



METAL INDUSTRIES COMPANY LIMITED

ADMINISTRATIVE REPORT 2012/2013

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SUBMITTED BY:

METAL INDUSTRIES COMPANY LTD

NSDP



“TRAINING FOR INDUSTRY”

Contents

1.0	VISION.....	3
2.0	MISSION.....	3
3.0	STRATEGIC IMPERATIVES.....	4
3.1	Core Values.....	5
4.0	ORGANISATIONAL STRUCTURE	7
4.1	Corporate Structure.....	7
4.2	Corporate Structure: Divisions, Units, Departments, and External Centres	8
4.3	Reporting and Delegation System	10
4.4	Programme Accreditation.....	13
5.0	POLICY FRAMEWORK	14
5.1	Policies	14
6.0	DEVELOPMENT INITIATIVES	15
6.1	Short-term development initiatives.....	15
6.2	Medium-term development initiatives	15
6.3	Long-term development initiatives.....	16
7.0	FINANCIAL OPERATIONS	16
7.1	Financial Functions	16
7.2	Budget Formulation.....	16
7.3	Public Sector Investment Programme (PSIP).....	19
7.4	Expenditure versus Budget.....	19
7.5	Debt Policy.....	22
7.6	Investment Policy	22
8.0	HUMAN RESOURCE DEVELOPMENT	22
8.1	Career Path Systems.....	22
8.2	MIC Staff Classification	22
8.3	Performance Measurement Tools	23
8.4	Promotion.....	23
8.5	Recruitment & Selection Procedures	24
8.6	Human Resource Career Development Systems	24
8.7	Support Services	25
8.8	Conditions of Employment.....	28
8.9	Staff Training Programmes	28
9.0	PROCUREMENT OF RESOURCES	29

9.1.	Tendering Procedures	29
9.2	Contractual Procedures.....	29
10.0	INDUSTRIAL RELATIONS	29
11.0	INTERNAL AUDIT PROCEDURES	30
12.0	ENROLMENT AND GRADUATES	30
13.0	PERFORMANCE ACCOMPLISHMENTS/ACHIEVEMENTS.....	31
13.1	Community Engagement and Stake Holder Relations.....	31
13.2	MIC Customized Courses for Professional Development.....	31
13.3	Strategic Partnerships: Local, Regional and International	32
13.4	Capital Works	34
13.5	Building Capacity through Training	36
13.6	New Programmes	37
14.0	CONCLUSION.....	38



1.0 VISION

The Vision of the Metal Industries Company Ltd (MIC) is to create national competitive advantage through strategic partnerships with the Government of the Republic of Trinidad and Tobago (GORTT) and industry for growth and prosperity.

2.0 MISSION

To be a catalyst for developing National Technical and Vocational competencies for competitive industries through quality training, innovation, manufacturing and engineering products and services.

MIC's mission and vision affirms its commitment to national growth and development and are closely aligned to four (4) of the GORTT's seven (7) pillars for sustainable development, namely:

- **Pillar One: People Centered Development**
MIC offers technical and vocational training at the tertiary level, thus seeking to develop participants/trainees in a holistic way through the provision of quality training;
- **Pillar Two: Poverty Eradication and Social Justice**
MIC provides nationals with skills to become more marketable as evidenced by the presence of socially geared programs such as the Helping Youth Prepare for Employment (HYPE) and Multi-sector Skills Training (MuST) Programmes;
- **Pillar Five: A More Diversified Knowledge Intensive Economy**
MIC recognizes the differences in competencies and has embraced diversity in education. Therefore, the types of programs offered, capture the Cottage industry, Building Construction industry, Mechanical/Engineering and the Manufacturing industries. This is an illustration of MIC being a catalyst for the development of National Technical and Vocational competencies;

- Pillar Six: Good Governance

MIC recognizes that good governance, transparency and accountability begin with the Vision and Mission, which is central to its decision-making and all aspects of its operations.

3.0 STRATEGIC IMPERATIVES

It is MIC's belief that it is strategically positioned as a unique and highly relevant Technical Vocational institution. The institution is viewed as a viable option by many parents, guardians and young adults as an excellent option for persons who want a path of success in life not tied to academia. The Technical and Vocational sector has also received a much-needed boost via the announcement by the GORTT that all persons pursuing programmes of study in this sector will be able to access GATE funding. This initiative by the GORTT is directly aligned to its Pillars for Sustainable Development and is a challenge which the MIC is capable of fulfilling through its suite of programmes/courses.

The Mission is also reflected in the three (3) main strategic goals of the organization as stated in the Strategic Plan (2010-2015), which focuses on growth, operational excellence, image and branding as an institution with a high performance culture. Firstly, in accordance with our Mission, growth will focus on our products, services and training programmes. Secondly, operational excellence will focus on improving quality to 99% across all activities in the organization and to 90% our customer service level agreements and Variable Cost Productivity (VCP). Finally, Image and Branding to create a high performance culture will focus on innovation, employee engagement and customer satisfaction.

The MIC Strategic Plan (2010-2015) represents the primary vehicle for alignment of the activities of the organization with the Technical / Vocational component of the mission of the Ministry of Tertiary Education and Skills Training (MTEST).

The plan is structured to guide the organization's operational decision-making relative to cost and general management as well as, the systematic execution of projects to fulfill the selected Strategic Initiatives for the planning period 2010-2015. The Initiatives appear in the list below.

- Operational Excellence
- Accreditation
- New Product Introduction / Innovation
- High Performance Culture / Image & Branding
- Strategic Partnerships

The carefully selected Strategic Initiatives listed above are intended to advance the organization to improved levels of execution of its mandate – The Creation of Competitive Industries in Trinidad and Tobago through Training, Manufacturing Services and Product Development support. A range of 'Key' Enterprise Level Projects including Capital; Infrastructure; Continuous Improvement and Technology projects have been selected to drive the fulfillment of these Initiatives.

3.1 Core Values

The MIC is a leader in the delivery of TVET training in Trinidad and Tobago. Its mandate is the creation of competitive industries in Trinidad and Tobago through Training, Manufacturing Services and Product Development support. In pursuing this mandate, the MIC is guided by four (4) Core Values: Integrity, Excellence, Transparency and Quality.

- Integrity: MIC adheres to highest ethical standards in its conduct, governance, social corporate responsibilities, business operations as well as in its interactions with staff and customers.
- Excellence: The MIC continues to deliver superior products and services in an effort to exceed the expectations of its customers and partners, while delivering on

its mandate to be a catalyst for competitive Industries in Trinidad and Tobago through precision focus on its goals and planning initiatives.

