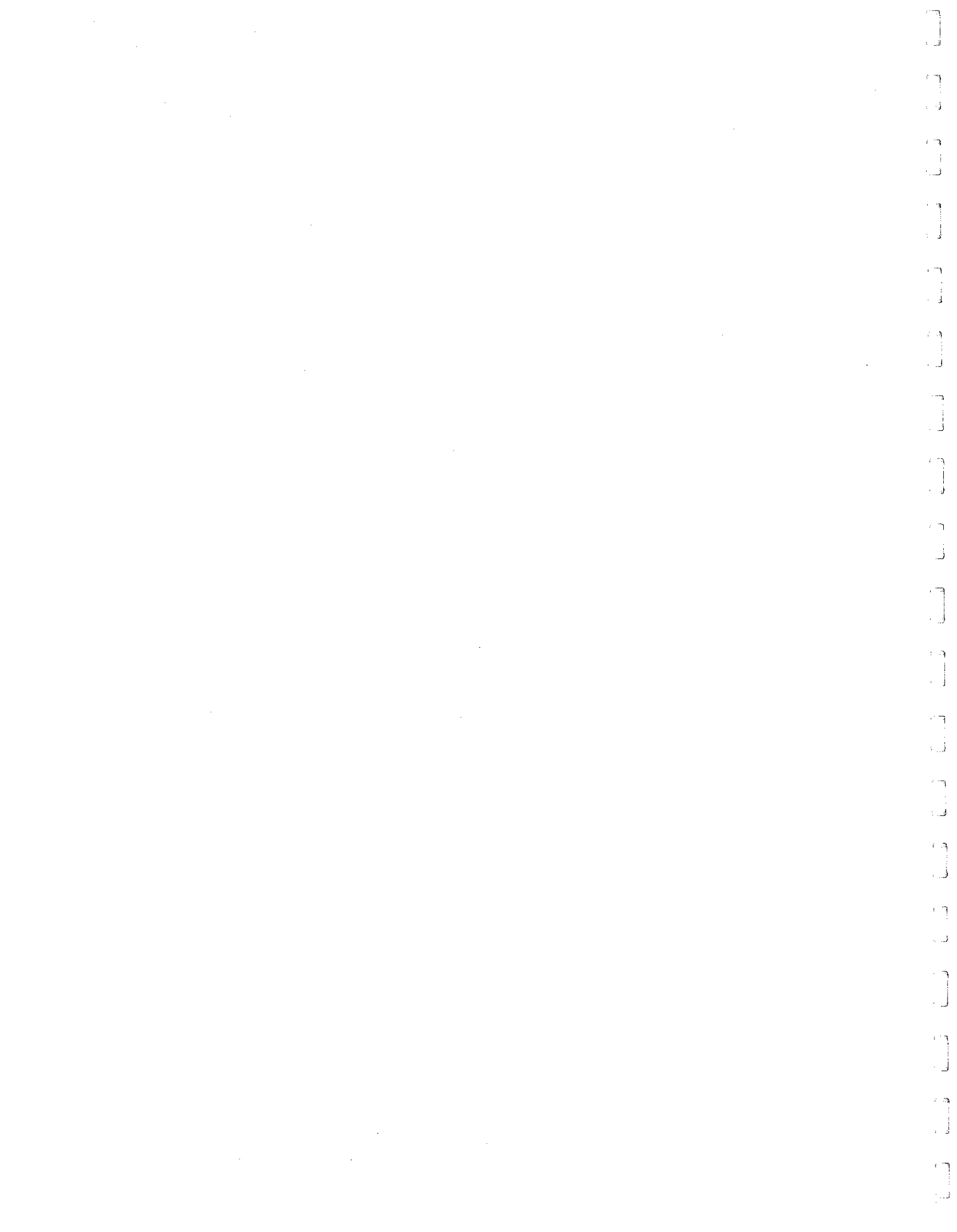
								Suspension or Dismissal.
	Disobeying instructions of Supervisor	Written Warning with threat of Suspension	10 days Suspension with threat of 30 days Suspension	30 days Suspension with threat of Dismissal	Dismissal			The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.
	Use of Obscene Language to Senior on the job and called upon to desist.	10 days Suspension	Dismissal					The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.
14) Sexual Harassment	Including remarks or inappropriate touching.	Written Warning	10 days Suspension	Dismissal				The severity of the act will determine the type of disciplinary action, i.e. Warning, Suspension or Dismissal.

