

2009-2010



Trinidad and Tobago Bureau of Standards

Deryck Omar
Executive Director

[ANNUAL PERFORMANCE REPORT]

30th September, 2010

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EXECUTIVE SUMMARY

The Trinidad and Tobago Bureau of Standards (TTBS) is the sole national body responsible for the preparation and adoption of Standards and the application of these via Conformity Assessment procedures such as Inspection, Testing, Certification and Accreditation. These functions, along with Metrological services, fundamentally support the development of a National Quality Infrastructure (NQI).

A National Quality Infrastructure maximizes competitiveness, innovation, technology transfer and the capability of our firms to trade, locally and internationally. In order for Trinidad and Tobago to achieve developed nation status, it must have an internationally recognizable the quality infrastructure underpinning its socio-economic advancement.

TTBS' Vision is *"To be a World-Class Standards Institution, dedicated to improving the quality of life of the people of Trinidad and Tobago"*. TTBS has defined "World Class" as a *learning* organization.

TTBS' Strategy is manifested by three high-level themes that break the shared Vision and Mission into three actionable and overarching focal areas of Mandate Effectiveness, Operational Efficiency and Financial Self-Sustainability

Organization-wide, TTBS achieved 87% of its Mandate Effectiveness and Operational Efficiency objectives relative to plan (See Achievements, Page 15+ of this Report). Financially, TTBS ended the year with total operating income (less government subvention) of \$36.8M which represents a 20% increase over the previous year with the corresponding total operating expense of \$ 44.6M, a 10% increase over the previous year (See Strategic Theme – Financial Self Sustainability, Page 25+ of this Report). The Bureau view these results as positive signs of the cultural transformation effort currently underway to create a *World-Class/High Performance Learning Organization* of TTBS.

Over the period, 2009/10, the organization continued to articulate an integrated approach to Building the organization and Building the business but through a People Management and Business Performance systems strategy.

On the *People management side*, attention was focused on holistically understanding the HR infrastructure. This was done through the conduct of a Strategic Human Resource Audit. This strategic and operational assessment was complemented by a draft policy and implementation of same for the engagement of staff which we feel is critical for sustained performance and growth. This focus was supported by the Leadership development in the organization.

On the *Performance management side*, the organization continued to evolve the performance management system through the use of the strategy maps and scorecards and verification system. This was coupled with the implementation of Project Management approaches to improve the management and monitoring of projects identified in the scorecards.

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Deryck Omar
Executive Director, Trinidad and Tobago Bureau of Standards

INTRODUCTION

ROLE AND FUNCTION OF TTBS

THE TRINIDAD AND TOBAGO BUREAU OF STANDARDS

The Trinidad and Tobago Bureau of Standards (TTBS) is the sole national body responsible for the preparation and adoption Standards and the application of these via Conformity Assessment procedures such as Inspection, Testing, Certification and Accreditation. These functions, along with Metrological services, fundamentally support the development of a National Quality Infrastructure (NQI).

A National Quality Infrastructure maximizes competitiveness, innovation, technology transfer and the capability of our firms to trade, locally and internationally. In order for Trinidad and Tobago to achieve developed nation status, it must have an internationally recognizable quality infrastructure underpinning its socio-economic advancement.

The Bureau was established by Act #38 of 1972. During the early stage of its establishment, fifty-six (56) permanent positions were established. At this time, the Bureau was housed in the Salvatori Building and the focus was on National Standards Development (*Standardization Division*).

In 1982 the Bureau moved to the Trincity Industrial Estate and expanded its operations to include five laboratories (*Laboratory Services Division*).

With the globalization of trade in the 1990's and the enactment of the revised Standards Act #18 of 1997, the Bureau's mandate was greatly increased and included, in chronological order:

- Promotion of public and industrial welfare, health and safety;
- Protection of the environment;
- Institution of a National Quality System and the establishment, administration and operation of relevant schemes; of standardization and certification of goods (*Certification Division*)
- The examination of goods upon landing and any entries in respect to such goods (*Implementation Division*).
- Designation of test equipment for purposes of measuring, comparing and testing the characteristics of any goods or process; and
- Accreditation of laboratories (*Laboratory Accreditation Unit*)

In 2004 the Standards Regulations were declared to provide direction for the execution of the Standards Act.

Also in 2004, the Metrology Act #18 was passed; this revised the laws with respect to Weights and Measures and gave effect to the International System of Units. The entire responsibility for this new function was given to the Trinidad and Tobago Bureau of Standards out of which was born the *Metrology Division*. This Act (Section 6) speaks to the creation of a cadre of Inspectors of Metrology led by a Chief Inspector, and thus the Bureau's staffing increased again. The following are some of the functions of the Bureau as required under the Metrology Act:

- Procure and maintain National Measurement Standards
- Establish a Metrology Laboratory

- Provide Calibration Services
- Register and certify service providers in the area of measurement
- Examine patterns of measuring instruments

PREMIER QUALITY SERVICES LIMITED

Premier Quality Services Limited (PQSL) was incorporated as a limited liability company in the Republic of Trinidad and Tobago on the 4th January, 2000. It is a wholly owned subsidiary of the Trinidad and Tobago Bureau of Standards (TTBS) and the organizations share physical facilities located at Trincity Industrial Estate under a Memorandum of Understanding.

PQSL's principal activity is the provision of training and consulting services in spheres of activity that support the legislative mandate of TTBS. More specifically, PQSL is involved in stimulating significant change in the mindset and skill base of all stakeholders towards adopting a quality consciousness in the production and use of goods and services. PQSL as a body corporate, can train and consult on internationally recognized quality related management systems for organizations. TTBS as a separate legal entity *can then independently* audit and certify these companies as part of its conformity assessment programme.

CARICOM REGIONAL ORGANIZATION FOR STANDARDS AND QUALITY

The CARICOM Regional Organization for Standards and Quality (CROSQ) was created as an Inter-Governmental Organization by the signing of an agreement among fourteen Member States of the Caribbean Community (CARICOM). CROSQ is the regional center for promoting efficiency and competitive production of goods and services, through the process of standardization and the verification of quality. It is the successor to the Caribbean Common Market Standards Council (CCMSC), and supports the CARICOM mandate in the expansion of intra-regional and extra-regional trade in goods and services. Membership in CROSQ is facilitated through the National Standard Bureaux of each Member State of CARICOM

CROSQ is mandated to represent the interest of the region in international hemispheric standards work; more specifically, CROSQ is engaged in the promotion and development of standards and standards related activities to facilitate international competitiveness and sustainable production of goods and services within the CARICOM Single Market Economy for the enhancement of social and economic development. CROSQ is the premier CARICOM organization for the development and promotion of an internationally recognized Regional Quality Infrastructure.

The Chairmanship of CROSQ has resided with TTBS through its Executive Director since the 2007/08 period.

CORPORATE STRUCTURE AND LEVELS OF AUTHORITY

GOVERNANCE STRUCTURE

Consistent with the requirements of the Standards Act, the Bureau is comprised of an Executive Director and between 9 and 13 persons appointed by the Minister to function as Members of the Board of TTBS. The composition of the Board must include a representative of the Ministry responsible for the administration of matters relating to industry and commerce (currently the Ministry of Trade and Industry), and a representative from the Ministry responsible for the administration of matters relating to food and drugs (currently the Ministry of Health). There is an appointed Chairman and Vice- Chairman. Members of the Board other than the Executive Director hold office upon the terms and conditions as the Minister may determine and for such period as prescribed in the instrument of appointment. The *current* Board comprises the following members and their tenure period extends from 1st August 2009 to 31st July 2012:

Mr. Anthony Chan Tack	Chairman
Dr. Heather Okuns	Vice-Chairman
Ms. Joy Creese	Director
Mr. Ramdath Ramsubir	Director
Mr. Edward Phyers	Director
Mr. Winston Mootoo	Director
Mr. Mark Teelucksingh	Director
Mr. Wayne Punnette	Director
Ms. Cheryl Scott-Alvarez	Director
Ms. Catherine Inkim	Director
Ms. Wendy Kerry	Director
Mr. Fasil Muddeen	Director
Mr. Ronald Adams	Director

Meetings are required to be held once per quarter.

The members of the Board are assigned to four sub-committees which meet quarterly in preparation for board meetings consistent with the principles of good corporate governance:

- **Tenders and Finance** – to, inter alia, monitor and make recommendations on financial policy matters, financial operations and performance, and management of the tendering process; comprised of not less than three (3) and not more than five (5) Directors of the Board, one of whom shall be the Convenor; the quorum for meetings of the TFC consist s of two (2) members (one of whom has to be the convenor) if the Committee comprises of three (3) or four (4) members; and three (3) members (one of whom has to be the convenor) if the Committee comprises of five (5) members
- **Technical and Marketing** - to, inter alia, monitor and make recommendations on technical policy and business development issues. The TMC shall be comprised of not less than three (3) and not more than five (5) Directors of the Board, one of whom shall be the Convenor; the quorum for meetings consists of two (2) members (one of whom shall be the Convenor) if the Committee

comprises of three (3) or four (4) members; and three (3) members (one of whom shall be the Convenor) if the Committee comprises of five (5) members

- **Human Resources** - to, inter alia, monitor and make recommendations on human resource policy matters, including Industrial Relations, employee morale, conduct and performance issues; comprised of not less than three (3) and not more than five (5) Directors of the Board, one of whom shall be the Convenor; the quorum for meetings of the HRC shall consist of two (2) members (one of whom has to be the convenor) if the Committee comprises of three (3) or four (4) members; and three (3) members (one of whom has to be the convenor) if the Committee comprises of five (5) members.
- **Audit** - to, inter alia, monitor and make recommendations on matters regarding the internal control and integrity of the Bureau's operations, financial and risk management matters; comprised of three (3) members of the Board, one of whom should be the Convenor and who must have a sufficient background in Finance or Accounting; a quorum is comprised of the Convenor and any other member.

MANAGEMENT STRUCTURE

The Organizational structure (Appendix 1) depicts the current structural configuration of how work is divided, coordinated and controlled at the various functions and levels. The philosophy of design of the organizational structure is predicated upon the Bureau's products and services.

There are Six Technical Divisions/ Strategic Business Units (SBU).

- Standards Development
- Implementation – Inspection Services
- Laboratory Testing Services
- Certification Services
- Laboratory Accreditation Services
- Metrological Services

These core Technical Divisions are buttressed by the following Support Units (SU).

- Standards Information Services
- Finance
- Human Resources Management and Labour Relations (HR)
- Legal
- Corporate Services
- Information Technology (IT)
- Quality Control
- Marketing
- Health and Safety

The functional area managers of these 15 Departments report directly to the Executive Director. During the FY 08/09, a Leadership Team (LT) consisting of the Managers of the Technical Divisions, Finance, HR and IT was established to assist the Executive Director with strategic and integrative decision making, thus facilitating greater decentralization of authority, responsibility and accountability for faster market response. In FY 2009/10 the team experienced the storming and norming stages of team development.