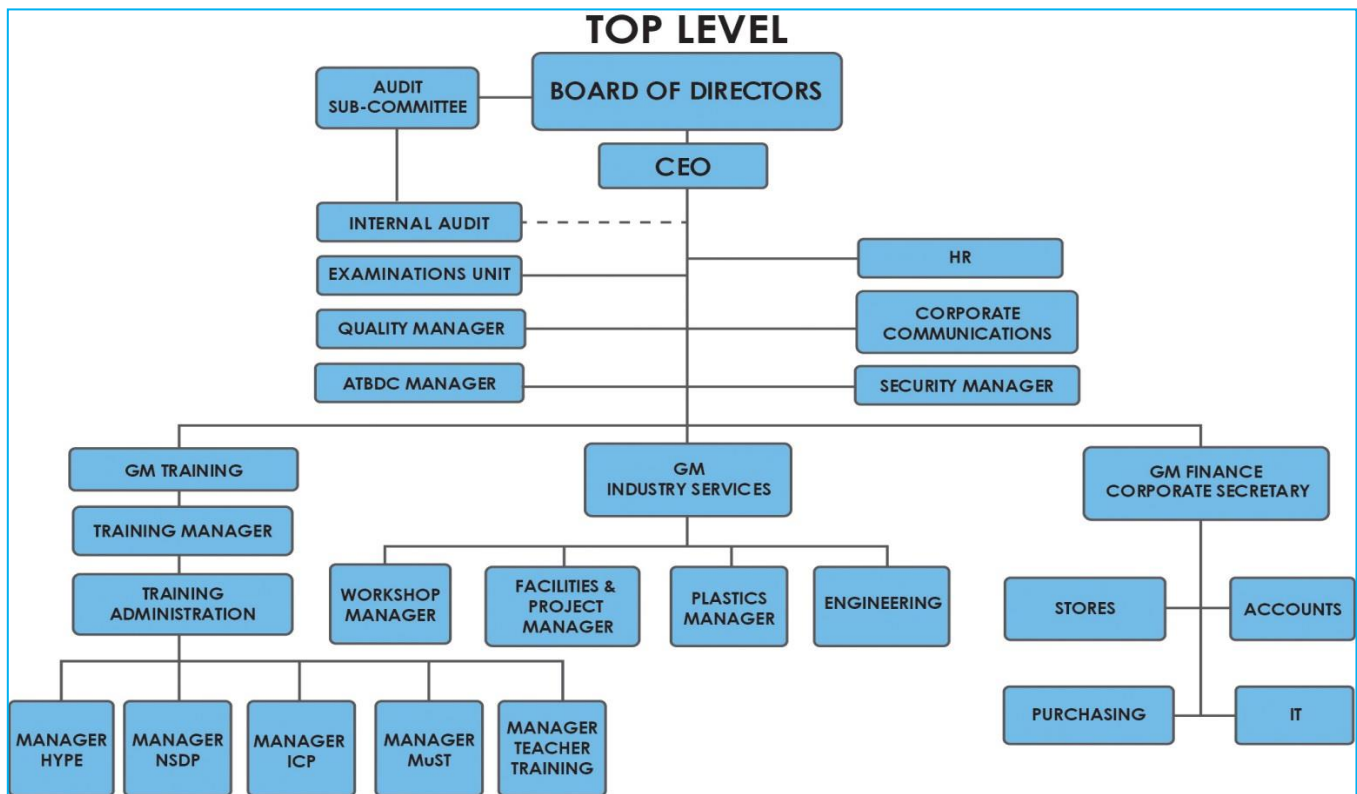
- **Transparency:** MIC is frank and honest in its communications with customers, employees and in its business transactions. The MIC is also responsible and proactive in its audit processes to ensure adherence to high professional standards.
- **Quality:** Within the Company, there must be a commitment to continuous improvement in all processes while leveraging Best Practice Standards to ensure the highest levels of quality in product and services.

4.0 ORGANISATIONAL STRUCTURE

4.1 Corporate Structure

MIC's corporate structure as shown in **Figure 1** departs from the traditional design of many similar Technical Vocational Institutions. The statutes, policies and procedures of the Ministry of Tertiary Education and Skills Training (MTEST) that guide the Company influence the system of governance. The leadership at MIC manages its operations and functions within MTEST's guidelines, which facilitate the successful accomplishment of the Company's mission and goals by involving administrators, instructors, staff and students in the process. Additionally, MIC was incorporated under the Companies' Ordinance, Chapter 31, No.1, on December 11, 1974. In order to operate as a public training provider, MIC had to subject itself to further scrutiny by the Board of Industrial Training, which subsequently approved and allowed MIC on October 27, 1975 to engage in the training of apprentices in specific fields.

FIGURE 1: Metal Industries Company Ltd.'s Organizational Structure



4.2 Corporate Structure: Divisions, Units, Departments, and External Centres

The operations of MIC and its various programmes are done through a number of departments, units, and Centres as shown in **Table 1**. The senior management of the Company provides oversight. It is the responsibility of the various Centre Coordinators and Heads of Departments to ensure that the policies and procedures are implemented. Some Centres or units may maintain additional policies, these however do not supersede but rather support institution-wide policies.

The Coordinators of the various Centres, the managers and coordinators of the various departments and units report to the appropriate senior manager of the Institution. These managers are the General Manager – Training; the General Manager – Industry Services; the General Manager- Finance/Corporate Secretary; the Human Resources Manager; the Finance Manager and the Quality Manager. This structure ensures that all Centres, units and departments have clearly defined reporting lines in the organization.

TABLE 1: - The Metal Industries Company Ltd.’s Divisions and Centres by Functionality

Internal Divisions, Units and Departments
Training Division <ul style="list-style-type: none">• Training Administration• Examinations Unit• Registration Administration and Records Unit• Research and Curriculum Unit• Placement Unit• Guidance and Counselling Unit• Technical Vocational Instructor/Teacher Training Unit
Corporate Services Division <ul style="list-style-type: none">• Corporate Communications Department

- Finance Department
- Human Resources Department
- Information Technology Department
- Marketing Department

Industry Services Division

- Manufacturing Department
- Engineering Department

External Centres

Advanced Technology & Business Development Centre

Macoya Technology Centre

Moruga Centre

O'Meara Technology Centre

Penal Technology Centre

Pleasantville Technology Centre

Point Fortin HYPE Centre

Point-a-Pierre Centre

Diego Martin Technology Centre

Sangre Grande Centre

St Bede's Technology Centre

Government Vocational Centre

HYPE Tobago Centre

Tobago Technology Centre

Must North West Centre

Must North East Centre

Tunapuna Centre

Must Central Centre

Must South Centre

Must Tobago Centre

4.3 Reporting and Delegation System

MIC implements a system of monthly reporting in which all Centre coordinators are required to submit a report to their Project Managers. The Project Managers use the information presented to inform a monthly report that is submitted to the General Manager, Training. The Heads of Units under the Training Division also submit a monthly report to the General Manager, Training who then uses this information to inform his own monthly report that is sent to the Chief Executive Officer (CEO) and the Board of Directors. These reports contain the following information:

- Activities during the month
- Student data
- Staff performance
- Accomplishments
- Projected targets/deliverables

The CEO then utilizes this information along with reports from other Managers inclusive of the Examinations Coordinator, the HR Manager and the Finance Manager to develop his monthly report, which is submitted to the Board of Directors directly, or via the Board Sub-Committees. For each level of reporting, the reports are compared with the relevant action plans developed through the Board Sub-Committees. The Board of Directors then uses this information to review the monthly activities based on projected deliverables of the action plans of every Division, Department, Unit and Satellite Centre to ensure that they are meeting deliverables; that they are functioning in accordance with the company's mission and purpose and to determine what new activities must be delegated to close gaps and fix loopholes. Directives are then transferred to each component of this system through the same lines of communication. The relevant Board Sub-Committee will be informed of the anomaly so that it may oversee the performance of any necessary corrective action through interface with the General Manager or appropriate Manager of the responsible Division or Department.

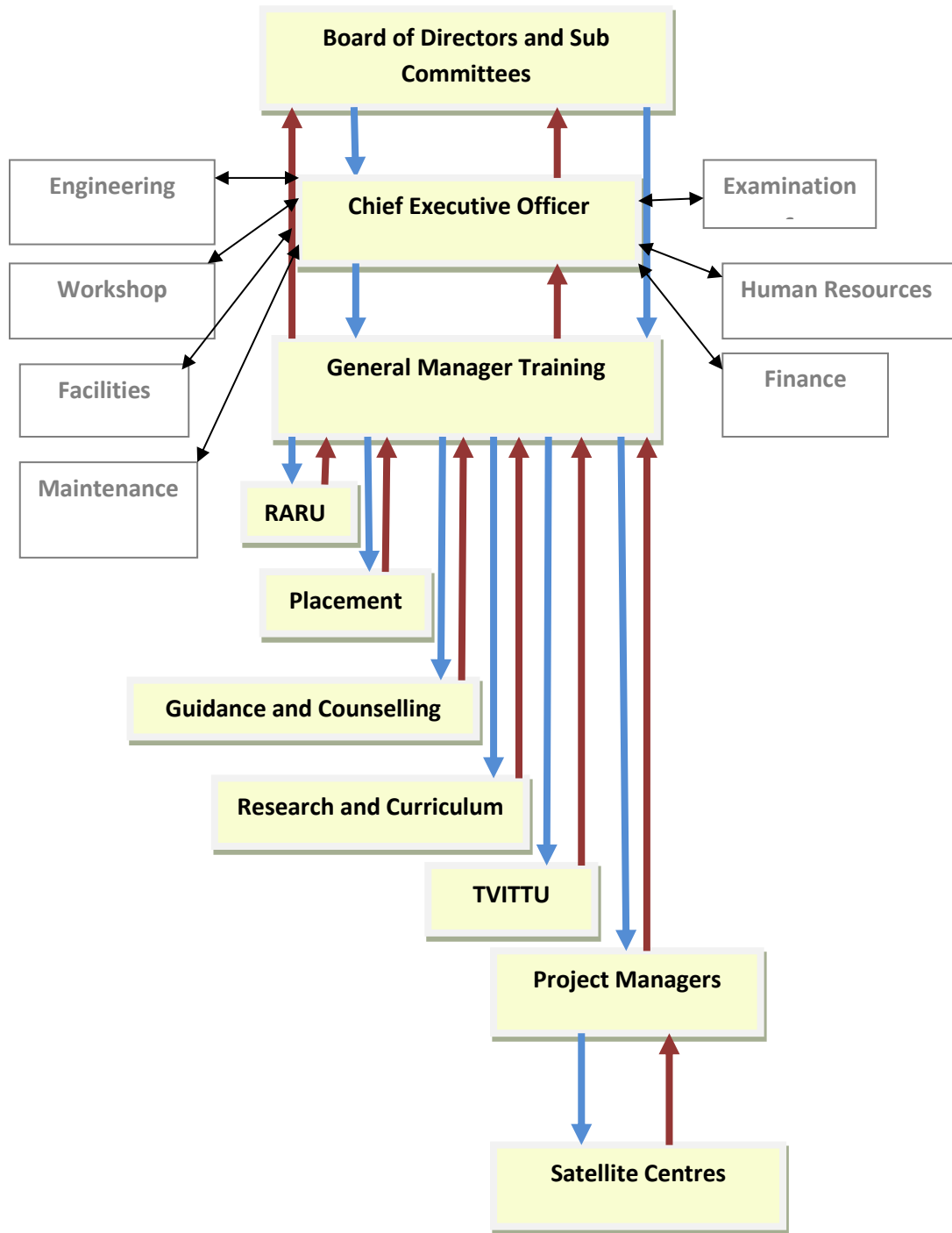
The information submitted in these reports contains but is not limited to the following information:

- Activities engaged in for the month
- Achievements for the month
- Progress report for unfinished projects
- Benchmarks for the following month
- Challenges faced in project processes and suggested mechanism for their rectification

MIC recognizes that in order to ensure the successful evaluation of the achievement of its mission and purpose, it must have effective systems in place for the management and flow of data/information. It further recognizes, that these systems must be constituted in such a way that it supports the changes that are likely to come when Government, project requirements and the needs of industry change.

Additionally, equipment and resources must be accounted for and the information relating to their purchase and upkeep must be maintained. The Purchasing and Maintenance departments are responsible for this. The collection, storage, analysis and distribution of this vast amount of institutional information must be well organized and is done in a manner that allows for the necessary feedback that would promote quality planning, implementation and evaluation mechanisms. These systems can be categorized into two types; Operational systems and Technological systems – one system to direct action and another to support the action taken. All Units under the Training Division serves to both collect and distribute information and these distributions are interconnected. **Figure 2** illustrates MIC's Reporting and Delegating System.