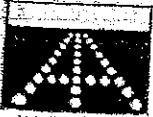
6

PROCUREMENT PROCEDURES

- Open Tender
- Selected Tender
- Sale Tender

**ALL OF THE ABOVE ARE INCLUDED IN THE
AUTHORITY'S POLICY AND PROCEDURES FOR TENDERS
AND AWARD OF CONTRACTS FOR GOODS, SERVICES
AND WORKS WHICH IS INCLUDED IN THIS SECTION OF
THE REPORT**





AIRPORTS
AUTHORITY
OF TRINIDAD & TOBAGO

AIRPORTS AUTHORITY OF TRINIDAD AND TOBAGO

Policy and Procedures for Tenders and Award of Contracts for Goods Services and Works

Amended by the Board of the
Airports Authority of Trinidad and Tobago
at its Meeting held on March 1, 2012

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1.0 DEFINITIONS:

In this document, the following terms shall have the respective meanings ascribed below:

"Authority"

Airports Authority of Trinidad and Tobago.

"Board"

means the Board of the Airports Authority of Trinidad and Tobago

"Chairman"

the Chairman of either of the Committees established by the Board.

"Committee"

the Committee charged with all matters relating to tenders within its financial authority.

"Contractor"

means a person, firm or company included on the Authority's register of approved contractors or specifically approved by the Board.

"Corporate Secretary"

means the Secretary of Airports Authority of Trinidad and Tobago.

"Goods"

means all materials, parts, products, implements, tools, devices, machinery, equipment, vehicles, plant and articles of all kinds

"Relative"

means spouse (including common law spouse), father, mother, brother, sister, half-brother, half-sister, son, daughter, son-in-law, daughter-in-law, parent(s) of a spouse as well as foster and step relationships of every degree.

"Relevant Division"

means the division requesting and/or executing the procurement of goods, services and works.

"Secretary"

means the Secretary to the specific Committee

"Services"

means assistance in doing things or getting things done and includes administrative, engineering, financial, marketing, airport operations, technical, professional and consultancy services.

- "Tender"** means an offer or quotation or group of offers or quotations made by a Contractor(s) in response to a request by the Authority to conduct specified works or services or to supply goods. This also includes requests for proposals.
- "Tender Documents"** includes scope of works, specifications and drawings, instructions to tenderers, bills of quantities or price schedules, draft items and conditions of contract.
- "Tenders Rules"** means these policies and procedures and any modification or amendment thereof;
- "VAT"** means Value Added Tax in accordance with the Act No. 37 of 1989 of the Laws of Trinidad and Tobago.
- "Works"** means building, engineering, construction and maintenance works of all kinds.

In this document words importing the singular only also include the plural and the masculine includes the feminine and vice-versa as the context requires.

All values specified in this document are exclusive of Value Added Tax (VAT). However, all approval limits are subject to VAT.

2.0 POLICY STATEMENT

The Authority in the fulfillment of its mandate will procure goods, services and works in accordance with the procedures set forth below which are designed to encourage competition, economy, efficiency and transparency.

The Board may establish Tender Committees to do the following:

- a. Invite and consider, and either directly procure goods and services necessary for the Authority's efficient functioning or alternatively make recommendations for the procurement of goods or the underfaking of services or works necessary for the carrying out of the functions of the Authority; and
- b. Either dispose directly of unserviceable or surplus goods or property abandoned on the Authority's estates or make recommendations to dispose of unserviceable or surplus goods belonging to the Authority or vehicles deemed to be abandoned on the estates of the Authority.

3.0 CONSTITUTION, POWERS AND FINANCIAL AUTHORITY OF TENDER COMMITTEES

The Board may establish the following Tender Committees:

3.1 The Board Tenders Committee which shall consider tenders and recommend to the Board the award of contracts exceeding TT\$300,000.00.

- a. The Board Tenders Committee shall comprise of four members of the Board not including the Chairman of the Airports Authority. The Committee's Chairman shall be selected by the Board.
- b. The Corporate Secretary or in his absence his designate shall be the Secretary of the Board Tenders Committee.

3.2 The Management Tenders Committee which shall consider tenders and award contracts not exceeding TT\$300,000.00.

a. The Management Tenders Committee shall comprise of the following:

- (i) The General Manager as Chairman
- (ii) The Deputy General Managers
- (iii) The Financial Controller

b. ~~The Corporate Secretary or in his absence his designate shall be the Secretary of the Management Tenders Committee.~~

3.3 The Board delegates its power to invite, consider, accept or reject tenders not exceeding \$200,000.00 in accordance with these rules as follows:

- (i) General Manager - Contracts not exceeding TT\$200,000.00
- (ii) Deputy General Managers - Contracts not exceeding TT\$50,000.00.
- (iii) Managers - Contracts not exceeding TT\$20,000.00

3.4 The Committees and the persons prescribed with financial authority to award contracts shall not for the purpose of giving themselves authority to act subdivide the quantity of goods to be supplied or services and works to be undertaken into two or more portions so that the values of the subdivided portions falls within their stipulated financial authority.