PRODUCTS AND SERVICES

Appendix 2 highlights the components of the product and service package that TTBS offers to industry and the public at large. A detailed description of the products and services of the SBUs and SUs are described below. The product and services are categorized with respect to Standards Development, Conformity Assessment, Accreditation and Metrological Services

STANDARDS DEVELOPMENT & INFORMATION

Standardization Division formulates national standards with the objective of improving local industrial practices and enhancing trade opportunities regionally and internationally. The Division also facilitates public education by hosting seminars on the various standards developed.

The process of developing national standards involves seeking consensus from a wide cross-section of stakeholders to ensure that their relevant interests are addressed in the final document. The national standards include specifications, codes of practices and test methods. These documents also form the basis of the monitoring, testing and certification activities of the Bureau.

TTBS is a participating member of ISO (International Organization for Standardization) which means that TTBS and by extension Trinidad and Tobago has voting rights in the development of international standards. Appendix 3 shows the relationship between TTBS and ISO along with the other International and Regional stakeholders.

The **Standards Information Center** facilitates easy access to standards information, thus improving the capabilities of local manufacturers to compete internationally. This centre has since become the major agency in the country for identifying, collecting and disseminating information on standards, technical regulations, and conformity assessment best practices. The Center operates on a semi-commercial basis and is also the focal point for enquiries regarding the World Trade Organization (WTO) Technical Barriers to Trade Agreement.

CONFORMITY ASSESSMENT

Assuring that products, services, materials, processes, systems, and personnel measure up to standards is essential for the efficient functioning of economies, international trade and the sustainable use of the world's resources. These can be accomplished via conformity assessment procedures. Conformity assessment consists of any one of, some of, or all of the following: inspection, sample testing, process evaluation, management system certification (1st, 2nd, and 3rd party registration), personnel certification, product certification.

The Implementation Division, Laboratory Services, Certification Division, and Laboratory Accreditation Unit carry out the above activities for TTBS. The actual methods employed are described below.

IMPLEMENTATION – INSPECTION SERVICES

The **Implementation Division** is responsible for enforcing compliance to technical regulations in Trinidad and Tobago via the conduct of **inspections** and testing against the requirements of technical regulations. The Standards Act, Act No. 18 of 1997, mandates the Bureau to provide specific services which include the enforcement of technical regulations and the monitoring of practices, processes and services that affect the health and safety of the consumer or adversely affect the environment.

The Division inspects goods at ports of entry, importers' warehouses, and at retail outlets throughout the nation. Surveys of products in sold are also conducted.

At present the following categories of goods are inspected against national standards for compliance to technical regulations:

- Automotive Products
- Electrical Products
- Textiles Products and Footwear
- Pre-packaged goods
- Construction goods

LABORATORY TESTING SERVICES

The **Laboratory Services Division** of the Trinidad and Tobago Bureau of Standards provides testing services to the manufacturing, commercial and public sectors in the country. It is accredited by the United Kingdom Accreditation Service (UKAS) and provides these services through four laboratories: Chemical Products; Electrical Products; Fibre Products; Material Products.

Other services provided include advice in various related areas, method development, training in analytical techniques and making recommendations with respect to equipment selection and test methods. All tests are conducted in accordance with national, regional and international standards.

CERTIFICATION SERVICES

The **Certification Division** of TTBS acts as an independent assessor of a company's *management system* (Quality or Environmental), *product* or *service* and gives third party verification of conformity with the relevant standards.

Currently the Certification Division offers the following Certification schemes:

- Quality Management Systems Certification to ISO 9001:2008
- Environmental Management Systems Certification to ISO 14001:2004
- Product Certification to various National and Caricom standards
- Tourism certification to various tourism standards
- Integrated Quality and Environmental Management System for Small and Medium Enterprises (Q&EMS-SME programme)

LABORATORY ACCREDITATION SERVICES

The Trinidad and Tobago Laboratory Accreditation Service (TTLABS), operated by the **Laboratory Accreditation Unit** operates as the sole national laboratory accrediting body for testing and calibration laboratories. Administration of the Service utilizes good management practices drawn from the *ISO/IEC 17011¹ standard – General requirements for accreditation bodies accrediting conformity assessment bodies.*

The Laboratory Accreditation Unit offers voluntary assessment and accreditation to laboratories in accordance with the following International standards:

- *ISO/IEC 17025 – General requirements for the competence of testing and calibration laboratories*
- *ISO 15189 – Medical Laboratories – Particular requirements for quality and competence*

To assist companies to eventually be able to perform to the level required by these Standards, the Laboratory Accreditation Unit also offers a locally designed tiered accreditation programme called LABQUIP (Laboratory Quality Improvement Programme).

METROLOGICAL SERVICES

The **Metrology Division** is organized into three (3) major areas: Scientific Metrology, Calibration Services, and Legal Metrology.

Scientific Metrology – TTBS develops and maintains national primary, secondary and working standards in a number of measurement dimensions e.g. mass, temperature, pressure etc

Calibration services-In the late 1990's the Metrology Laboratory developed a series of internationally recognized measuring capabilities. Amongst those recognized were mass, volume and temperature calibration services. Calibration services are provided for the industrial and public sectors in Trinidad and Tobago.

The **Legal Metrology Inspectorate (LMI)** is a subset of the Metrology Division. Legal Metrology is the link between user and supplier that guards the interest of both ensuring accuracy, transparency and fair trade practices. The LMI will be performing the following duties upon proclamation of the Act:

- Verifying and monitoring all commercial measuring devices
- Maintaining a database of all commercial measuring devices
- Maintaining a database of dealers, manufacturers and other service providers of measuring devices
- Monitoring quantities of goods pre-packaged and quantities that are not pre-packaged.

¹ International Organization for Standardization/International Electrotechnical Commission

STRATEGY FORMULATION

The components of the Bureau's strategic foundation are as follows:

- Vision
- Mission
- Corporate Identity
- Core Values
- Strategy formulation
- Strategy Map

These elements which are fundamental to the successful execution of our Strategy are described below.

The **Vision** sets the tone to inspire the organization in a rapidly changing industry with a distant horizon. TTBS' Vision is *"To be a World-Class Standards Institution, dedicated to improving the quality of life of the people of Trinidad and Tobago"*. TTBS has defined "World Class" as a *learning organization*.

The **Mission** conveys our raison d'être which is *"To champion the development and use of standards and conformity assessment systems as enshrined in the Act and in a commercially efficient manner so as to ensure the highest levels of consumer protection and safety; and contribute to the international competitiveness of Trinidad and Tobago. This shall be achieved in a manner that fully leverages our core competencies and ensures the welfare of our employees and other stakeholder groups"*

The **Corporate Identity** which constitutes the Brand promise was redefined in FY 2009/10 as:

- World Class
- Customer Caring
- Commercially Efficient
- Quality Focused
- Employee Development Oriented
- A Learning Institution

The accompanying **Core Values** which are the inviolable set of quality of work-life principles and seed standards of conduct and performance necessary to activate the Corporate Identity were redefined in 2009/10 as:

- Integrity & Trustworthiness
- Teamwork & Collaboration
- Respect & Commitment to People
- Excellence & Quality Consciousness
- Pioneering & Innovation
- Purpose & Enterprise

In 2006, the strategic elements above (excluding the redefined elements), coupled with an analysis of the internal and external environment culminated in the emergence of a **Strategy** via the formulation of a five year **Strategic Plan for the period 2006-2010**². Overall TTBS' Strategy is manifested by three high-level themes that break the shared Vision and Mission into three actionable and overarching focal areas of Mandate Effectiveness, Operational Efficiency and Financial Self-sustainability:

Mandate Effectiveness – for the improvement of goods produced or used in Trinidad and Tobago which facilitates national competitiveness and consumer protection, respectively.

Operational Efficiency – to ensure the delivery of high quality products and services that a national quality institute is expected to personify.

Financial Self Sustainability – to reduce dependence on State transfers/subsidies (especially in times of economic downturn) and increase the level of discretionary expenditure on building core competence and contributing to employee welfare.

The final component of our Strategic foundation is the creation and continuous annual review of **Strategy Maps** (Appendix 4 – example from the Standardization Division), which are used to translate strategy into action. These were designed for each department to show graphically and at a strategic level how TTBS creates value for its stakeholders. The Strategy Map is the basis for ensuring that our strategy is effectively communicated and executed.

STRATEGY EXECUTION

General

TTBS has implemented a **Performance Management system (PMS)** using the Balanced Scorecard methodology as the mechanism for executing its strategy of Mandate Effectiveness, Operational Efficiency and Financial Self-Sustainability. The PMS is the foundation of TTBS' performance measurement, monitoring, control, reporting, accountability, communications and feedback mechanisms, and arises consequently and directly from the Strategy Mapping process previously mentioned.

TTBS has also linked an incentive reward system to the PMS consistent with the bonus policy in the public sector (Cabinet Minute 26, dated 03 January, 2003). This linkage was made in order to demonstrate and reward the desirable behaviours as part of a change management strategy. To ensure System integrity, monthly results of performance are verified by PMS auditors and are validated quarterly by the Executive Director. Starting in FY 10/11 this validation process was conducted by the Leadership Team, thus facilitating increased collaboration and objectivity.

Staff feedback on performance is achieved via town hall meetings and through line managers. Results are also reported to the Board of Directors and MTI on a quarterly basis.

² Approved by the Ministry of Trade and Industry in 2006

Details of Design

Each functional area has a Scorecard which documents the Strategic Objectives arising from the Strategy Mapping process. For each Objective, there are SMART³ Measures to be achieved for the year. Measures with specific targets evaluate at the operational/tactical level how the Objective is achieved. This is the basis for departmental measurement, monitoring and reporting (Appendix 5 is a sample Scorecard for the Standardization Division and arises directly from the Strategy Map of Appendix 4).

ACHIEVEMENTS

This section will highlight TTBS **achievement relative to the planned Targets of the PMS**. This will be discussed by departments in relation to the three Strategic themes i.e. Mandate Effectiveness, Operational Efficiency and Financial Self- Sustainability.

For each department the following will be described: **Overall Performance, Significant Achievements, and Way Forward FY 10/11** which represents the strategic intent for the next year FY10/11 inclusive of overcoming the current year's challenges and weaknesses.

Organization-wide, TTBS achieved 87% of its Mandate Effectiveness and Operational Efficiency Strategic Objectives relative to plan.

STRATEGIC THEME -MANDATE EFFECTIVENESS

STRATEGIC BUSINESS UNITS

STANDARDIZATION DIVISION

The overall actual audited result relative to the plan for 09/10 was 95%.