FIGURE 2: MIC's Monthly Reporting and Delegation System



4.4 Programme Accreditation

MIC is the only TVET Institution in Trinidad and Tobago to be fully accredited by the Accreditation Council of Trinidad and Tobago (ACTT) for a period of 5 years. Despite this achievement, programme accreditation continues to be prioritized by the Company. In this vein, MIC actively seeks specialized programme accreditation with international bodies. Specialized Programme Accreditation not only gives MIC recognition for the caliber of its programmes offered, but such accreditation also affords graduates the opportunity to seek professional membership within these international bodies. The following MIC programmes have received Specialized Programme Accreditation:

Accredited by German Chamber of Crafts and Trades, Germany and The ICON Institut, Aachen Germany:

Master Craftsman Advanced Diploma – Solar Photovoltaics Option
Master Craftsman Advanced Diploma – Mechatronics Option
Master Craftsman Advanced Diploma – Electronics Option
Master Craftsman Advanced Diploma – Mechanical Engineering Option
Journeyman Advanced Diploma – Industrial Maintenance Option
Journeyman Advanced Diploma – Electrical/Electronics Option
Journeyman Advanced Diploma – Mechanical Engineering Tech. Option

Accredited by the American Welding Society:

Certified Associated Welding Inspector
Certified Welding Education
Certified Welding Inspector
Schools Excelling through National Skills Education (SENSE) Certificate - Arc Welding Option
SENSE Certificate – Thermal Cutting and Technology

Accredited by the ICON Institut, Aachen Germany:

Engineers in Training Advanced Diploma – Design Engineering Option
Engineers in Training Advanced Diploma – Innovation Option
Engineers in Training Advanced Diploma – Entrepreneurship and Practical Skills Option

5.0 POLICY FRAMEWORK

MIC has an established policy framework that governs the development, implementation and review of its policies. The framework seeks to ensure that MIC's policies are consistently and appropriately established, monitored and reviewed. MIC's policies and procedures go through a formal approval process. Policies are prepared by the corresponding departments and submitted for consideration to the corresponding sub-committee of the Board. Once approved, they are presented to the Board of Directors for final approval.

5.1 Policies

The policies which guide the governance of MIC and which are utilized and implemented by senior management in their decision-making are many and varied. The key ones are:

- The Metal Industries Company Limited Training Quality Manual
- The Metal Industries Company Limited Financial Policies and Procedures and
- The Metal Industries Company Limited Human Resources Policy/Procedures Guide

MIC measures the effectiveness of these and other policies through a number of mechanisms. These include annual seminars, monthly manager reports, stakeholder surveys and monthly and annual department reports.

The responsibility for financial governance rests with the Board elected Finance Sub-Committee and the responsibility for financial administration rests with the Finance Department of MIC. The MIC's Financial Policy and Procedures govern all of MIC's financial activities. The Financial Policy defines the composition, roles and level of authority as it relates to financial governance in the organization.

Given that many of MIC's programmes are GATE funded, important emphasis continues to be placed on its finance and tendering practices. In this vein, MIC recognizes the need for accountability, transparency and internal controls. Three (3) main bodies appointed by the Board have the responsibility for specific oversight. They include the Finance

Subcommittee, the Tenders Subcommittee and the Audit Subcommittee. These committees meet on a monthly basis.

6.0 DEVELOPMENT INITIATIVES

A number of short, medium and long-term plans have been developed/in the process of being developed, to ensure that the Company's graduates are equipped with the appropriate skill sets to enable them to function effectively in a technology driven rapidly shrinking global village.

6.1 Short-term development initiatives

- Level I Steel Pan Manufacturing under the HYPE Programme
- Level II Joinery under the HYPE Programme
- Level II Plastics technology under NSDP Programme
- Level II Mechatronics in NSDP
- Level II General Draughting under Craft Programme
- Level II & III Photovoltaic in NSDP
- Diploma in Plumbing
- Diploma in Electrical Electronics
- Diploma in Industrial Maintenance
- Certificate in Air Craft Maintenance
- OJT Sectoral Training
- Filling of key corporate and faculty vacancies
- Enhanced Student Support Services

6.2 Medium-term development initiatives

- Level II Agriculture
- Level II Geriatric Nursing
- Electronic TVET Library

- The Welding Academy
- The Welding Caravan
- Repurposing of select courses into Open Education Resources

6.3 Long-term development initiatives

- Training Centre Expansion and Improvement

7.0 FINANCIAL OPERATIONS

MIC ensures that there is proper use and accountability of funds and resources received from the GORTT. The Company has implemented systems of control to account for funds received and the spending of such funds. Its Financial Operations are governed by its Financial Policies and Procedures.

7.1 Financial Functions

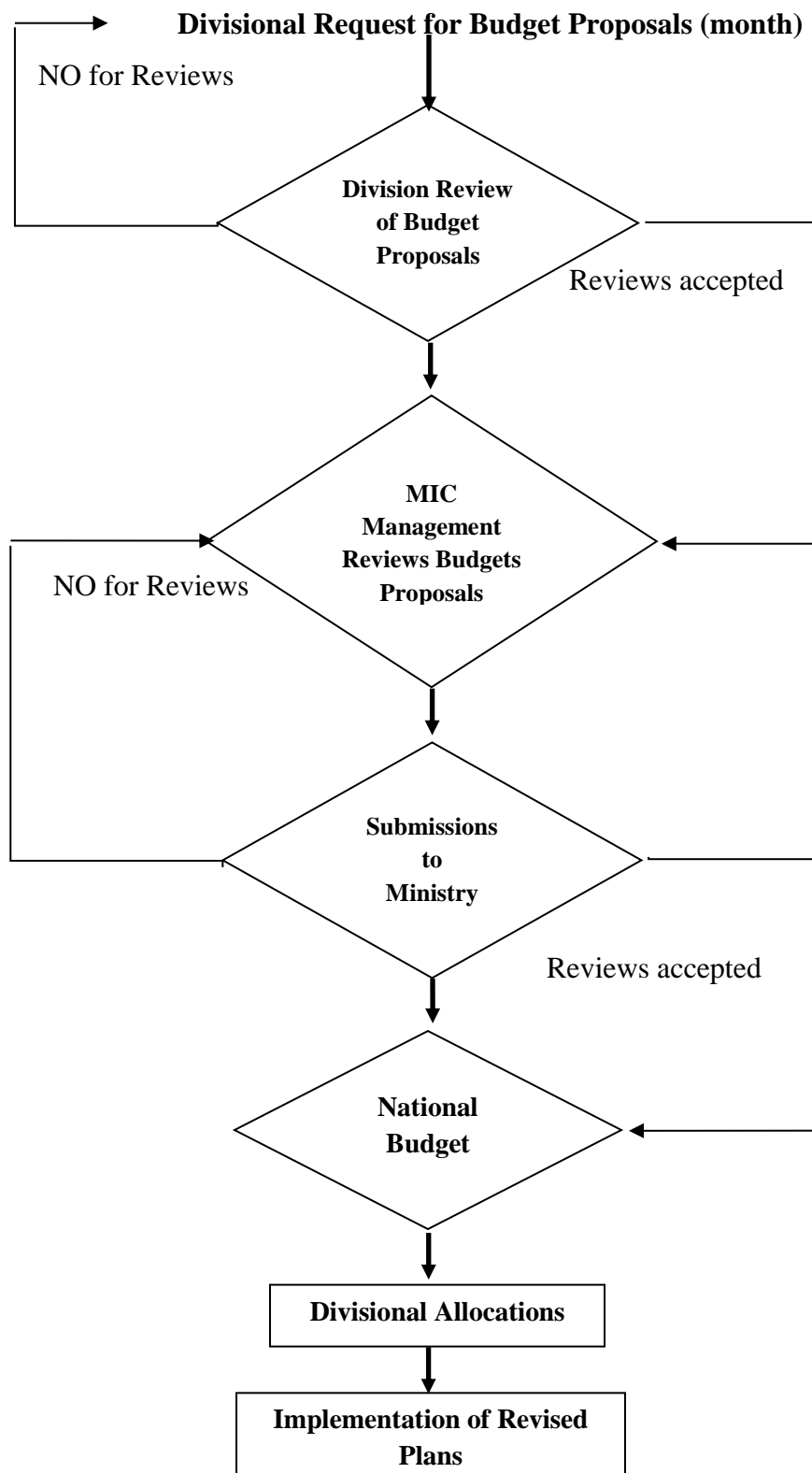
MIC's CEO and/or Finance Manager, is authorized to award contracts for the procurement of goods and services up to a limit of TT \$15,000. Any purchases beyond TT\$15,000. must be approved by the Board appointed Tenders Sub-Committee.