4.0 PROCEEDINGS

4.1 Each of the Committees shall meet at least once a month and additionally at such times as its Chairman may request.

4.2 At meetings of the Committees, a quorum shall be as follows:

- (i) Board Tenders Committee - 3 Members
- (ii) Management Tenders Committee - 4 Members

4.3 The notice and agenda for meetings shall be circulated at least five working days before the time fixed for such meetings.

4.4 The General Manager and the Deputy General Manager, Corporate Services shall be required to attend all meetings of the Board Tenders Committee but shall have no right to vote.

4.5 Where a matter is before any Committee for consideration, the appropriate Deputy General Manager or Manager may be invited to the meeting for the purpose of providing information where clarification is required.

4.6 In the absence of the Chairman for any Committee meeting or part thereof, the Committee may elect from among the members present a person to perform the function of Chairman.

4.7 The decisions of the Committees shall be by a majority of votes and for that purpose the Chairmen shall have both an original and a casting vote.

4.8 Only in exceptional cases as determined by the Chairman shall decisions be taken by round robin via the circulation of papers. The comments of each member shall be reflected in one document in relation to each matter so dealt with.

4.9 Minutes of the meeting of the Committees shall be recorded and circulated at the next ensuing meeting for confirmation/certification.

4.10 The confirmed decisions and minutes of the Committees must be submitted monthly to the next ensuing meeting of the Board.

5.0 DUTIES OF THE SECRETARY OF THE COMMITTEES

The Secretary of each Committee shall have the following responsibilities:

- a. Provide guidance and advice to the Committee in order to promote adherence to

these policies and procedures;

- b. Prepare and circulate notices and agendas of meetings to members at least five working days before the fixed time for such meetings or as directed by the Chairman from time to time;
- c. Maintain a register of all tenders and prepare a monthly report to be distributed to members of the committee summarizing the tenders processed for the month under review;
- d. Prepare minutes of each meeting in proper form, which shall be confirmed by that Committee at the next ensuing meeting;
- e. After an award of contract has been made, and an unsuccessful tenderer requests information on the award, the Secretary shall be authorized to give the name of the awardee and the value of the award. The Authority shall use its discretion in advising the Secretary on the amount of information to be disclosed to unsuccessful tenderers;
- f. Submit to the Committee each month, project reports on the progress of contracts awarded by the relevant Committees;
- g. The Secretary shall be responsible for ensuring that all contractors that supply goods to, and undertake services and works for the Authority comply with the requirements stated in the General Terms and Conditions of Contract;
- h. Advise the appropriate head of division or department of the relevant decisions taken at Tender Committee meetings.

6.0 CONFLICT OF INTEREST

6.1 A member of the Board Tenders Committee or the Management Tenders Committee who:

- (i) Is a member of a company or other body; or
- (ii) Is a partner of a firm, or partnership; or
- (iii) Is employed by a company, other body, firm or partnership; or
- (iv) Has a financial interest in a company, other body, firm or partnership; or
- (v) Has a relative

that has submitted an offer for the supply or purchase of goods or the undertaking of works or services or who has responded to a request for proposals which is the subject of consideration by one of the Committees, shall disclose the fact and shall not take part in the consideration or discussion of the offer, nor vote on any question

concerning the offer.

- 6.2 All persons in the Authority empowered by law or delegated financial authority to award contracts are not precluded from placing tenders for the purchase of surplus or unserviceable goods, but where such disposal is by a method other than public tender, even where the conditions of 6.1 are met, either of the committees is empowered to refuse to grant an award to the member if, in the opinion of that committee, an appearance of impropriety is likely to arise.
- 6.3 A member of the Board, officer or employee of the Authority shall not enter into any contract for the supply of goods or the undertaking of any services or works for the Authority without the express approval of the Board.
- 6.4 Where papers are to be circulated under clause 4.9 above, the Chairman shall direct that the papers are not circulated to any person empowered by law and delegated financial authority to consider tenders and award contracts who through a declared interest is precluded from taking part in the consideration, discussion and voting on the matter.

7.0 INVITATION TO TENDER

- 7.1 Whenever goods, services and works are required to be supplied to or undertaken on behalf of the Authority the value of which is in excess of \$200,000.00, the General Manager or the divisional head through the General Manager shall make a request to the relevant Committee to invite tenders. The request shall include the following:

- a. a justification for the project;
- b. scope of works/specifications in sufficient detail to ensure that responsive tenders are received;
- c. an estimate of the cost to be incurred for the project;
- d. the source of available funding;
- e. a justification for the form of tendering (sole, selective or public);
- f. the evaluation criteria and;
- g. a recommended evaluation team.

- 7.2 Prior to authorising an invitation to tender, the relevant Committee shall

- a. ensure that the activity is consistent with the Authority's mandate;
- b. approve the form of tender to be used.