SIGNIFICANT ACHIEVEMENTS

- 72/80 i.e. 90% of standards planned on the work program were completed. The areas of focus were health and safety, electrical and consumer products. Training programs were also hosted to sensitize industry stakeholder on the use and applications of these standards.
- Two ISO regional workshops were successfully hosted this financial year (October 2009 and May 2010) on the role of standards in *Economic development and trade* and *ISO e-services* respectively.
- Regional standards for food, tourism and SMEs were developed with regional counterparts.
- To improve the uptake of regional standards, a mechanism was mapped out with the assistance of the Ministry of Trade and Industry (MTI), Trinidad and Tobago Manufacturers Association (TTMA) and Trinidad and Tobago Chamber of Industry and Commerce (TTCIC) to ensure that national stakeholders are given the opportunity to comment on CROSQ draft standards

³ Specific, Measurable, Achievable, Relevant and Time bound

- Participated in the international standardization process in the areas of marketing and promotion of international standards, corporate social responsibility, societal security and size designation of garments
- A database with contact information on all external stakeholders was developed with the use of the QMS tool Q-Pulse.
- MOUs were developed with Canada Standards Association (CSA) and American National Standards Institute (ANSI) to facilitate the adoption of standards under the health and safety portfolio
- Two new mirror committees were established for ISO TC 17/SC 16 Steel and TC 94 Personal safety – Protective Clothing and equipment
- A series of knowledge transfer sessions were held within the Division to enable all staff to benefit from information gained from training and international meetings.

WAY FORWARD – FY 10/11

- Initiation of the use of Good Regulatory Practices (GRP) and Regulatory Impact Assessment (RIA) in standards development to ensure that benefits outweigh costs and relevant standards are developed.
- Establishment of formal liaisons with key stakeholder groups including TTMA, TTCIC and government Ministries to promote standards and provide relevant technical support.
- Increase research in renewable energy and social responsibility
- Development of a university curriculum in collaboration with the University of the West Indies (UWI) on National Quality Infrastructure (NQI) development
- Increased training workshops in the application of standards
- The pool of experienced editors in the organization has dwindled and the Division needs to initiate relevant training to interested members of staff

IMPLEMENTATION DIVISION

The overall actual audited result relative to the plan for 09/10 was 95%.

SIGNIFICANT ACHIEVEMENTS

- The Division increased surveillance and monitoring activities of local manufacturers and imported goods. There has been 100% inspection of textile and footwear products imported from India.
- The Division was involved on the development of the Bureau's position on the Draft Policy Guidelines to Regulate the Hosting of Flea Markets in Trinidad and Tobago.
- Re-inspection activities, an escalation methodology to assure quality of goods in circulation resulted in additional revenues of \$645K
- A gap analysis study was completed for the phased implementation of ISO 17020- General criteria for the operation of various types of bodies performing inspection
- Improved collaboration with CRIMSON Logic for the integration of the AIMS and the Single Electronic Window (SEW).
- Pilot testing of Automated Information Management System (AIMS) in the Construction Goods and Automotive Units
- Comprehensive training programme developed and being executed for staff including Legal interpretation of the Standards Act and Excellence in Customer Service, risk of *Moral Hazard* with respect to compliance activities,

WAY FORWARD – FY 10/11

- Legal and Industrial Relations training for Heads and Sub-Heads
- Enforcement of compulsory standards among local manufacturers
- Enhanced surveillance schedule to allow for more effective enforcement capabilities nationwide.
- Re-inspection fees drive implemented/accelerated across all Units.
- Evaluation and monitoring the implementation of the SEW
- Business process re-engineering to improve the inspection process
- Improved legal support to facilitate efficient and confident enforcement

LABORATORY SERVICES DIVISION

The overall actual audited result relative to the plan for 09/10 was 85%.

SIGNIFICANT ACHIEVEMENTS

- Accreditation was granted to three new tests - electrical cables, rebars, and tensile testing
- Consumer Affairs Division projects were completed for laundry detergents, garbage bags and light bulbs and the division is in process of negotiation for a new contract.
- New Lab Quality Manager appointed in May who led the Laboratories successfully through the UKAS accreditation audit.
- Infrastructure was improved in the division, new offices were constructed, the Fibre Products lab was refurbished to meet environmental requirements for testing,
- Benchmarking study tour to Jamaica

WAY FORWARD – FY 10/11

- Development of capabilities for circuit breaker testing
- Commercialization of water effluent testing
- Commercialization of electrical cable testing capabilities
- Implementation of water effluent marketing plan
- Increase in capacity of battery testing
- Development of capability for elemental analysis

CERTIFICATION DIVISION

The overall actual audited result relative to the plan for 09/10 was 85%.

SIGNIFICANT ACHIEVEMENTS

- Certified T&T Hospitality and Tourism Institute (THTI) in ISO 9001, Halliburton Trinidad Limited in ISO 14001 and conducted its first OHSAS 18001 audit
- Initiated Integrated audits of Management systems
- Completed 100 audits of Tourism practitioners in Trinidad under the Trinidad and Tobago Tourism Industry Certification (TTIC) programme and negotiated with the TDC and THA to expand programme to Tobago operators
- Completed training of a second cohort of QEMS clients under the QEMS-SME programme which is a partnership with the Business Development Company (BDC)
- Began work with the Regional Certification Committee to develop a regional certification scheme and mark
- Started the process for Accreditation of QMS to ISO 17021 and completed 5 milestones including benchmarking of National Certification Body of Jamaica (NCBJ)

WAY FORWARD – FY 10/11

- Major drawback was lack of performance in the Product Certification sub department of Scorecard – major attention would be placed in this area through increased focus on the Regional Certification scheme
- Work with QEMS -SME Clients and BDC to ensure increased number of certifications
- Pursue market penetration strategies for management systems
- Progress accreditation process through implementation of 7 additional milestones

LABORATORY ACCREDITATION UNIT

The overall actual audited result relative to the plan for 09/10 was 96%.

SIGNIFICANT ACHIEVEMENTS

- One (1) medical laboratory achieved accreditation, Alpha Interlab Centre, N.V., Aruba
- Conducted the first regional assessor training in Barbados in March 2010 in conjunction with CROSQ and Jamaica's National Accreditation Agency (JANAAC)
- Manager for the department was hired in June 2010 and the Unit employed a Standards Officer
- MOU with PQSL for conduct of training for laboratories was developed and the first training programme under the MOU with PQSL for ISO/IEC 17025 in September 2010
- Training of staff in accreditation processes such as Cross Frontier Accreditation
- Leadership role with CROSQ in developing a Caribbean Regional Accreditation scheme

WAY FORWARD – FY 10/11

- Continue building Technical and Administrative capacity further by hiring 2 Standard Officers for management of product streams
- Licensing of LABQUIP to PQSL for management.

- Approval of business plan for establishing TTLABS as a subsidiary company of TTBS in 2011/2012 –work commenced

METROLOGY DIVISION

The overall actual audited result relative to the plan for 09/10 was 83%.

SIGNIFICANT ACHIEVEMENTS

- Draft regulations have been completed including the entry of a formula to cater for the calculation of fees. The draft has been submitted to the Legal Department of the Ministry of Trade for proclamation.
- Establishment of a time standard. The first phase starts with the control of the clocks on the computers within TTBS. Pilot testing has been launched.
- The Division embarked on a programme of Demand Surveying of a sample of local industry. The information is currently being analyzed to build a Marketing plan
- The Mobile Unit for the Verification of Fuel Dispensers was commissioned in this period to support the Metrology Act proclamation.
- The Standards Laboratory did its first Measurement Assistance Programme with a local manufacturer
- TTBS Metrology contributed to the development of a long term plan for Metrology in the Caribbean-Caribbean Reference Laboratories of which Trinidad and Jamaica will anchor

WAY FORWARD – FY 10/11

- Increased effectiveness of the delivery of calibration results is required to increase customer satisfaction and revenues.
- Development in the key areas of Flow, Torque and Electrical Energy to be expedited
- Implementation of the Metrology Act still remains an obstacle to the activity of the Legal Metrology Inspectorate
- In house displays for standard time will be put in place
- National Distribution of Standard Time will be considered over the Internet
- Severe staffing limitations were experienced in 2009-10 which need to be countered by increased attention to staffing, training and job definition to ease the reliance on a few individuals. This is especially true for Calibration which is constantly required to service customers.
- Focus on SME's – Chemical sector for outreach programs
- Sensitization on Chemical metrology will be the focus for 10/11

PREMIER QUALITY SERVICES LIMITED

During the year under review, the organization was able to further implement its strategic plan and expand its services in both the consulting and training portfolio. The recently approved new organizational structure was fully implemented, inclusive of hiring of a CEO in January, 2010. By the end of the financial year, PQSL had secured its third consecutive year of revenue growth and with the number of local clients increasing from 534 to 610. Consulting and training engagements were also pursued in St Lucia and Guyana.

CARICOM REGIONAL ORGANIZATION FOR STANDARDS AND QUALITY

During the year under review, TTBS as Chairman led the implementation of the first ever strategic plan for CROSQ. The execution of the measured milestones resulted in the expansion of the organization from wholly focusing on development of standards to regional metrology and accreditation and other aspects of the Regional Quality Infrastructure (RQI), and this achievement has been recognized by COTED (Council for Trade and Economic Development) of CARICOM.

STRATEGIC THEME – OPERATIONAL EFFICIENCY

SUPPORT UNITS

STANDARDS INFORMATION SERVICES

The overall actual audited result relative to the plan for 09/10 was 81%.

SIGNIFICANT ACHIEVEMENTS

- Commendable Financial performance given staffing constraints
- Played a lead role in the development and acceptance of the *Technical Barriers to Trade* PSIP project
- Establishment of the RIN Committee (CROSQ) and development of ICT strategy
- Improved delivery and accuracy of customer queries
- Re-organization of the book stock and with some changes to the MINISIS software
- Increased competency of staff in WTO/TBT enquiry points
- New organization structure approved by Board

WAY FORWARD – FY 10/11

- Web administrator position to filled to effect improvements to TTBS website
- Continued emphasis on building the business and building internal capacity and capability

FINANCE

The overall actual audited result relative to the plan for 09/10 was 87%.

SIGNIFICANT ACHIEVEMENTS

- Significant implementation of the Procurement rules
- A supplier evaluation system was initiated
- The costing structure was completed for all cost centres and the fee structure was developed for the Legal Metrology services. Pricing strategy for Certification, Laboratory services and Calibration services are being developed
- Initiated the development of procedures consistent with accounting conventions
- Training of accounting staff
- The rigour of the Independent audit process was improved through a competitive selection process. A significant number of accounting schedules were rebuilt during the auditing process and baseline accounting procedures re-established

WAY FORWARD – FY 10/11

- Implementation of a Fixed asset Register
- Completion of Operating Policies and Procedures
- Improved service delivery to internal clients through reduced turn- around time for bond payments to external clients

- Improvement of Accounts payables as it relates to payment of suppliers of standards and Enhanced Accounts Receivables through the development of a credit policy

HUMAN RESOURCE MANGEMENT AND LABOUR RELATIONS

The overall actual audited result relative to the plan for 09/10 was 93%.