7.2 Budget Formulation

The GORTT's focus has driven the expansion of the MIC through the opening of several Centers across Trinidad and Tobago on increasing access to higher education opportunities to nationals. In this context, a significant percentage of MIC's training operating costs are funded directly by the Government of Trinidad and Tobago. The remaining costs are covered by revenue derived from MIC's commercial divisions.

At the beginning of the budgetary cycle, draft estimates of income and expenditure are aligned to the Company's strategic plan and are prepared in accordance with the format outlined in the Ministry of Finance and the Economy's Call Circular document. Such estimates take account of the Company's projects/programmes, core functions infrastructure and human resources needs as these relate to short, medium and long-term goals. Estimates are forwarded through the Company's Chairman for the Board of Directors' approval, subsequent to which they are duly transmitted to the Permanent Secretary, Ministry of Tertiary Education and Skills Training. The Ministry reviews estimates in collaboration with the Company in advance of forwarding it for the consideration of the Ministry of Finance (Budget Division). Further to the receipt of budgetary allocations, the Company is normally required to re-prioritize projects/programmes, in accordance with specified allocations. **FIGURE 3** illustrates this process.

FIGURE 3: Metal Industries Company Ltd.'s Budget Process



The Ministry has two (2) types of budgetary sources from which MIC receives funds: the Recurrent Expenditure and the Public Sector Investment Programme (PSIP). In both cases, the Company has to present its projects and defend their sustainability and contribution to the labour market, economy and society in general. It is then the Ministry's decision as to how much funds will be disbursed to each project.

7.3 Public Sector Investment Programme (PSIP)

With reference to projects under the PSIP, the Company is again guided by the Call Circular document whereby projects and programmes are prioritized and aligned with national development objectives. Estimates of PSIP expenditure undergo similar processes of approval at the level of the Company's Board and Line Ministry, before being forwarded to the Permanent Secretary, Ministry of Tertiary Education and Skills Training and then to the Ministry of Planning and Sustainable Development. Pursuant to the receipt of allocations, where necessary, the Company will re-prioritize projects/programmes, in accordance with levels of allocations received.

7.4 Expenditure versus Budget

For the Financial Year 2012/2013, the MIC's Recurrent allocation was one hundred and sixty-eight million, five hundred and twenty-eight thousand (\$168,528,000). Actual expenditure was also one hundred and sixty-eight million, five hundred and twenty-eight thousand (\$168,528,000) as at September 30, 2013. These figures mentioned are disaggregated in **TABLE 2**.

In addition, for PSIP the allocation to MIC for Financial Year 2012/2013 was thirty-nine million, three hundred thousand (\$39,300,000). Actual expenditure was also thirty-nine million, three hundred thousand (\$39,300,000) as at September 30, 2013. These figures mentioned are disaggregated in **TABLE 3**.

TABLE 2: MIC's Recurrent Expenditure versus Budget

October 1, 2012 to September 30, 2013

Programme Name		Estimates Revised	Actual Expenditure	Variances
		\$	\$	\$
(011-01)	NSDP	22,663,000	22,663,000	-
(006-34)	Craft	26,400,000	26,400,000	-
(006-25)	Laventille	8,400,000	8,400,000	-
(006-33)	Pleasantville	18,600,000	18,600,000	-
(007-03)	Hype	45,640,000	45,640,000	-
(006-06)	MuST	46,825,000	46,825,000	-
Total Recurrent Expenditure		168,528,000	168,528,000	-
Total Expenditure		168,528,000	168,528,000	-

TABLE 3: MIC's PSIP Budget Estimates versus Actual Expenditure

October 1, 2012 to September 30, 2013

Project Name		Actual Budget \$	Actual Expenditure \$	Variances \$
(D-006)	Sangre Grande Technology Centre	500,000	500,000	-
(D-011)	POS Industrial Training Centre	1,600,000	1,600,000	-
(D-013)	HYPE Administration & O'Meara Centre	3,500,000	3,500,000	-
(D-015)	Tobago Technology Centre	4,900,000	4,900,000	-
(J-023)	Chaguanas Technology Centre	2,000,000	2,000,000	-
(J-008)	NSDP-Macoya Technology Centre	5,000,000	5,000,000	-
(J-009)	MIC Training Subsidy	1,800,000	1,800,000	-
(J-010)	Upgrade & Renovations of Tech Centres	4,000,000	4,000,000	-
(J-013)	Point Fortin Centres	2,000,000	2,000,000	-
(J-019)	MIC Administrative Centre & Capital Equipment	4,000,000	4,000,000	-
(J-024)	St. Bedes Technology Centre	1,000,000	1,000,000	-
(J-031)	Pleasantville Technology Centre	1,560,000	1,560,000	-
(J-039)	Moruga Technology Centre	1,000,000	1,000,000	-
(J-063)	Penal Technology Centre	4,440,000	4,440,000	-
(D-004)	Diego Martin Technology Centre	2,000,000	2,000,000	-
Total Expenditure		39,300,000	39,300,000	-

7.5 Debt Policy

The MIC's policy on debt accumulation is in keeping with that of the Government of Trinidad and Tobago, which states that expenditure plus commitments should not exceed the allocations and releases of the Ministry of Finance to the respective Agency.