- 7.3 The invitation to tender shall be signed by the Corporate Secretary or his designate and shall contain:
- a. a precise description of the goods required or the scope of services or works to be undertaken and shall whenever necessary, also contain the place where and time when additional information relating thereto can be obtained;
 - b. the form or manner in which the tender is to be submitted;
 - c. the date and time by which the offer is to be submitted;
 - d. the place where and the manner in which the offer is to be submitted;
 - e. instructions relating to essential documents which must accompany the tender including in the case of a local entity, income tax and value added tax certificates and in case of any other business entity the appropriate certificate of registration to establish the legal identity of the tenderer;
 - f. Instructions with respect to the payment of tender fees and deposits and performance deposits or bonds;
 - g. the date and time for the opening of tenders; and
 - h. any other essential matter.

- 7.3.1 All invitations to tender for the procurement of goods and the undertaking of services and works on behalf of the Authority shall be issued from the office of the Corporate Secretary. For this purpose all completed tender documents should be submitted to the office of the Corporate Secretary together with the invitation to tender.

~~7.4~~ **CONTRACTOR SELECTION**

- 7.4.1 Where the selective form of tendering is used, such invitations shall be restricted to the Authority's list of approved contractors. A copy of the tender invitation, the tender documents and a listing of contractors to be invited shall be forwarded to the office of the Corporate Secretary for issuance where the tenders are above TT\$300,000.00.
- 7.4.2 The relevant division shall be responsible for the selection of contractors to be invited to tender and the number of invitees shall be determined as follows:
- (i) Tenders greater than TT\$100,000.00 a minimum of seven (7) contractors;
 - (ii) Tenders less than TT\$100,000.00 a minimum of three (3) contractors.
- 7.4.3 The number of invitees shall only be reduced where there exists fewer than the specified number of contractors on the Authority's list of approved contractors for the particular category of goods, services or works.
- 7.4.4 Where any category has more than the specified number of approved contractors, every effort shall be made to ensure that all the approved contractors, are given by rotation, equal opportunity to tender.

7.5 PRE-TENDER MEETINGS/SITE VISITS

- 7.5.1 The Authority may arrange mandatory pre-tender meetings/site visits where it considers it to be appropriate. Invitation to such meetings/site visits shall be extended in the invitation to tender. A subsequent mandatory pre-tender/site visit may be arranged prior to the date for the submission of tenders. Invitations to such meetings/site visit shall be extended to all invited tenderers in the case of selective tendering or by public notice in the case of open or public tendering.
- 7.5.2 At such mandatory meetings/site visits, a representative of the relevant division shall be in attendance to clarify issues raised as well as those issues which in the opinion of the Authority require clarification. The meeting shall be minuted and the minutes shall be transmitted to the all tenderers whether in attendance or not.
- 7.5.3 Where, the Authority considers it appropriate to arrange a mandatory pre-tender meeting/site visit, only tenderers in attendance shall be eligible to submit a tender.
- 7.5.4 Where any variation in the scope of works or in any part of the tender documents is required, each tenderer shall be notified in writing before the closing date for the submission of the tender and where necessary all tenderers shall be further notified in writing of a postponement of the closing date for the submission of tenders.
- 7.5.5 All requests for clarification must be submitted in writing to the Authority. The Authority shall respond to all written requests prior to the period specified in the tender document as the deadline for submission of the tenders. All tenderers will be sent a copy of all written requests received by the Authority for clarification and the responses given to the requests.

8.0 TENDER FEE/TENDER DEPOSIT OR BOND

- 8.1 The Authority may require tenderers to pay non-refundable tender fees, in such sums as may be determined by the relevant Committee, prior to the collection of tender documents.
- 8.2 The Authority may require tenderers who wish to submit a tender to deposit with the Authority such sums as may be determined by the relevant Committee, prior to the submission of tenders.
- 8.3 The Authority may forfeit any sum deposited upon the occurrence of the following:
- the person whose tender is accepted fails or refuses to enter into a formal contract;
 - the person submitting a tender withdraws same.

9.0 SUBMISSION OF TENDERS

- 9.1 A Tender shall be made on the appropriate form specified in the tender documents and shall be signed by the person submitting the tender or in the case of a business entity, a duly authorised officer and shall be enclosed in a sealed envelope addressed to the Secretary of the relevant Committee.
- 9.2 Every tender shall where applicable be accompanied by valid Income Tax and VAT Certificates both confirming that the tenderer has complied with the provisions of and discharged his or its obligations under the Income Tax and VAT Tax legislations.
- 9.3 Any alteration or erasure in any tender shall be initiated by the person making the offer or, in the case of a business entity, a duly authorised officer thereof.
- 9.4 The relevant Committee may reject any offer which does not comply with any of the provisions of this clause.