SIGNIFICANT ACHIEVEMENTS

- Strategic HR Manager post was created and filled
- Completion of Strategic HR audit
- Initiated process for regularizing staff; for Permanent staff this has been solved and for temporary, the problem has being structured for analysis and solution
- Developed a new Orientation Policy
- Launched a holistic strategy for people development inclusive of an employee based Reward and Recognition Committee, an employee based Sports and Family Day Committee; and conceptual framework for a Mentorship programme

WAY FORWARD – FY 10/11

- Recommendations from the HR audit will be prioritized and implemented in 10/11
- Pilot test methodology for cascading departmental scorecards to individual level
- Implementation of the approved computer loan
- Complete staff regularization projects
- Staff development will be enhanced through an improvement of the training administration and evaluation
- Across the organization, Personnel Development Plans (PDP) will be developed including HR staff
- The HR Information System (HRIS) will be upgraded
- Improved legal support required to efficiently and confidently execute enforcement

CORPORATE SERVICES

The overall actual audited result relative to the plan for 09/10 was 91%.

SIGNIFICANT ACHIEVEMENTS

- A maintenance safety audit was completed.
- Significant building upgrade projects to improve the working environment of staff were completed including the Reception area, Laboratory office stations, and new Marketing accommodation, and Administration, Maintenance, PQSL and Printery areas.
- Led the cross-functional project for the design of a Campus building concept for TTBS to be built at the E-teck Industrial park in Endeavour.
- Several staff awareness seminars were held in the areas of urban survival, financial management and wellness.
- The cable testing room was completed to facilitate capacity building in the Laboratory
- A training facility for Metrology and Lab Services is being constructed

- Audits of the Heating, Ventilation and Air-condition (HVAC) and Electrical audit were completed

WAY FORWARD – FY 10/11

- Effective disposal of fixed assets
- Implement the recommendations from the HVAC and Electrical audit completed in late FY 09/10
- Implementation of recommendations from HSE quarterly audits
- Relocation of the battery testing room to assist Laboratories with their growth strategies

HEALTH, SAFETY, ENVIRONMENT

The overall actual audited result relative to the plan for 09/10 was 93%.

SIGNIFICANT ACHIEVEMENTS

- Execution of an Indoor Air Quality survey of the Macoya facilities to get an understanding of levels of exposure and areas of improvements.
- Re-certification of current first aiders.
- National Safety Week Programs on National Emergency Response and Training in Fire Safety.
- Issuing of HSE communication to staff at least once per month.
- Issuing of performance reports to the Executive Director every Quarter inclusive of HSE statistics.
- A Gap Analysis against the OHSAS 18001 standard was conducted.
- Development of foundational procedures to support risk assessments, emergency management and incident management.

WAY FORWARD – FY 10/11

- An E-tool will be developed to show areas of compliance to the various sections of the OSH Act. Note: This does not indicate that the TTBS is non compliance to the Act; it just means that the tool to demonstrate compliance was not developed.
- Re-launching the Emergency Response Team and Emergency Response process.
- Communication and closure of HSE corrective action identified
- Re-establishing the role of the HSE committee and greater diligence from the committee chairman in calling meetings.

INFORMATION TECHNOLOGY

The overall actual audited result relative to the plan for 09/10 was 91%.

SIGNIFICANT ACHIEVEMENTS

- Commissioned the ICT Infrastructure to integrate with the Single Electronic Window
- Improved HR capacity with the Hiring of a Database Administrator and System Administrator

- Zero downtime of internet, email and company server
- Repaired PBX resulting in reduced complaints
- Office Professional 2007 was installed on all computers
- Staff training modules in Microsoft office was launched

WAY FORWARD – FY 10/11

- Implementation of an Intranet
- Development of policies and procedures to improve management of mobile hardware
- Installation of a new PBX
- Installation of a SQL server for AIMS and SEW
- To continue to Provide ICT support and training for the integration of SEW and AIMS

QUALITY MANAGEMENT

The overall actual audited result relative to the plan for 09/10 was 83%.

SIGNIFICANT ACHIEVEMENTS

- The Quality Unit was able to lead TTBS through the successful transition to ISO 9001:2008 standard
- External knowledge sharing with key stakeholders
- Promotional activities were done on the complaints handling process (newspaper article)
- A gap analysis was done on the complaints process at TTBS
- On-going maintenance of the Quality Management system via internal audits being done as scheduled, Management Review, QMS reviews etc.
- Integration of the Quality & Performance Management System was progressed through the training of internal auditors in the PMS verification process
- Ongoing work with Q-pulse (QMS software)
- Research completed on a 'Cost of Quality' methodology to facilitate improvements organization-wide
- Improved quality skills organization through the training and retraining of internal auditors in Process auditing

WAY FORWARD – FY 10/11

- Review of the corrective action process
- Full implementation of Q-pulse, the QMS software
- Organization wide sampling project
- Implement gaps on complaints handling analysis
- Implement corrective action process to aid continual improvements
- Support the Implementation Division in its business process review
- Improve audit deliverables
- Pilot test the cost of quality methodology
- Build quality skills organization-wide

MARKETING

The overall actual audited result relative to the plan for 09/10 was 60%.

SIGNIFICANT ACHIEVEMENTS

- Fourteen (14) press advertorials were published as a mechanism to improve TTBS Brand image
- Preparation of draft Sales plans for Laboratory Services in general and for the promotion of the Water Pollution Rules
- Initiated a Customer satisfaction survey. This survey will be completed in FY 10/11
- Updated the Promotional material of the Certification Division
- Assisted in the signing of a Memorandum of Understanding with the University of the West Indies
- Delivered presentations to eighteen (18) primary schools, a promotional strategy to raise the awareness of the importance of standards
- Series of staff / Manager meetings with the ED to recalibrate socio-technical opportunities

WAY FORWARD – FY 10/11

- The TV documentary initiated in 09/10 will be completed
- Implementation of a Marketing plan which was deferred from 09/10
- In addition to the presentations to primary schools, presentations will also be made to secondary and tertiary/ vocational institutions; a sustainable programme will also be developed with an educational institution.
- Newsletters will be produced quarterly
- A relational management database will be developed.
- The Customer complaints handling process will be improved by bringing it in alignment with the ISO 10002 standard- Guidelines for handling complaints

STRATEGIC THEME – FINANCIAL SELF-SUSTAINABILITY

REVENUE & EXPENDITURE FY 09/10

Appendix 8 is an extract of TTBS and PQSL consolidated statement of financial performance for FY2009/10.

TTBS ended the year with total **operating income** (less government subvention) of \$36.8M. This figure represents an increase of 21% over the previous year and consisted of operating income of \$31.4 M and \$2.2M arising from the income generating activities of TTBS and PQSL respectively along with of \$3.1 M collectively from other commercial services, interest income and foreign exchange gains.

A significant portion of the \$31.4M operating income of TTBS i.e. \$29.6M was derived from the 20% rise in regulatory fee activities of the Implementation Division due to increased imports and inspection/enforcement activities as the economy showed signs of recovery following the financial crisis of FY 2008/09. The remainder was earned through the operations of the diversified services of Certification, Metrology and Laboratory Services and Standards Information Centre.

The **total operating expense** was \$ 44.6M. This represents an increase of 10% over the previous year. The increase was due for the most part to accruals for salary and wage arrears for the period 2008-2010.

CAPITAL EXPENDITURE PROGRAMME

There were 5 projects financed using PSIP funds in FY09/10. The current projects are summarized as follows and details on each project can be found in Appendix 9.

Upgrade of TTBS Building -To provide facilities of an acceptable standard for existing staff and new personnel and new equipment resulting from the Bureau's expanding mandate.

Procurement of Testing Equipment and Materials - To facilitate trade and increased competitiveness of manufacturers by the provision of testing and verification services supported by qualified and competent technical personnel and appropriate calibrated equipment.

Providing Reliability to Quality Infrastructure -To facilitate trade and increase competitiveness of small and medium enterprises through the removal of non-tariff barriers to trade resulting in easier access to regional and international markets.

Central Services -To upgrade the TTBS Website to facilitate the exchange of information and ideas between TTBS and its stakeholders and sale of additional products and services; facilitate business customer satisfaction by providing a more efficient business process (faster processing of customs import documents, more rapid clearance of goods, greater accuracy of data and increased compliance to compulsory standards). Increase efficiency of Inspections, to modernize and retool the Printery department in order to better serve our clients.

Implementation of the Metrology Act - Through the development and establishment of the National Metrology System and the establishment of the International System of Units (SI Units) as the National System of Units; Improvement in the competitiveness of Trinidad and Tobago as a result of the application of Metrology in business; improvement in the quality of life due to visible improvements in the fairness of trade and the reliability of measurements.

PROCUREMENT OF RESOURCES

Procurement of resources is conducted in accordance with the Board approved Procurement Policy and Rules which stipulates authorities, procedures and controls necessary to provide accountability for the use of public funds.

The Tenders and Finance subcommittee of the Board provide the oversight for this policy and has the authority to award contracts of not less than \$250,001 but no more than \$500,000. The Management Tenders Committee which meets monthly consists of the Technical Heads and has the authority to approve purchases between \$75,001, but no more than \$250,000.

CONCLUSION

Organization-wide, TTBS achieved 87% of its Mandate Effectiveness and Operational Efficiency objectives relative to plan (See Achievements, Page 15+ of this Report). Financially, TTBS ended the year with total operating income (less government subvention) of \$36.8M which represents a 20% increase over the previous year with the corresponding total operating expense of \$ 44.6M, a 10% increase over the previous year (See Strategic Theme – Financial Self Sustainability, Page 25+ of this Report). The Bureau view these results as positive signs of the cultural transformation effort currently underway to create a *World-Class/High Performance Learning Organization* of TTBS.

Over the period, 2009/10, the organization continued to articulate an integrated approach to Building the organization and Building the business but through a People Management and Business Performance systems strategy.

On the *People management side*, attention was focused on holistically understanding the HR infrastructure. This was done through the conduct of a Strategic Human Resource Audit. This strategic and operational assessment was complemented by a draft policy and implementation of same for the engagement of staff which we feel is critical for sustained performance and growth. This focus was supported by the Leadership development in the organization.

On the *Performance management side*, the organization continued to evolve the performance management system through the use of the strategy maps and scorecards and verification system. This was coupled with the implementation of Project Management approaches to improve the management and monitoring of projects identified in the scorecards.