7.6 Investment Policy

The MIC does not have an investment policy, however taking into account the evolving mandate of the Company such a policy will be embraced in the short term.

8.0 HUMAN RESOURCE DEVELOPMENT

8.1 Career Path Systems

The MIC seeks to develop employees by providing training opportunities, rotating administrative staff to expose them to a variety of job schedules and offering advice for career paths within the organization. When new vacancies arise, the Human Resources Department attempts to fill these vacancies internally before advertising to the wider public. Efforts are also geared toward making internal acting arrangements when posts are made available through staff movements. When existing offices become vacant, the Human Resources Department usually fills these offices based on seniority.

8.2 MIC Staff Classification

MIC has continuously sought to recruit the best instructors and corporate support staff. As shown in **TABLE 4**, the total number of staff as at September 30, 2013 stands at seven hundred and seventy (770). All Instructors are given the opportunity to gain experience both within and outside the organization. To facilitate the training of instructors, the Technical-Vocational Instructor/Teacher Training Unit (TVITTU) was established in 2008 to address major shortcomings of instructors throughout the organization.

TABLE 4: MIC Staff Classification and Head Count as at September 30th 2013

STAFF CLASSIFICATION	COUNT
Permanent	365
Contract	367
Adjunct	38
TOTAL	770

The Human Resources Sub-committee of the Board, in collaboration with the Human Resources Department, seeks to ensure that MIC attracts and retains adequately qualified, trained and experienced personnel to achieve its mission and purpose and also that MIC's system of recruitment is transparent and meritocratic.

8.3 Performance Measurement Tools

MIC's policies and procedures for support staff appointments, evaluation, retention, promotion and dismissal are reviewed and revised as needed. Personnel policies and issues reviewed and discussed at meetings of the Human Resources board appointed sub-committee. The main functions of this committee are to review existing Human Resources policies, monitor their implementation and make recommendations to the Board for changes and improvements, including those policies related to disciplinary action, recruitment and termination.

8.4 Promotion

The Human Resources Department makes promotions based on performance, seniority and interviews.

8.5 Recruitment & Selection Procedures

MIC's procedure for recruitment and promotion are found in the The Human Resources Policy and Procedures Manual. The Human Resources Department oversees the hiring process and the Human Resources Manager is responsible for providing information to all concerned regarding affirmative action, which include policies, procedures and guidelines. In order to fill a new or replacement position, a complete job description is developed and placed on file with the Human Resource Department before any job postings. All new postings are first announced internally via email. If a suitable candidate is not selected internally, the posting is then advertised externally. The Human Resource Department facilitates the formation of a hiring committee with the appropriate unit head. Each new staff member undergoes an individual orientation, during which the employee would receive a copy of any applicable bargaining agreement.

8.6 Human Resource Career Development Systems

The Human Resource Department obtains information on developmental needs of staff via performance evaluations, needs assessments, employee initiated requests and recommendations from Departmental Heads and Supervisors.

The following systems are available via the HR Division:

Financial Support for Training

The Company currently funds up to 100% of the cost of short term training courses to assist employees in enhancing the skills required to perform their duties and to build competency for career development. This is subject to budgetary approval. Both employees and supervisors may initiate Requests for Training which are in alignment with the employee's job functions, career progression or form part of the department's strategic goals and initiatives.

Specialized Departmental Training

Given departmental mandates or initiatives, a Department Head may require specialized in-house group training for a department or team. In such cases, recommendations are submitted to the HR Division with justification provided. The HR Division seeks proposals to deliver the expert content required. Approval for such training is subject to the departmental budgetary approval.

Training Needs Assessment (TNA)

In order to develop or recommend appropriate solutions for individuals or departments, the Human Resource Division may engage in a training needs assessment. This allows for the identification of the gaps between the knowledge, skills and abilities that employees currently possess and the knowledge, skills and abilities that they require for career development and to meet the institution's strategic objectives. From this, employees may be recommended for developmental interventions to boost their competencies and help them along their career path.

8.7 Support Services

The Training Division, including the Record Administration and Registration Unit (RARU), Guidance and Counselling, Placement, Research and Curriculum, and the Technical-Vocational Teacher/Instructor Training Unit (TVITTU) are at the forefront with respect to providing services to our students/trainees. They are supported by the Human Resource, Finance, Information Technology, Procurement & Stores Departments as well as the Security Departments.

MIC has amongst its support staff, facility engineers who are assigned to regions: South, North, East and Tobago. Technicians skilled in disciplines such as Electrical and Mechanical Engineering are assigned to the larger Centres such as the Pleasantville Technology Centre. These technicians report to the Facility Engineer and their job specifications require them to maintain and repair workshop training equipment and

infrastructure and infrastructural equipment as well as assist in the identification of replacement and improved updated equipment. The significance of workshops and their maintenance within the training requirements is critical as the practical components of the curriculum averages at eighty (80) percent. The Facility Engineers are responsible for all centres within their region.

MIC also has an extensive Guidance and Counselling Unit that provides students/trainees with counselling for personal issues as well as provides Life Skills training and workshops dealing with matters such as Money Management and Time Management.

MIC's Macoya Centre has a physical Library that can be accessed by students/ trainees by producing their student/trainee ID cards. It is a reference library for the students/trainees and the staff at the institution.

At the Tobago Technology Centre students/trainees have Wi-Fi access and are encouraged to use it for research purposes. The other Centres, excluding Moruga, have computer laboratories and/or internet stations available for students'/trainees' use. MIC has launched a trial run of the Virtual EBSCO Technical Library – an Online Resource for Academic Libraries. This EBSCO Host promises the world's most comprehensive, scholarly full-text databases; allowing interface with over 256,000 plus eBooks.

Access to support services by students

The services provided are accessible to all registered students throughout the various centres of the MIC.

Modes of access to the services

Students/Trainees can access support services by several modes including:

- Peer referral
- Walk-in and/or Self-referral

- Faculty referral
- Electronic access – telephone, email

Services provided for the period 1 October 2012 to 30 September 2013

New Trainee Orientation

As at September 2013, four thousand and ninety one (4,091) students out of an intake of four thousand six hundred and eleven (4,611) participated in the New Trainee Orientation programme under their respective project/programme.

Student/Trainee Transportation

Transportation services are arranged by MIC for trainees between satellite centres or to participate in field trips, Programme/Project Leagues, Sporting Activities and other events.

Disability Services

In keeping with its obligations under the Equal Opportunity Act, the Company provides accommodations and services to persons with disabilities who register as students/trainees.

Student Counselling/ Student Advisory/Student Advocacy

The Guidance and Counselling Unit continued to provide advice and support to trainees to assist in maintaining appropriate academic and attendance levels; and provide Life-Skills and Counselling Services as needed. Students also receive General Information/Advisement on Career Related Matters.