10.0 TENDER BOX

- 10.1 The Authority shall keep, at its office, specially constructed boxes in which all Tenders shall be placed. The boxes may also be kept in such other places as may be deemed necessary or appropriate by the Corporate Secretary.
- 10.2 Each box shall be marked "Tender Box", and shall conform to specifications that provide adequate capacity and ensure the security of the documents placed in the box.
- 10.3 Each box shall have two independent locks that control the opening of the box, the key for one lock shall be kept by the Corporate Secretary and the other key shall be kept in the custody of the General Manager.
- 10.4 The Corporate Secretary shall be custodian of all spare keys.
- 10.5 Where a box has been assigned for the receipt of tenders on any matter, it shall be marked so that it may be readily identifiable by persons delivering tenders.

11.0 RECEIPT OF TENDERS

- 11.1 A tender shall be placed in a sealed envelope and deposited in the appropriate tender box before the time and closing date for submission.
- 11.2 Subject to the clause 11.3, a tender is regarded as having been received when it has been deposited in the tender box.

11.3 Where tenders cannot be placed in the tender box due to the size of the tender document, or where they are posted from overseas, such tenders must be lodged with the Secretary of the Committee or his designate who shall record the name of the tenderer, the date and time of delivery and the signature of the person delivering the tender where practicable and issue this information to all tenderers.

11.4 When the time and date for submission of tenders have expired, the box or boxes assigned shall be sealed by the Corporate Secretary or in his absence his nominee, so that no further tenders may be inserted, and the box or boxes shall be removed to such secure place, as may be designated by the Corporate Secretary from time to time, until they may be opened.

11.5 *Late Submissions*

All tenders submitted late shall be rejected and the tenderers shall be officially informed in writing by the Secretary of the Committee. Each tenderer is fully responsible for ensuring that his tender submission meets the stipulated date and time. Any variation from the stipulated method of submission will be at the tenderer's risk.

12.0 *WITHDRAWAL OF TENDERS*

~~12.1~~ A tender may be withdrawn by a letter addressed to the Secretary of the relevant Committee and shall be signed by the person who submitted the tender or a duly authorised officer of the business entity that submitted the tender. Such withdrawal letter shall reach the Secretary before the date and time for submission of tenders.

12.2 The letter may be deposited in the assigned tender box or where it is addressed to the Secretary of the relevant Committee, that officer or his designate shall receive and sign for same, recording the time and date of receipt of the letter of withdrawal.

13.0 *OPENING OF TENDERS*

13.1 On the date and time fixed for the opening of tenders, the Secretary of the relevant Committee or his designate and the General Manager or his designate shall unlock the tender box and remove the tenders found therein.

13.2 The Secretary of the relevant Committee or his designate and the General Manager or his designate shall open the sealed tenders and shall cause a note to be taken of:

- a. the names of the tenderers
- b. the original and number of copies of each Tender

- c. the tender sums quoted
- d. the deposit receipt or bid bond if required
- e. such further information as the Board or either of the relevant Committee directs.

13.3 The tenders shall be placed in a safe place to the satisfaction of the Corporate Secretary and shall be kept there until they are delivered to the evaluation committee for consideration.

14.0 EVALUATION OF TENDERS

14.1 An Evaluation Committee as recommended and approved prior to the issuance of the Invitation to Tender shall be established to consider and evaluate the Tenders.

14.2 Where there is no significant difference in the quality of goods being offered or in the capacity to undertake the services or works between competing tenderers, the lowest compliant tender shall be accepted by the Board. Where this is not the case, in selecting the tender to be accepted, the following shall be taken into account:

- a. For the consideration and evaluation of tenders for goods to be supplied:
 - (i) total contract price; and terms of payment;
 - (ii) evidence of reliability of performance;
 - (iii) any warranty or guarantee given;
 - (iv) maintenance or repair service provided
 - (v) delivery time;
 - (vi) compatibility with other goods used by the Authority including future economies of scale;
 - (vii) adequacy of stock of spares held in Trinidad and Tobago and/or accessibility of spares in general;
 - (viii) currency of payment and risk of price increases during a supply period; and
 - (ix) any other matter related to the quality and adequacy of the goods.
- b. For the consideration and evaluation of tenders to undertake services or works
 - (i) Such matters as listed at 14.2 (a) above as may be relevant
 - (ii) evidence of previous performance of similar services or works
 - (iii) technical skills, adequacy of supporting staff, management support systems, supporting financial and contractual arrangements available to the tenderer.
 - (iv) proposed execution strategy including schedule; and
 - (v) or any other matter related to the quality of the performance of the services and works

14.3 During the process of tender evaluation, if it is thought necessary, to convene a meeting with a tenderer to confirm the tenderer's technical, economic and human resource capabilities and to establish that the quoted price fully covers the scope of work outlined in the tender specifications, an appropriate minute of the meeting must be prepared representing the discussions and signed by both parties.