WAY FORWARD (OUTLOOK INTO 2010/2011)

TTBS is striving to be a World class/High Performance Learning Enterprise, where performance excellence is driven by Building the business and Building the organization through a People Management and Performance Management strategy

Building the business

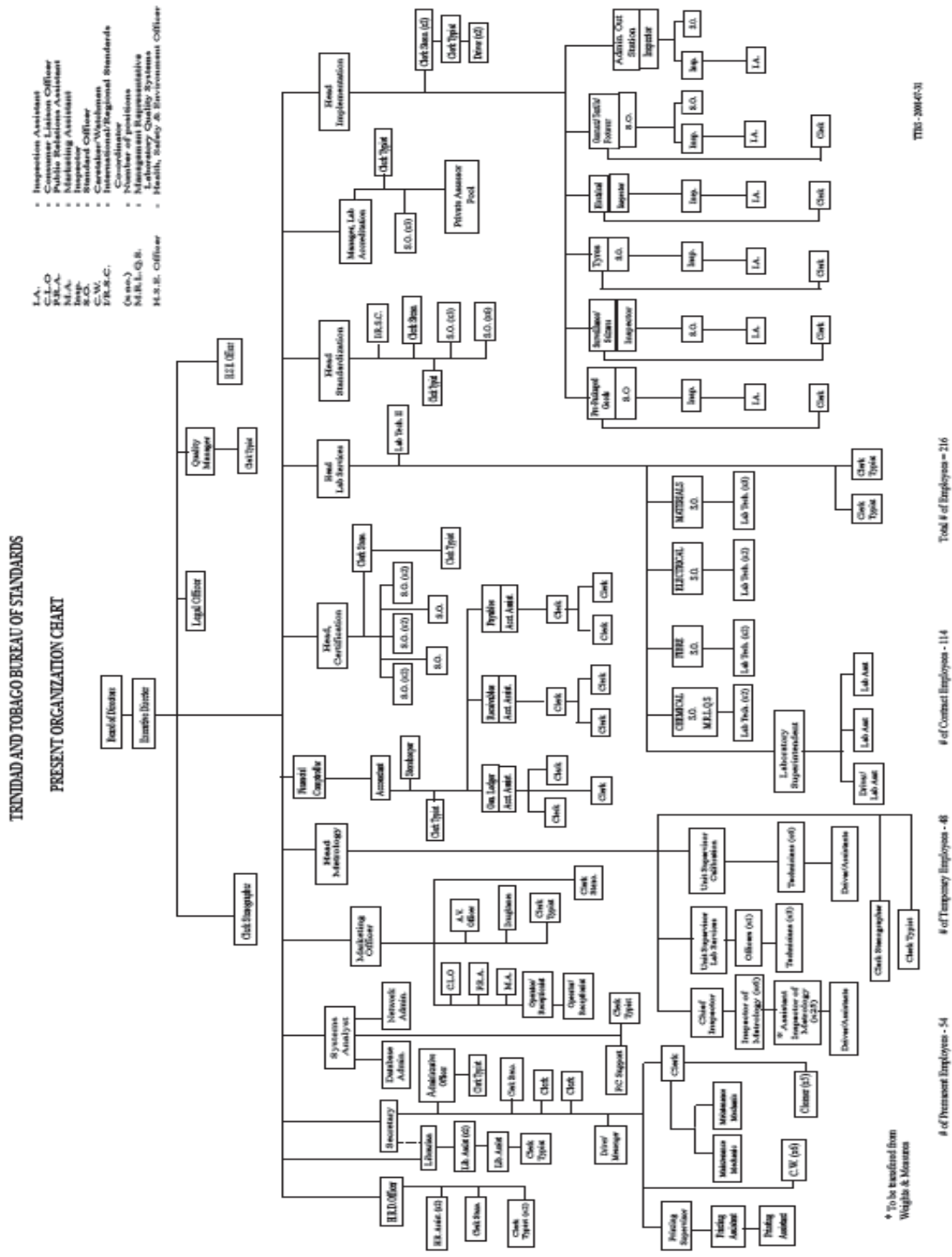
TTBS has developed an overarching, **Corporate Strategy Map** (Appendix 10) which forms the backbone for a new three year Strategic Plan (2011-2013) and Implementation Agenda. The Map draws from the National Development agenda of Trinidad and Tobago and underpins the departmental strategic philosophies. A critical success factor in realizing this strategic agenda is the transformation of the **National Quality Infrastructure** through the establishment of a multi-sector and multi-stakeholder **National Quality Policy** which is geared towards instituting a quality consciousness and culture in the national community.

In order to effectively plan and monitor performance in achieving its operational objectives towards strategy execution, the organization will attempt to institutionalize and consolidate the **Performance Management system** through the transition of Strategic Objectives from to move them closer to true outcome measures. No other modifications would be made to the design of the system as the coming year will also be a period of determining the extent of institutionalization of the performance management system at the organization.

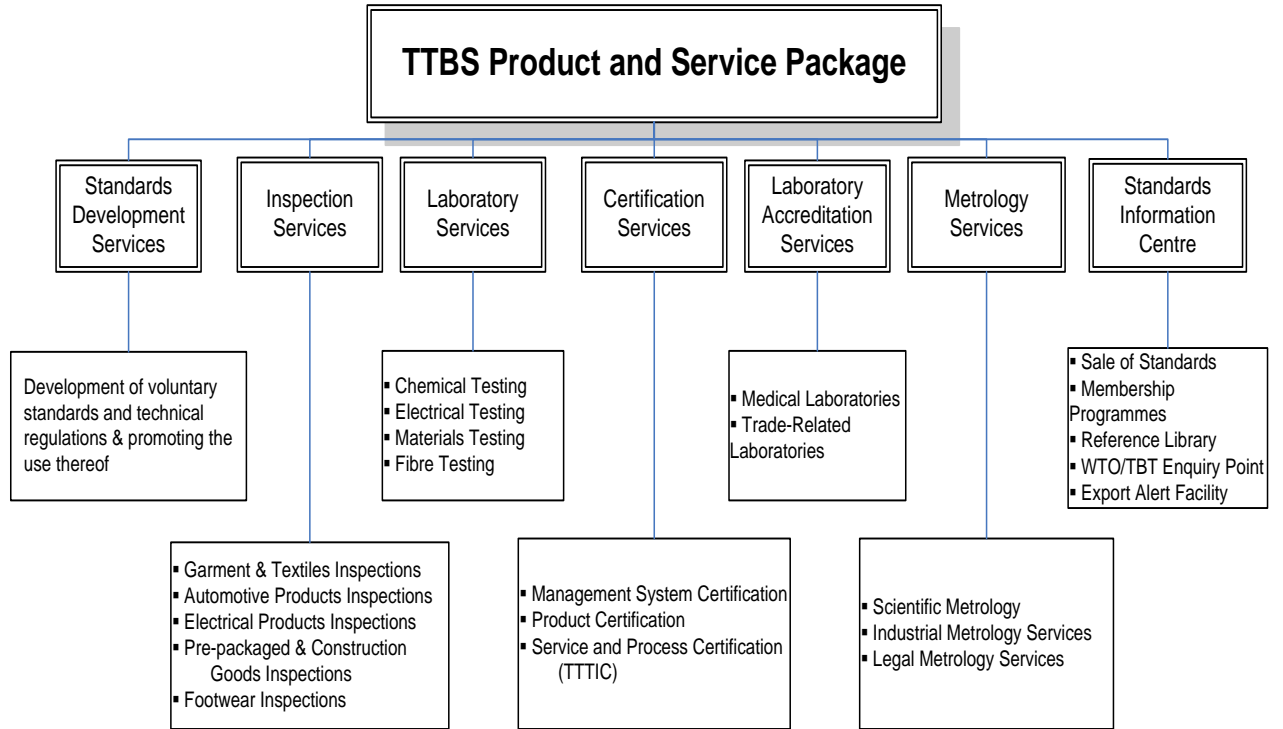
Building the Organization

The organization will be implementing the short term recommendations coming out of the Strategic HR audit since a strong HR architecture is vital for the establishment and alignment of HR practices which would affect employee engagement as well as job performance which interact to produce business results.