Industry Training/Placement

Industry Placement is a critical component of MIC's training factory model. The Placement Unit of the MIC, facilitates this process. Students are placed in Industry and benefit from hands-on, practical training with participating Industry Partners.

Graduation Event Planning

For the 2013 Graduation Ceremony, a number of graduation activities were conducted by MIC. These ranged from gown management and distribution for respective projects to the coordination of the student procession rehearsal.

8.8 Conditions of Employment

The MIC has three (3) categories of staff; daily-rated workers, fortnightly workers and monthly paid officers. The Human Resource Department is charged with responsibility for determining and/or advising on pay and other terms and conditions of service for employees.

8.9 Staff Training Programmes

The institution engaged in aggressive training of its staff through its Technical-Vocational Instructor/Teacher Training Development Unit (TVITTU) as well as its Advanced Training and Business Development Unit (ATBDU) and external providers ICON Institute and the German Chamber of Crafts and Trades in Germany.

The TVITTU provides technical/vocational teachers with training and exposure to best practices and the skills needed to improve teaching competencies and strategies. The theoretical classes are conducted at MIC's Head Office in Macoya, but the practical teaching takes place at the various centres and secondary schools. Training for the NSDP Master Craftsman and Mechatronics projects also occurs in Germany where the examinations are offered.

9.0 PROCUREMENT OF RESOURCES

9.1. Tendering Procedures

MIC operates within the legal and regulatory framework of the Central Tenders Board (CTB) Act Chapter. 71:91, the Central Tenders Board Regulations, 1965 and their amendments and subsidiary legislation; and the relevant regulations in the Exchequer and Audit Act Chapter. 69:01, in the procurement of goods and services. The Board appointed Tenders Sub-Committee manages the Tendering process.

9.2 Contractual Procedures

The delivery period of contracts /completion of works/services period is monitored by the MIC Projects Department.

10.0 INDUSTRIAL RELATIONS

The MIC is committed to having all matters addressed in accordance with the laws of natural justice and in keeping with good industrial relations practices. The Human Resource Department determines, through consultation and negotiations with appropriate recognized associations and unions, the terms and conditions of service of employees who fall in the categories previously mentioned among others and also advises/makes recommendations on the terms and conditions of service of these employees.

11.0 INTERNAL AUDIT PROCEDURES

The Internal Audit Department reports directly to the Board appointed Audit Sub-Committee. The Audit Sub-Committee is responsible for the Internal Audit of systems and procedures to ensure integrity, transparency and reliability in MIC's processes.

The Audit Sub-Committee supplements the work done by the Internal Audit Department, as external auditors also make periodic checks on accounting systems and internal controls.

12.0 ENROLMENT AND GRADUATES

The MIC aims to be the key institutional driver in developing national technological capability for increasing quality, range and throughput of manufactured products and technical services for industry in Trinidad and Tobago and internationally. MIC also functions as a training factory, which provides a cadre of highly trained Manufacturing Engineers and Technicians, Welding Professionals, Non-destructive testing Personnel and Certified Welding Inspectors. **TABLE 5** shows the Enrolment and Graduates for all MIC programmes for the period 1 October 2012 to 30 September 2013.

TABLE 5: - Enrolment and Graduates in MIC Programmes 2012/ 2013

Projects	Level	Programmes	Certification	2012-13	
				Enrolment	Graduates
HYPE	1	5	Certificate	1289	725
NSDP	3	4	Diploma & Certificate	857	240
CRAFT	2	14	Certificate	450	250
SENSE	2	1	AWS Certificate	50	50
Master Craftsman Diploma (Solar Photovoltaic)	4	1	Diploma	20	15
Engineer in Training	4	1	Diploma	18	6
Advanced Certificates (Evening Programme)	1	20	Certificate	520	520
Technical Teacher Training	4	1	Diploma	70	50
MuST	1&2	1	CVQ Level 1 & 2	1337	1250
TOTAL				4611	3106

13.0 PERFORMANCE ACCOMPLISHMENTS/ACHIEVEMENTS

The MIC continued its strategic focus in strengthening its outreach through community activities, networking and stakeholder relations and institutional partnerships during the period of reporting. In this vein, the Company's Board of Directors unanimously approved the renaming of the company from *Metal Industries Company Limited* to *MIC Institute of Technology* to among other things, further cement the Brand and Image, as the leading provider of Technical Vocational Education and Training in the English Speaking Caribbean and also allow the Company to play a more significant role in national economic and sustainable development.

13.1 Community Engagement and Stake Holder Relations

MIC participated in a number of national public events, which was used to engage stakeholders and recruit students. These included:

- World Skills TT 2013 – MIC's Corporate Communications and Engineering Departments participated at a two-day event comprising of over 100 exhibitors including MIC, which targeted secondary schools, apprentices, unemployed, skilled and the general public.
- NIHERST SciTech KnowFest 2013 – MIC established a Booth and the Engineering Department displayed advanced technological equipment utilised at the MIC over the seven-day period.
- Southex 2013 Concepts – MIC participated at a five-day event comprising of over 100 exhibitors. MIC had registration and display booths for students.

13.2 MIC Customized Courses for Professional Development

The Advanced Technology and Business Development Centre of the MIC engaged over 500 professionals in a number of customized short courses relating to engineering, construction and technological education opportunities to boost innovation, practice and professional leadership.

13.3 Strategic Partnerships: Local, Regional and International

Energy Sector Partnership:

In August 2013, MIC collaborated with the National Gas Company of Trinidad and Tobago to commence a Process Plant Training programme, which will train 22 students over a two-year period. The training will take place at MIC's Tobago Technology Centre and NGC's facility at Cove Eco industrial Estate, Tobago. The programme will focus on equipping students to support the maintenance and operations of the NGC Gas Receiving Terminal.

Aviation Sector Partnership:

Pursuant to the MoU signed in May 2012, the MIC continued work with its aviation partners: National Helicopter Services Ltd (NHSL), Caribbean Airlines Ltd (CAL), the University of Trinidad and Tobago (UTT) and the Trinidad & Tobago Civil Aviation Authority (TTCAA), in the design and creation of the Aviation Institute (AI) and the offering of training and instruction at the technician level in the area of aviation maintenance.

Utilities Sector Partnership:

The MIC signed a Memorandum of Understanding (MoU) with the National Commission for Self Help Limited on Monday June 10, 2013. This MoU represents the MIC's commitment to philanthropic work in our communities.



(L-R) Mr. Surujdeo Mangaroo, Chairman of NCSHL; The Honourable Dr. Surujrattan Rambachan, MP, Minister of Local Government and Minister of Works and Infrastructure; Senator The Honourable Fazal Karim, Minister of Tertiary Education and Skills Training; Mr. David Lee, Chairman, Metal Industries Company Limited with trainees.