15.0 TWO ENVELOPE SYSTEM

15.1 Tenders may be invited requiring the tenderer to satisfy technical requirements before consideration is given to financial submissions. As such every tenderer shall be required to submit two (2) envelopes. Envelope 1 shall contain the technical proposals and Envelope 2 shall contain the financial proposals.

15.2 Opening and Evaluation of Tenders by two envelopes

15.2.1 Only Envelope 1 shall be opened and forwarded via the Corporate Secretary to the appointed evaluation committee for a detailed analysis of all submitted technical proposals and for a recommendation to the appropriate financial authority as to which of the tenderers satisfy the technical capability or requirements of the project. The evaluation committee will also rank the tenderers by order of merit.

15.2.2 The evaluation committee shall consist of the members approved prior to the issuance of the tender.

15.2.3 Only Envelope 2, corresponding to Envelope 1 of the tenderers determined to be capable by the appropriate financial authority shall be opened.

15.2.4 Envelope 2 of the tenderers not deemed capable shall be returned unopened to the tenderers by the Corporate Secretary or his designate.

15.2.4.1 Envelope 2 of the capable tenderers shall be evaluated to determine compliance and accuracy and the lowest evaluated tender may be recommended for acceptance.

15.2.4.2 The lowest evaluated tender may be recommended for acceptance.

16.0 ACCEPTANCE OF TENDERS

16.1 Where a tender has been accepted, the tenderer shall be notified in writing of its acceptance and in appropriate cases, of the requirement to enter into a formal contract with the Authority and provide security in the manner and to the extent as the Authority determines.

16.2 Unsuccessful tenderers shall be notified of the non-acceptance of their tenders.

17.0 FORM OF CONTRACT

17.1 A formal contract shall be in such form and shall contain such terms and conditions as the Authority may determine and shall specify inter alia whenever applicable:

- a. A description of the goods to be supplied, or the services or works to be undertaken;
- b. The terms of payment.
- c. The price to be paid for the provision of such goods or the undertaking of such services or works.
- d. The period within which the matters contemplated by the contract are to be performed.
- e. Both the damages payable by the contractor for delay or non-completion of the contract within the period stipulated and the bonuses applicable for completion of contract before schedule.
- f. Provision for damages in the event of breach of such contract by the contractor.

17.2 The terms and conditions of contract shall be referred to and form part of any award.

17.3 Before work commences, every contractor is requested to produce (where applicable) evidence of workmen's compensation and such other insurance coverage as may be required for the duration of the contract.

18.0 EMERGENCIES

18.1 In cases of emergency where the safety of people, property, plant and equipment are in jeopardy or where the continuity of the Authority's operations demands that a contract be awarded, the Chairman of the Authority may authorise the General Manager, without inviting tenders to procure goods, services and works, the value of which does not exceed \$1,000,000.00.

18.2 Notwithstanding 18.1 above the following process shall be observed:

- a. within twenty four hours of the award of contract, an application seeking ratification of the action taken must be submitted to the Chairman of the relevant Committee or relevant financial authority. Such report must include:
 - i. a statement of the emergency circumstance that prevailed
 - ii. the Authority's estimate
 - iii. the actual cost and

- iv. reasons why the particular Contractor was chosen.
 - v. the attempts made to convene the appropriate financial authority and the results of such attempts.
- b. applications for ratification of contracts awarded in an emergency shall be dealt with at the ensuing Committee Meeting.

19.0 NON COMPETITIVE PROCUREMENT

19.1 All contracts for the supply of goods or the undertaking of services or works must be awarded on the basis of competitive bidding except as provided hereunder:

- a. where goods are spares or replacement parts for equipment in use;
- b. where the purchase of similar type equipment already in use is more cost effective;
- c. where goods, services or works are available through a sole source or supplier;
- d. where the works to be carried out on a site where the employment of another contractor will hinder the progress of the works already being performed by the existing contractor, taking due account of the cost effectiveness if this approach is adopted;
- e. where the services or works are carried out by the contractor who is already in possession of relevant information and data and it would be more cost effective for such contractor to perform the required services or works; and
- f. in the case of emergency as described in clause 18 above.
- g. ~~Critical or urgent works when the period for the completion of the tender process (from invitation to evaluation of tenders) would seriously jeopardise the progress of the work.~~
- h. Work normally performed by specialist contractors or where one contractor has earned a reputation through successful bidding and providing more efficient service and supervision than his competitors. As a matter of principle, in these cases, it is advisable to invite tenders on an annual basis in order to maintain the element of competitiveness.