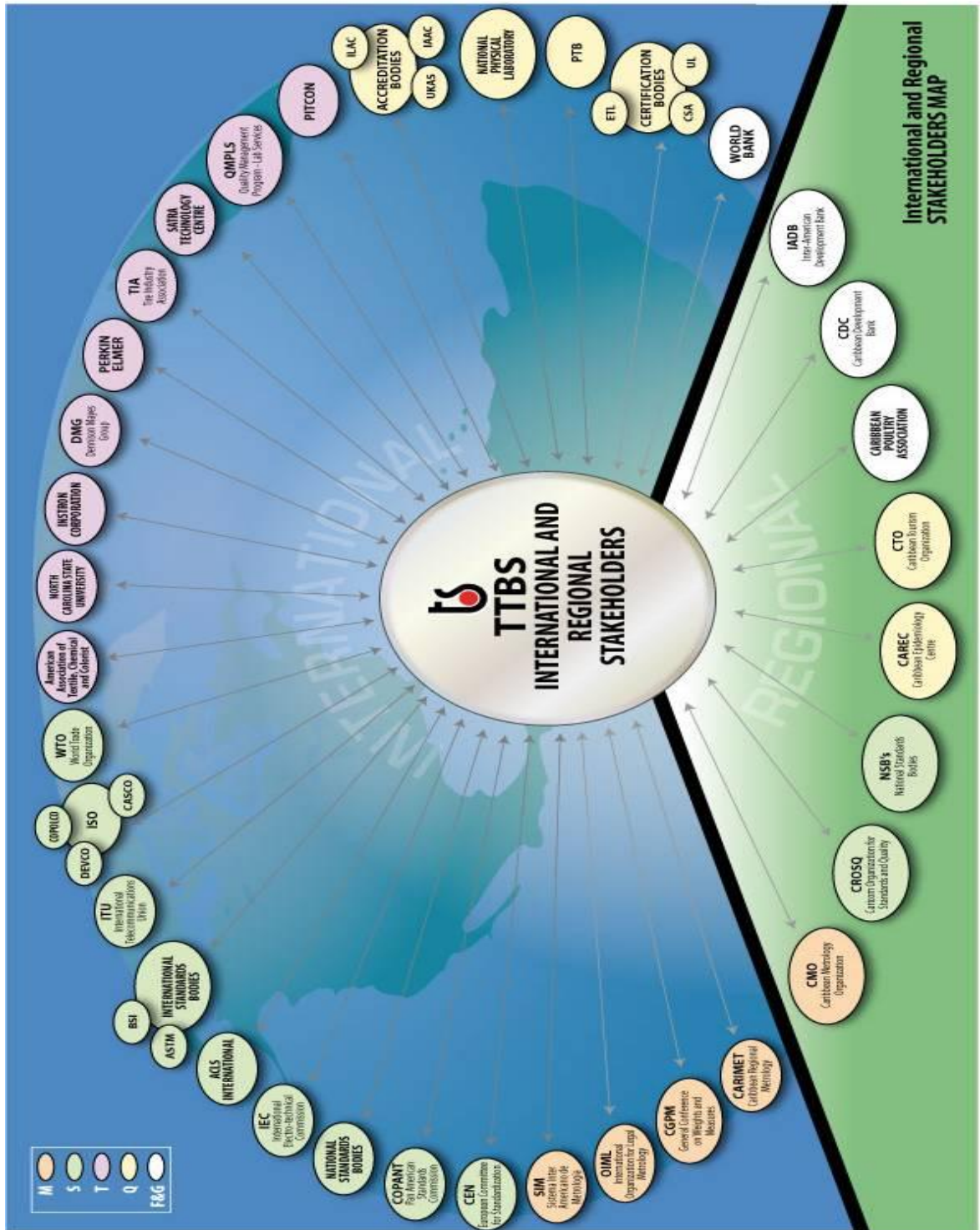
APPENDIX 1: ORGANIZATIONAL STRUCTURE



APPENDIX 2: TTBS SERVICES PACKAGE



APPENDIX 3: INTERNATIONAL & REGIONAL STAKEHOLDER MAP



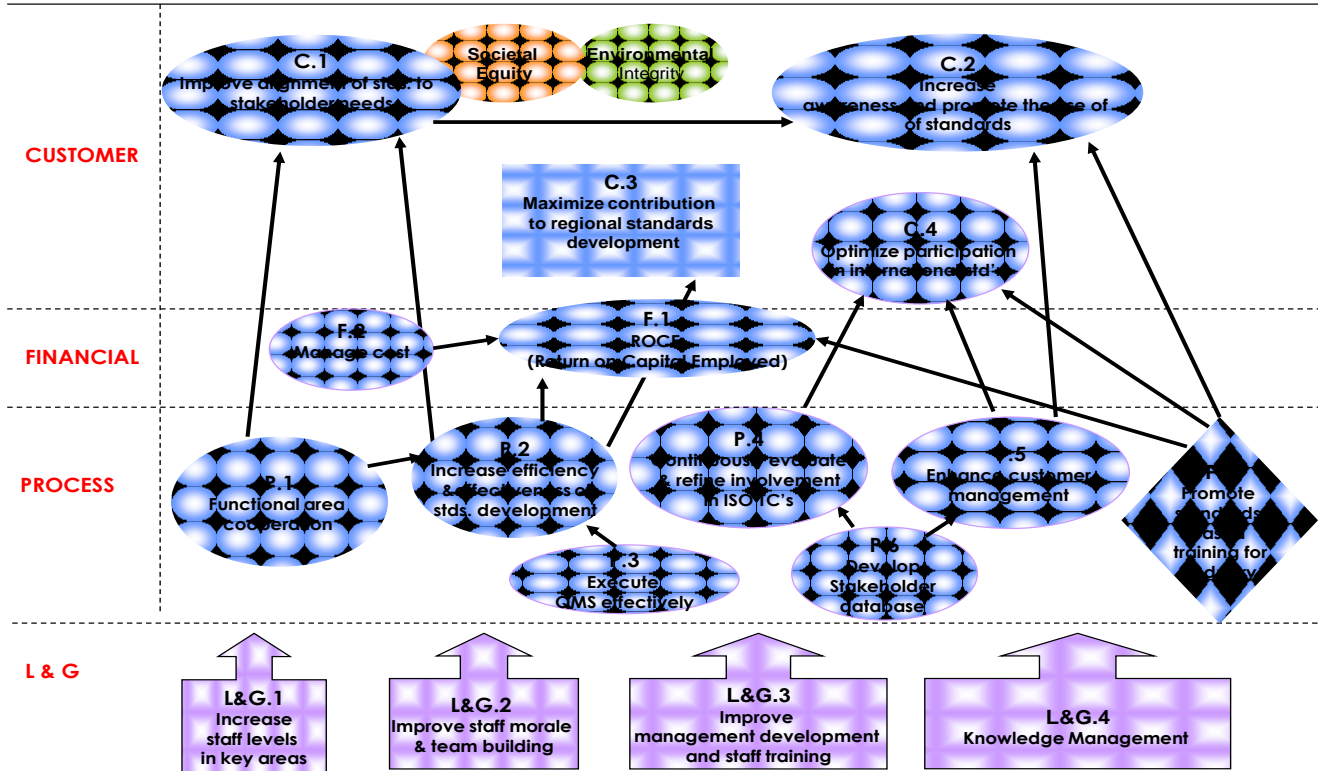
APPENDIX 4: STRATEGY MAP- STANDARDIZATION

STANDARDIZATION
DIVISION 09-10

Strategic Theme :
Economic Growth

Strategic Theme :
Societal Equity

Strategic Theme :
Environmental Integrity



APPENDIX 5: SCORECARD- STANDARDIZATION

Measurement Table																	
Name of Division/Unit: STANDARDIZATION																	
Objectives	Planned Measures Achievements	Unit	Baseline	Annual Target	Target Q1			Target Q2			Target Q3			Target Q4			Project Initiatives
					Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Mar 10	Apr 10	May 10	Jun 10	Jul 10	Aug 10	Sep 10	
C.1 Improve alignment of stds to stakeholder needs (<i>product quality</i>)	Standards prioritized through NTCs and submitted for approval (T&M)	#	72	80		1		24		46					80	(10) new developed, (15) revision, (24) withdrawal, (24) replacement, (7) adoption	
	1) Stakeholder consultation/ Seminars/ Workshops/ Survey	#	3	3			1		2						3	Initiate market research on standards needed by industry sector	
	2) External stakeholder requests fulfilled	%	100	100	100	100	100	100	100	100	100	100	100	100	100	Log all external requests	
	3) Conduct standards promotion activities	#	12	6		1		2		3		4	5	6	6	CROSO , electronic, print; newsletter (TTBS), sensitization seminars	
C.2 Increase awareness and promote the use of standards	4) Trade shows/external consultations /workshops participated in	#	2	2			1								2	1. Lecture presentations 2. Booth display (BITS/TIC/AMCHAM), 3.ISO workshop. 4. Work with stakeholders in petroleum sector to promote adherence to relevant standards	
	1) Adoption of regional standards	#		3			1							3	3	safety matches and labeling standards	
	2) CROSO drafts reviewed and commented on (exclusive of food - related stds)	%	76	100	100	100	100	100	100	100	100	100	100	100	100	1. Channel through state agencies 2. Stakeholder consultations 3. Press advertisements/ Website.	
	3) CROSO drafts edited by TTBS	%	100	100	100	100	100	100	100	100	100	100	100	100	100		
C.3 Maximize contribution to regional standards development	4) Participate in CROSO technical meetings	%	100	100	100	100	100	100	100	100	100	100	100	100	100	Ensure attendance at TMC/ Project meetings/ editorial	

Customer

APPENDIX 6: TRAINING ARRANGEMENTS

The development of human capital through training and development was critical this year, given the organization's strategy of People and Performance Systems. The organization also shifted its training and development strategy from one primarily focused on the technical /business aspects of the business to a more balanced strategy in order to provide the capability for support services such as finance and human resources which are necessary for building the organization. Some of the training undertaken are outlined below.

Technical training to support Building the business

Internal Quality auditing for laboratories

Q-Pulse Quality Management software training

Statistical Process control and sampling

Laboratory safety

Marketing and sales

Training to support Building the organization

Supply chain management

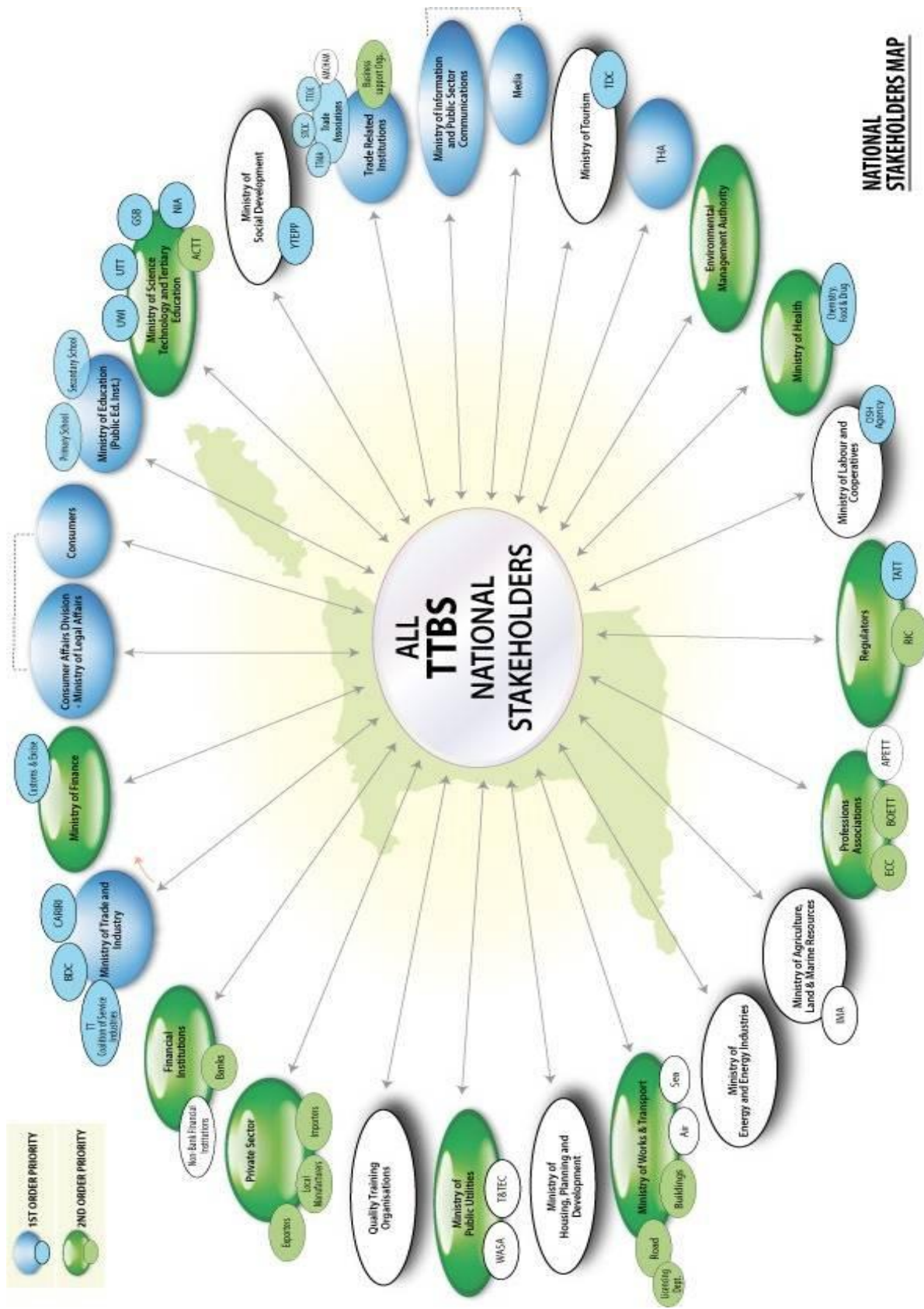
Industrial relations

Records Management

Strategic HR Management

Security Management

APPENDIX 7: NATIONAL STAKEHOLDER MAP



APPENDIX 8: EXTRACT OF REVENUE AND EXPENDITURE FY09/10



Deloitte & Touche
54 Ariapita Avenue,
Woodbrook, Port of Spain,
Trinidad, West Indies.
Tel: +1 868 628 1256
Fax: +1 868 628 6566
Website: www.deloitte.com

Independent Auditors' Report to the members of Trinidad and Tobago Bureau of Standards

Report on the consolidated financial statements

We have audited the accompanying consolidated financial statements of Trinidad and Tobago Bureau of Standards, which comprises the consolidated statement of financial position as of 30 September 2010, and the consolidated statement of income and accumulated surplus and consolidated statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards for Small and Medium-Sized Entities (IFRS for SMEs) 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.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatements of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Bureau as of 30 September 2010, and its financial performance and its cash flows for the year then ended in accordance with the IFRS for SMEs.