International Institutional Partnership:

In May 2013, MIC in collaboration with the International Vocational Education and Training Association (IVETA) and the Ministry of Tertiary Education and Skills Training hosted the IVETA Regional Conference 2013 at the Hyatt Regency Hotel. The theme of this conference was *Education for Workforce Development: The Latin America and Caribbean Perspective*. Senator the Honourable Fazal Karim, Minister of Tertiary Education and Skills Training delivered one of the feature addresses at this Conference. More than 400 participants attended with presenters from the US, Russia, Uganda, Botswana, Australia and Canada to name a few.



Left : Senator the Honourable Fazal Karim and Mr. David Lee - Chairman, MIC. Right : A cross-section of delegates at the conference.

On Friday May 3, 2013, the MIC signed a MoU with the Suffolk County Community College, the largest Community College within the State of New York to develop joint and dual award/certification programmes in Workforce Development and TVET offered by the SCCC and MIC.



Mr. David Lee - Chairman, MIC; Senator the Honourable Fazal Karim - Minister of Tertiary Education and Skills Training; Dr. Shaun L. McKay - President, Suffolk County Community College, New York; Mr. John Lombardo - Associate Vice President for Workforce and Economic Development, Suffolk County Community College.

In an effort to advance Technical Vocational Educational and Training for the citizens of Trinidad and Tobago and throughout the greater Caribbean region, the MIC and the ICON Institut of Germany signed a MoU on October 22, 2012 to advance its education and training objectives. These included the development and implementation of certification, recognition of qualifications, competence-based assessments/certification and accreditation/assessment of the Master Craftsman Photovoltaic Solar Energy Programme in particular. The aims of the programme are to assure proficiency in advanced technology, enable the instructors to train more trainees to the same level of qualification (ie: Master Craftsman) and offer Consultancy Services to investors, architects and industry regarding improving the energy balance.

13.4 Capital Works

In fiscal year 2012/2013 a number of Helping Youth Prepare for Employment (HYPE), National Skills Development Programme (NSDP), Industrial Craft, Workforce Assessment, and Multi-Sector Skills Training (MuST) Centres were upgraded and re-tooled in a concerted effort to make their environment more conducive to the delivery of training. Some of the Centres that benefited from infrastructural/capital works in this period were:

- Sangre Grande HYPE Centre: Renovation work inclusive of the overhaul of the roof, electrical works and upgrade to washroom facilities.
- Tobago HYPE Centre: Outfitting of the Centre.
- Tobago Technology Centre (NSDP/Craft): Outfitting of the Centre.

- Laventille Centre (HYPE/NSDP): Outfitting of the Centre.
- Pleasantville (HYPE/NSDP/Craft) Centre: Outfitting of the Centre.
- Pointe-a-Pierre Centre (NSDP): Significant renovation works and re-tooling.
- St Madeline Centre (MuST): Renovation work inclusive of the overhaul of the roof, electrical works and upgrade to washroom facilities.
- Borde Street Centre (Craft): Renovation works and re-tooling.
- Penal Technology Centre (Craft/NSDP): Commencement of construction work pertinent to the establishment of the Centre.
- O'Meara Technology Centre : Significant renovation works and re-tooling.



(L-R) Mr. Fleville Tinto, Centre Coordinator HYPE O'Meara Technology Centre; Mr. David Lee, Metal Industries Company Ltd. Chairman; Senator the Honourable Fazal Karim, Minister of Tertiary Education and Skills Training; The Honourable Dr. Lincoln Douglas, Minister of Arts and Multiculturalism & Member of Parliament for Bon Air West, with HYPE trainees outside the O'Meara Technology Centre.

13.5 Building Capacity through Training

- The MIC launched its Master Craftsman Solar Energy and Photovoltaic project in January 2013. On August 23, 2013 fifteen (15) Master Craftsman trainees of the MIC received certification to mark their successful completion of the first phase of training in the Master Craftsman Solar Photovoltaic Programme.



15 MIC Master Craftsman trainees with Senator The Honourable Fazal Karim, Minister of Tertiary Education and Skills Training; Mr. David Lee - Chairman, MIC; Mr. Nazim Hosein, Deputy Chairman, MIC and Ms. Barbara Sondermann, ICON Institut.

- MIC is one of the agencies selected by MTEST to administer the Workforce Assessment Initiative. In fiscal year 2012/2013, in excess of 3000 were assessed and certified from this initiative through expansionary measures.



MIC's graduates about to receive their certificates at the 1st Graduation of the Workforce Assessment Centre.

- On Saturday July 13, 2013 over 1,500 graduates crossed the stage at the Centre of Excellence, Macoya to collect their certificates to mark the successful completion of their respective programmes – Helping Youth Prepare for Employment (HYPE), National Skills Development Programme (NSDP), Industrial Craft, Workforce Assessment, and Multi-sector Skills Training (MuST) and Technical Vocational Instructor/ Teacher Training.



A cross section of the graduates from the various programmes – HYPE, ICP, NSDP and TVET Teacher Training – celebrate during the ceremony.

13.6 New Programmes

The MIC from inception to September 30, 2013 has trained in excess of 16,500 skilled craftsmen, technicians, engineers and managers for industry, particularly for the manufacturing sector and 11,600 persons in various aspects of building construction through the HYPE program. MIC has expanded its training programmes to include:

- Level I Steel Pan Manufacturing under the HYPE Programme.
- Level II Joinery under the HYPE Programme.
- Level II Plastics technology under NSDP Programme.
- Level II Mechatronics in NSDP
- Level II General Draughting under Craft Programme.
- Level II & III Photovoltaic in NSDP
- Diploma in Electrical Electronics
- Diploma in Industrial Maintenance.

14.0 CONCLUSION

The MIC continues to maintain its status as the undisputed leader in Technical Vocational Education and Training in the English speaking Caribbean. It is also the only TVET Institution in Trinidad and Tobago to be fully accredited by the Accreditation Council of Trinidad and Tobago for a period of 5 years.

Since 1974, the Company has provided Technical Education and Training to more than 16,000 TVET professionals, the vast majority of trainees, originating from economically challenged areas. It offers a unique combination of applied, scientific and participatory research in engineering combined with high quality technical training in an effort to create a more diversified, knowledge intensive economy.

As Trinidad and Tobago continues on its part to sustainable development, the MIC will continue to play an instrumental role in developing the capacities of engineering, manufacturing and construction sector organizations in the Caribbean, not least by partnering with the Government of Trinidad and Tobago to strengthen the efforts of other institutions and research centres to increase the knowledge and skills of local, regional and international professionals.

END OF REPORT



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