19.2 To commence such jobs, the following must be done:

- a. A recommendation must be completed and submitted to the relevant committee or financial authority for approval;
- b. Such recommendation must include a description with the goods, services or works and a certification that the contractor is the only one possessing the necessary capabilities locally, or the particulars of the circumstances surrounding the recommendation of the contractor;
- c. The recommendation should also indicate that by comparison of the Authority's estimate the price appears reasonable.

20.0 VARIATIONS

20.1 Where a variation is proposed to a contract subsequent to the commencement of work which results from a change in scope, change in specifications, change in method of performance or accelerating work performance, approval may be given by the relevant Committee after obtaining the relevant professional advice and ensuring that the funds are available before instructions to effect the variation are given to the contractor.

20.2 All requests for variations must be supported by documentation which states the following:

- a. the original contract price;
- b. the previous cumulative revised contract price;
- c. the current cumulative revised contract price;
- d. the variation price;
- e. percentage over-run to date;
- f. the approved budgeted contract sum;
- g. a detailed explanation of the circumstances giving rise to the variation;
- h. approval of the Manager concerned.

20.3 Proposed variations in respect of contracts originally awarded by the General Manager shall be approved by the General Manager upon recommendation of the Deputy General Manager of the relevant division.

20.4 Variations proposed in respect of contracts originally awarded by a Committee shall be referred to the relevant Committee for approval.

21.0 DISPOSAL OF ASSETS

21.1 Where the General Manager determines that goods which are the property of the Authority are unserviceable or are surplus to the requirements of the Authority, the General Manager shall estimate the value of such property and shall refer the same to the relevant committee or financial authority for recommendation for disposal.

21.2 The Authority may sell and dispose of unserviceable or surplus goods by public auction or may adopt such other method of disposal as the Board Tenders Committee may recommend (sealed bids, dumping, destroying).

21.3 The Board may agree on the recommendation of the Board Tenders Committee that such surplus or unserviceable goods shall be:

- a. Donated to any Government Division, Youth Camp, Technical School, charitable institution or non-profit company or any similar body receiving public funds; or
- b. Destroyed.

21.4 These Rules shall also apply to the disposal of assets.

21.5 A Member of the Authority's staff may be nominated by the Chairman on the advice of the General Manager to attend every sale of unserviceable or surplus goods and report through the General Manager to the Board the results thereof.

21.6 The proceeds of such sales less all expenses shall be deposited into the appropriate revenue item of the Authority's accounts.

22.0 **CONFIDENTIALITY**

Every person having an official duty or being employed in the work of the Committees shall regard and deal with all documents and information relating thereto as confidential.

23.0 **IMPROPER INDUCEMENTS**

Any person, firm, company partnership or employee or agent thereof who, with the intention of gaining any advantage or concession for himself or any other person, firm, company or partnership directly or indirectly, offers any member of a committee or officer of the Authority or any employee, agent or relative of such member, officer or employee, a gift of money or other thing, or improperly approaches such person with respect to any matter that is before any committee or financial authority concerning any tender or contract shall be disqualified from the tender process or award of contract.

24.0 **ADOPTION OR AMENDMENT OF RULES**

These Rules may be adopted, rescinded or amended by resolution of the Board, due notice having been given of the proposal to adopt, rescind or amend these Rules.

25.0 **PROCUREMENT OF GOODS, SERVICES AND WORKS NOT EXCEEDING \$200,000.00 IN VALUE**

25.1 Subject to clauses 18 and 19 above, all procurement of goods, services and works not exceeding \$200,000.00 must be done on a competitive basis and in accordance with the Authority's purchasing policies and procedures.

25.2 A Manager is delegated financial authority to invite tenders and award contracts up to the sum of \$20,000.00 in accordance with his financial authority and shall submit to the General Manager on a monthly basis a summary of these tenders received and contracts awarded.

25.3 A Deputy General Manager is delegated financial authority to invite tenders and award contracts up to the sum of \$50,000.00 and shall submit to the General Manager on a monthly basis, a summary of these tenders received and contracts awarded.

25.4 The General Manager is delegated financial authority to issue tenders and award contracts up to the sum of \$200,000.00 in accordance with his financial authority and shall submit to the Management Tenders Committee on a monthly basis, a summary of these tenders received and contracts awarded.

25.5 *Receipt of Tenders*

Tenders for goods, services or works not exceeding \$200,000.00 shall be sealed in an envelope and placed in a tender box which shall be located in the relevant divisions or departments.