Deloitte & Touche

Deloitte & Touche
Port of Spain
Trinidad

26 March 2012

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Trinidad and Tobago Bureau of Standards

**Consolidated statement of comprehensive income and accumulated surplus
for the year ended 30 September, 2010**

	<u>Notes</u>	<u>Year ended 30 September</u>	
		<u>2010</u>	<u>2009</u>
Revenue	13	<u>\$ 49,694,723</u>	<u>37,238,672</u>
Other income/(expenses)			
Other income		2,449,807	1,194,075
Interest income		648,922	1,127,728
Foreign exchange gain		2,024	13,076
Gain on disposal of property, plant and equipment		-	739
Selling, general and administrative expenses	14	(44,657,862)	(40,497,450)
Depreciation		(3,086,078)	(3,056,417)
Impairment losses on fixed deposit		-	(1,973,995)
(Decrease)/increase in long term pension asset		<u>(49,000)</u>	<u>7,531,000</u>
Net surplus for the year before tax		5,002,536	1,577,428
Income tax expense	15	<u>(60,178)</u>	<u>(69,504)</u>
Net surplus for the year		4,942,358	1,507,924
Accumulated surplus at beginning of the year		<u>69,425,715</u>	<u>67,917,791</u>
Accumulated surplus at end of the year		<u>\$ 74,368,073</u>	<u>69,425,715</u>

Trinidad and Tobago Bureau of Standards

Consolidated notes to the financial statements for the year ended 30 September 2010

13. Revenue

	<u>2010</u>	<u>2009</u>
Amortization of capital grants	\$ 1,845,245	731,483
Government grants with no vesting conditions	14,266,095	8,431,300
Testing and inspection income	31,400,267	26,253,693
Training and consultancy income	<u>2,183,116</u>	<u>1,822,196</u>
	<u>\$ 49,694,723</u>	<u>37,238,672</u>

14. Selling, general and administrative expenses analysis

	<u>2010</u>	<u>2009</u>
Personnel remuneration and benefits	\$ 27,924,771	31,131,028
Arrears of remuneration 2008-2010	4,378,810	-
General Expenditure	<u>12,354,281</u>	<u>9,366,422</u>
	<u>\$ 44,657,862</u>	<u>40,497,450</u>

15. Income taxes

a) Income tax expense consists of the following:

	<u>2010</u>	<u>2009</u>
Current tax – charge	\$ 57,995	67,014
Green fund levy	<u>2,183</u>	<u>2,490</u>
Total charge	<u>\$ 60,178</u>	<u>69,504</u>

APPENDIX 9: PSIP ANNUAL REPORT

ACRONYMS USED:

CARIMET – CARIBBEAN METROLOGY ORGANIZATION

CARIRI - CARIBBEAN INDUSTRIAL RESEARCH INSTITUTE

CLAS – CARIBBEAN LABORATORY ACCREDITATION SCHEME

CROSQ – CARIBBEAN REGIONAL ORGANIZATION FOR STANDARDS AND QUALITY

HSE – HEALTH, SAFETY AND THE ENVIRONMENT

ICT – INFORMATION AND COMMUNICATION TECHNOLOGY

ISO – INTERNATIONAL ORGANIZATION FOR STANDARDIZATION

RQI – REGIONAL QUALITY INFRASTRUCTURE

TTBS – TRINIDAD AND TOBAGO BUREAU OF STANDARDS

WTO – WORLD TRADE ORGANIZATION

	PROJECT DETAILS	RELATED ACTIVITIES (2009-2010)	COMMENTS/ PROBLEMS	WAY FORWARD
UPGRADE OF TTBS BUILDING	<p>Description:</p> <p>This project seeks to provide facilities of an acceptable standard for existing staff, new personnel and new equipment resulting from the Bureau's expanding mandate</p>	<p>1. HSE Works</p> <p><i>a. HSE Infrastructural works</i></p>	<p>Final Report submitted by CARIRI for the Indoor Air Quality Assessment. The air quality is within accepted tolerances. Minor upgrades to be done.</p>	<p>Upgrades identified will be earmarked for 2010-2011</p>
		<p><i>b. Electrical Works</i></p>	<p>Report submitted by consultant. To review report and plan for associated upgrades.</p>	<p>Upgrades identified will be earmarked for 2010-2011</p>
	<p>Time Frame:</p> <p>Oct 2003-Sept 2013</p> <p>Success Level:</p> <p>95%</p>	<p>2. Internal Facilities Expansion</p> <p><i>a. Laboratory Services Division</i></p>	<p>Spaces for sixteen officers provided.</p> <p>The modular furniture has arrived and is to finish being installed. The ceiling, electrical and ICT infrastructure have been installed. Ducting for the air conditioning has been installed.</p>	<p>Completed.</p>

	PROJECT DETAILS	RELATED ACTIVITIES (2009-2010)	COMMENTS/ PROBLEMS	WAY FORWARD
		<i>b. Certification Division</i>	Spaces for three additional officers provided. All work completed in February 2010	
		<i>c. Marketing Unit</i>	Spaces for six officers provided. Works completed in March 2010.	
		3. New TTBS Campus <i>Concept Drawings for proposed new site plan for new TTBS campus</i>	Preliminary brief and sketches received from Architect and are being reviewed.	Completed.
PROCUREMENT OF TESTING EQUIPMENT AND MATERIALS	<p>Description:</p> <p>This project seeks to facilitate trade and increase competitiveness of manufacturers by the provision of testing and verification services supported by qualified and competent technical personnel and appropriate calibrated equipment.</p> <p>The project also seeks to expand the testing regime required for the regulatory activities mandated by the Standards Act No. 18 of 1997, to improve the quality of goods on the market and to ensure the health and safety of the national population</p> <p>Time Frame:</p> <p>Oct 2003-Sept 2013</p>	1. Testing of Electrical Cables <i>a. Purchase of Equipment and materials</i>	Procurement of the circulators and logging thermometer are still outstanding.	Completed.
		<i>b. Infrastructural works</i>	All work completed on cable testing room	
		2. Verification of Effluent Testing Protocols <i>a. Purchase of Equipment and materials</i>	All equipment purchased in November 2009	
		<i>b. Training of standards officers, technicians</i>	The officer attended the PITTCON in the USA. Completed in March 2010	
		<i>c. Promotion</i>	Has not been completed as scheduled	Project activity continued into 2010-2011
		3. Testing of Materials <i>Purchase of Equipment and materials</i>	Instron Software Modules received and installed. Completed May 2010. Procurement documentation was submitted for the purchase of a portable X Ray Fluorescent machine for screening of elements in	Project activity continued into 2010-2011

	PROJECT DETAILS	RELATED ACTIVITIES (2009-2010)	COMMENTS/ PROBLEMS	WAY FORWARD
	Success Level: 90%		goods such as toys, jewellery and metals.	
		4. Testing of Fibre Products and Footwear <i>a. Training of standards officers, technicians</i>	The officer completed a training attachment in India. Completed in September 2010	
		<i>b. Infrastructure works</i>	Humidifier for Sample preparation room in still to be installed	Project activity continued into 2010-2011.
		5. 2008-2009 Testing of Circuit Breakers <i>a. Purchase of Current Injection Set and auxiliary test equipment</i>	All equipment purchased	
		<i>b. Infrastructure works</i>	The infrastructure for the isolation of the equipment has not been completed	Project activity continued into 2010-2011.
		5. 2008-2009 Tungsten Filament Light Bulb Testing <i>Purchase of two (2) variable transformers and test equipment</i>	All equipment has been purchased	
		6. 2005-2006 – All Labs Infrastructural Upgrade	All works completed.	
PROVIDING RELIABILITY TO QUALITY INFRASTRUCTURE	Description: This project seeks strengthen and harmonize the national Measurement, Standards, Testing and Quality (MSTQ) infrastructure within the regional framework towards international recognition.	Component 1: Assuring traceability in metrology through regional cooperation <i>a. Meetings</i>	All activities were completed. Mr. Theodore Reddock represented TTBS as Head of CARIMET for this period and attended CROSQ-RQI meetings as required.	

PROJECT DETAILS	RELATED ACTIVITIES (2009-2010)	COMMENTS/ PROBLEMS	WAY FORWARD
<p>Time Frame: Oct 2003-Sept 2013</p> <p>Success Level: 92%</p>			
	<p><i>b. Training</i></p>	<ul style="list-style-type: none"> ❖ TTBS trained officers from two regional NSBs in calibration and metrology infrastructure issues. ❖ Two officers from the Metrology Division participated in CROSQ-RQI sponsored training in ISO 17025 Laboratory Management System Documentation for the Calibration of Weighing Instruments 	
	<p>Component 2: Development of regional calibration, testing and verification services.</p> <p><i>a. Workshops/ Meetings</i></p>	<ul style="list-style-type: none"> ❖ All activities were completed. ❖ Ms. Karlene Lewis and Ms. Ellison Floyd Tobas participated in CROSQ-CLAS sponsored activities including meetings and training. ❖ A two day “Measurement Toolkit” Workshop was successfully staged. The pilot group was introduced to the methodology of defining the need for measurement in a Small and Medium sized enterprise. Fourteen (14) SMEs participated. ❖ Ms. Karlene Lewis and Ms. Nirmala Parasram attended the CROSQ/CLAS Laboratory Safety Committee in Barbados for the development of generic safety documents for a laboratory such as 	

PROJECT DETAILS	RELATED ACTIVITIES (2009-2010)	COMMENTS/ PROBLEMS	WAY FORWARD
		safety audit form and laboratory safety manual	
	<i>b. Training for Accreditation Body/National Experts</i>	<ul style="list-style-type: none"> ❖ A Regional Assessor Training Programme for ISO/IEC 17025 was held in Barbados Two (2) representatives from Trinidad and Tobago participated: Mr Kevin Grant – Metrology Division, TTBS; Mr Edward Brathwaite – Quality Department, BHP Billiton. This was in addition to 13 other participants from the region. ❖ A training workshop for “Train the Trainer” was hosted at Kapok Hotel facilitated by CROSQ-managed CLAS Project with Mr Manfred Kindler being the main facilitator. Participants attended from different CARICOM Member States. 	
	<i>c. Assessment of Laboratories</i>	<ul style="list-style-type: none"> ❖ Alpha Interlab Center N.V., a medical laboratory in Aruba, was granted accreditation in accordance with ISO 15189: 2007 by TTLABS. This is the first medical laboratory to be granted accreditation by TTLABS. \ ❖ The other accredited laboratories were evaluated by surveillance audits and retained their accreditation status. 	
	Component 3: Development of regional accreditation	<p>80% of activities were completed</p> <ul style="list-style-type: none"> ❖ All equipment was procured. 	Project activity continued into 2010-2011.

PROJECT DETAILS	RELATED ACTIVITIES (2009-2010)	COMMENTS/ PROBLEMS	WAY FORWARD
	<p>structure</p> <p><i>a. National Certification Body (Accreditation of Certification Division)</i></p>	<ul style="list-style-type: none"> ❖ TTBS made a visit to NCBJ to benchmark their process for accreditation. ❖ Officers received training and coaching to improve auditor competency. ❖ The management system required by ISO 17021 has not been fully established as yet. 	
	<p><i>b. Institutional Framework - National Laboratory Accreditation Body</i></p>	<ul style="list-style-type: none"> ❖ 80% of activities were completed ❖ All equipment was procured. ❖ TTLABS is in the process of finalizing its business plan (one of the requirements of ISO 17011) for submission to the TTBS Board of Directors in September. ❖ Ms. Karlene Lewis and Ellison Floyd-Tobas both attended the 15th General Assembly of the Inter-American Accreditation Cooperation which was held in Rio de Janeiro, Brazil. Presentations were made at the Promotions Sub-Committee Meeting and the General Assembly on World Accreditation Day celebrations and the plans for facilitating internationally recognized accreditation for the Caribbean region. Membership and participation on different committees such as the Laboratories Subcommittee and MLA Group was demonstrated. ❖ Mrs. Ellison Floyd-Tobas and Mr Deryck Omar attended the WHO 	<p>Project activity continued into 2010-2011.</p>

PROJECT DETAILS	RELATED ACTIVITIES (2009-2010)	COMMENTS/ PROBLEMS	WAY FORWARD
		<p>AFRO Accreditation Seminar hosted by WHO and Center for Disease Control (CDC).</p> <ul style="list-style-type: none"> ❖ Ms Ellison Floyd Tobas attended the International Laboratory Accreditation Cooperation/ International Accreditation Forum (ILAC/ IAF) Conference in Vancouver, Canada 	
	<p><i>c. Participation in inter comparisons and proficiency testing schemes</i></p>	<ul style="list-style-type: none"> ❖ TTBS Material Products Laboratory participated in a proficiency testing scheme which was hosted by Interlaboratory Test, a PT provider from Argentina. ❖ Two laboratories have been registered to participate in a SIM organized Pilot Comparison of the determination of trace elements in drinking water 	
	<p><i>d. Promotion</i></p>	<p>World Accreditation Day, 9th June was commemorated with the hosting of a half-day seminar to promote accreditation of laboratories and participation in proficiency testing programmes. Dr Ivan Chang-Yen, Senior Lecturer in the Department of Chemistry at The University of the West Indies, St Augustine Campus, was the guest presenter. The theme for this year was “Global Acceptance”. Testing, calibration and medical laboratories were invited to participate. Twelve (12) laboratories participated inclusive of government</p>	

PROJECT DETAILS	RELATED ACTIVITIES (2009-2010)	COMMENTS/ PROBLEMS	WAY FORWARD
		medical laboratories	
	<i>e. Assessors Database</i>	Fifteen persons were added to the assessor database from around the region.	
	Component 4: Implementation of standards and technical regulations <i>a. Standards development</i>	<ul style="list-style-type: none"> ❖ 90% activities were completed. ❖ TTBS held its 3rd Specification Committee meeting to develop a Trinidad and Tobago Standard for Villas, in collaboration with the Tobago House of Assembly. This standard is intended to establish a minimum level of quality and service for owners and operators of villas. ❖ The market surveys are outstanding. 	Project activity continued into 2010-2011.
	<i>b. Training</i>	<p>Ms Nadita Ramachala attended the the United Nations Economic Commission for Europe (UNECE) workshop “19th session of the UNECE Working Party on Regulatory Cooperation and Standardization Policies (WP.6)” including: International Conference on Risk Assessment and Management and 19th plenary session of the Working Party on Regulatory cooperation and Standardization Policies (WP.6)</p> <ul style="list-style-type: none"> ❖ Two (2) officers attended the CROSQ Regional Workshop on Good Regulatory Practices for Trade Facilitation in Grenada ❖ TTBS hosted an ISO Regional Workshop in 	

PROJECT DETAILS	RELATED ACTIVITIES (2009-2010)	COMMENTS/ PROBLEMS	WAY FORWARD
		collaboration with ISO entitled "Introduction to ISO eServices"	
	<i>c. Awareness, Communication and Promotion</i>	<ul style="list-style-type: none"> ❖ TTBS hosted ISO Regional Training Programme on "The Role of Standards in Economic Development" in collaboration with ISO and CROSQ ❖ The Standardization Division hosted a Training Workshop on Electric Cables in collaboration with the British Approvals Service for Cables (BASEC) ❖ TTBS hosted a Risk Assessment training workshop to raise awareness and to promote the Trinidad and Tobago Standard, TTS 620: 2008, <i>Occupational Safety and Health Risk Assessment</i>. 	
	<i>Component 5: Coordination of national quality infrastructure</i>	<ul style="list-style-type: none"> ❖ 90% of activities were completed. ❖ Officers from TTBS attended the WTO TBT Committee Meetings in Geneva ❖ Ms. Jo-Anne Beharry attended the final part of the workshop on "Quality Infrastructure and Sustainable Development" hosted by DIN, the German National Standards Body in Germany. ❖ The draft National Quality Policy and Visioning documents have been completed by the consultants and submitted to TTBS management for review. 	Project activity continued into 2010-2011.

	PROJECT DETAILS	RELATED ACTIVITIES (2009-2010)	COMMENTS/ PROBLEMS	WAY FORWARD
CENTRAL SERVICES	<p>Description: This project seeks to facilitate the provision of technical and other supporting infrastructure for TTBS' operations.</p> <p>Time Frame: Oct 2003-Sept 2013</p> <p>Success Level: 85%</p>	<p>1. <i>Automated Information Management System Phase 3</i></p>	<p>ICT hardware and software acquired and installed. Integration into ASYCUDA was halted and revised to integration into SEW. TTBS has been working with MTI and the SEW team to resolve any outstanding issues.</p>	<p>Project activity continued into 2010-2011.</p>
		<p>2. <i>Upgrade of ICT Infrastructure</i></p>	<p>100% of activities completed. ICT hardware and software acquired and installed.</p>	
		<p>3. <i>Upgrade of TTBS Website (2006-2007)</i></p>	<p>94% of activities completed. TTBS Finance Department is working to interface with Scotia Bank which is the only local financial provider which facilitates E-Commerce.</p>	<p>To follow up with Scotia Bank. This activity is not expected to continue past December 2010</p>
		<p>4. <i>Automated Information Management System (2006-2007)</i></p>	<p>98% of activities completed Supplier's technical team has encountered some issues in the solution post migration. They are currently in the process of recertification.</p>	<p>Project activity continued into 2010-2011. To work with the Systems Analyst to strengthen the internal network as well as with the suppliers.</p>

	PROJECT DETAILS	RELATED ACTIVITIES (2009-2010)	COMMENTS/ PROBLEMS	WAY FORWARD
IMPLEMENTATION OF METROLOGY ACT	<p>Description:</p> <p>1. Implementation of the Metrology Act through the development and establishment of the National Metrology System and the establishment of the international systems of Units as the National System of Units locally</p> <p>2. Improvement in the Competitiveness of T&T due to the effect of application of Metrology. Improvement in the quality of life due to visible improvements in the fairness of trade and the reliability of measurements</p> <p>Time Frame: Oct 2003-Sept 2015</p> <p>Success Level: 80%</p>		<p>The proclamation of the Metrology Act remains outstanding. The early proclamation was an assumption of this project. This has had a detrimental effect on all the mandatory activities that were anticipated and which should have already commenced. It has also affected the status of preliminary arrangements that were made.</p>	<p>TTBS continues to work with Ministry of Trade and Industry and Ministry of Legal Affairs towards the proclamation of the Act.</p> <p>Project activities continued into 2010-2011.</p>
		1. Develop and Implement SI System programme	<p>80% of activities completed</p> <p>The work to get the Act and Regulations ready for proclamation has been completed but the Act was still not proclaimed.</p> <p>Application for international recognition of Mass Measurement Calibration and Measurement Capability (CMC) was not completed due to the officer responsible being unexpectedly unavailable.</p>	Project activities continued into 2010-2011.
		2. Purchasing of Equipment	<p>50% of activities completed</p> <p>The magnetometer and susceptometer and the digital displays are still outstanding</p>	Project activities continued into 2010-2011.
		3. Recruitment and Training	<p>85% of activities completed.</p> <p>An arrangement for the training of personnel in Electrical Energy is being explored with INMETRO in Brazil.</p>	Project activities continued into 2010-2011.

PROJECT DETAILS	RELATED ACTIVITIES (2009-2010)	COMMENTS/ PROBLEMS	WAY FORWARD
	4. Public Outreach	50% of activities completed. Activities related to the proclamation of the act could not be completed.	Project activities continued into 2010-2011.
	5. Infrastructural Works	100% of activities completed. The ceiling area was sealed and all required furniture was purchased.	

Projects	Y/E 30 Sept 2010(2009-2010)	
	PSIP funding Released \$	PSIP funding Expended (Including commitments)\$
Upgrade of TTBS Building	480,000	568,006
Procurement of Testing Material & Equipment	400,000	\$600,097
Providing Reliability to Quality Infrastructure	500,000	579,610
Central Services- TTBS	500,000	541,260
Implementation of the Metrology Act 2004	600,000	660,783
TOTAL	2,480,000	2,949,756*
*Excess expended funds are from residual balances from previous year.		

APPENDIX 10: CORPORATE STRATEGY MAP