25.6 Late submissions shall not be considered under any circumstance.

25.7 *Opening of Tenders*

The Tender box shall be opened immediately after the closing of the Tender as follows:

25.7.1 In the case of tenders not exceeding \$200,000.00 in the presence of:

- a. ~~The General Manager~~
- b. Corporate Secretary or in his absence his designate
- c. Financial Controller or in his absence his designate

25.7.2 In the case of tenders not exceeding \$50,000.00 in the presence of:

- a. the appropriate Deputy General Manager
- b. Corporate Secretary or in his absence his designate
- c. Financial Controller or in his absence his designate

25.7.3 In the case of tenders not exceeding \$20,000.00 of:

- a. The appropriate Manager
- b. Corporate Secretary or in his absence his designate
- c. The Financial Controller or in his absence his designate

25.8 The number of tenders received shall be recorded.

25.9 *Evaluation of Tenders*

The Tenders received shall be evaluated by a team comprising the following members:

- 25.9.1 In the case of the tenders not exceeding \$200,000.00, the General Manager or his designate and at least two other members selected by the General Manager with the relevant competence in the subject matter to be evaluated.
- 25.9.2 In the case of tenders not exceeding \$50,000.00, the appropriate Deputy General Manager, and at least two other members selected by the appropriate Deputy General Manager with the relevant competence in the subject matter to be evaluated.
- 25.9.3 In the case of tenders not exceeding \$20,000.00, the appropriate Manager and at least one member of the relevant department and one member nominated from the Purchasing or Finance Department.

26.0 REGISTRATION AND DE-REGISTRATION OF CONTRACTORS

The Committee

- 26.1 There shall be established a Registration Committee which shall comprise of the following members:

- a. The Deputy General Manager – Corporate Services as the Chairman
- b. The Deputy General Manager – Estates Planning and Business Development
- c. The Deputy General Manager, Operations, PIA
- d. The Deputy General Manager, Operations, CPIA
- e. The Financial Controller

- ~~26.2 The Corporate Secretary or his designate shall be the Secretary of the Committee.~~

Functions of the Committee

- 26.3 The functions of the Registration Committee are:

- a. To approve the registration of new contractors and all other matters incidental to their status.
- b. To take disciplinary action against contractors.
- c. To approve the de-registration of contractors

- 26.4 A quorum shall be two members and the Chairman.

- 26.5 In the absence of the Deputy General Manager, Corporate Services, the members shall select one of the attending members to chair the meeting.

Registration

- 26.6 All applications for registration as a Contractor shall be submitted to the Corporate Secretary.

26.7 The Corporate Secretary shall issue a pre-qualification questionnaire to the applicant. The questionnaire shall be completed and returned to the Corporate Secretary

26.8 The applicant shall be issued with an acknowledgement indicating the time frame for processing.

26.9 A copy of the questionnaire shall be forwarded to the relevant division or department to verify the applicant's resources and make the necessary recommendations with respect to the category and financial capacity. The recommendation must be certified by the head of the department.

26.10 All completed questionnaires and recommendations shall be submitted to the Registration Committee for its deliberation and decision.

26.11 The decision of the Registration Committee shall be communicated to all applicants.

26.12 Successful applicants will be assigned a contractor registration number and placed on the Authority's List of Registered Contractors for the purpose of selective tendering.

List of Registered Contractors

26.13 The Authority shall maintain a list of the Registered Contractors.

26.14 Where selective tendering has been approved for the procurement of goods, services or works the contractors shall be selected from the List of Registered Contractors.

Rotation of Contractors

26.15 Where more than the required number of contractors is listed for a relevant category for the purpose of inviting selective tenders, the contractors will be divided into batches of the requisite numbers and rotated to ensure that each contractor listed has an equal opportunity to tender for goods, services or works at the Authority.

26.16 It will be the discretion of the Corporate Secretary to decide whether Contractors who have existing contracts for a category of services or works are invited to tender for the same category of services or works with the Authority.

Change of Name

26.17 A contractor may apply to have its name changed on the List of Registered Contractors by submitting the following documents, where applicable:

- a. Certificate of Amendment and Articles of Amendment
- b. A letter signed by a partner or principal indicating the name change and the date of change.
- c. A letter signed by the owner, indicating the name change and date of change.

26.18 All changes must be reviewed by the legal department before submission to the

Registration Committee for approval.

De-registration

- 26.19 The Registration Committee shall make recommendations to the Board Tenders Committee for the removal of contractors from the List of Registered Contractors.
- 26.20 The Registration Committee in its deliberation may refer to the following:
- a. Failure to submit a tender on three (3) consecutive occasions of invitation having been invited by the Authority so to do.
 - b. Unsatisfactory performance of contract
 - c. Refusing to execute a contract at tendered prices
 - d. Failure to provide insurance coverage for the duration of the contract.
 - e. Failure to observe the agreed terms and conditions of contract.
 - f. Non-adherence to the Authority's safety regulations
 - g. Notification of the Contractor's bankruptcy by the Registrar of Companies.
 - h. The request of the Contractor.