



The Ministry of Tertiary Education
And Skills Training

TEST



100% Successful Trainees Successfully Placed in Industry

ADMINISTRATIVE REPORT

October 2012 to September 2013



TABLE OF CONTENTS

CONTENTS		PAGE
1.0	ORGANIZATION PROFILE	2
1.1	Introduction	4
1.2	Mandate	6
1.3	Vision	6
1.4	Mission	6
1.5	Motto	7
1.6	Value Proposition	7
1.7	Quality Policy	7
1.8	Health and Safety Policy	7
2.0	ORGANIZATIONAL STRUCTURE	9
2.1	Governance and Corporate Structure	9
2.2	Management Structure	10
2.3	Campus Locations	11
2.4	Programmes Offered and Student Enrollment	12
2.5	Graduates for the period 2012 to 2013	13
2.6	Special Programmes	14
	Military-Led Youth Programme of Apprenticeship & Re-orientation Training	14
	PTSC/ NESC Trade School	14
	TechnoKids	15
	Workforce Assessment/ Not in Education, Employment or Training	16
	Worker Productivity School NESC and Construtora OAS	17
2.7	New Programme Offering	18
	Autotronics	18
2.8	Legislative and Regulatory Framework	19
	2.8.1 Delegated Authority	19
	2.8.2 Reporting Functions of the NESC	20
3.0	FINANCIAL OPERATIONS	22
3.1	Budget Formulation	22
3.2	Income	23
3.3	Recurrent Expenditure	24
3.4	Public Sector Investment Programme (PSIP)	25
3.5	Debt Policy	26
3.6	Investment Policy	26
3.7	Internal Audit Functions	26
4.0	HUMAN RESOURCES DEPARTMENTAL PLAN	28
4.1	Organization Establishment	28
4.2	Categories of Employees	28
4.3	Career Path Systems	28
4.4	Performance Systems	29
4.5	Promotion Selection Procedures	30
4.6	Employee Support Services	31
5.0	PROCUREMENT PROCEDURES	33
5.1	Open Tender	33
2.2	Selective Tender	33
6.0	PUBLIC AND COMMUNITY RELATIONS	35
6.1	Client Public Access to Services	35
6.2	Community Stakeholder Relations/Outreach	35
6.3	Strategic Partnerships	36
7.0	CONCLUSION	37
8.0	PHOTO GALLERY	38

LIST OF TABLES

TABLE NUMBER	DESCRIPTOR	PAGE
Table 1	Board of Governors	9
Table 2	NESC Campus Locations	11
Table 3	Student Enrollment for the Academic Year 2012 - 2013	12
Table 4	Number of Graduates for the period 2012 to 2013	13
Table 5	Delegated Authority	19
Table 6	Reporting Functions of the NESC	20
Table 7	Recurrent Expenditure for the period 2012 to 2013	24
Table 8	NESC's Actual PSIP Expenditure versus Budget for the period 2012-2013	25
Table 9	Categories of Employees	28

LIST OF FIGURES

FIGURE NUMBER	DESCRIPTOR	PAGE
Figure 1	Organization Structure 2012 - 2013	10



1.0 ORGANIZATIONAL PROFILE

1.1 INTRODUCTION

The National Energy Skills Center (NESC) is a non-profit foundation established in 1997 by the Government of Trinidad & Tobago (GOTT) in partnership with major industrial enterprises. The organization's primary purpose is to build the human resource capital of Trinidad and Tobago. The NESC has trained persons in the energy and energy related industries in Trinidad and Tobago.

Since its inception the NESC has focused on:

- Establishing modern training facilities throughout Trinidad and Tobago;
- Introducing advanced level skills and technology training programmes which meet or exceed local and international accreditation and certification requirements;
- Developing curricula that incorporate local and international industry best practices;
- Employing and retaining experienced and qualified staff who strive to fulfill the mandate of the foundation and to satisfy all stakeholders;
- Holistic development of trainees and apprentices under the guidance of dedicated instructors; and
- Placing graduates into long term sustainable jobs in the industry.

Based on the above, the NESC's focus is guided by Governments' "Seven Interconnected Pillars for Sustainable Development", with particular focus on:

- Pillar 1 - People-Centered Development.
- Pillar 4 - Information and Communication Technologies.
- Pillar 5 - A More Diversified, Knowledge Intensive Economy.

Whilst the NESC was originally established to meet the needs of the energy sector, it now offers multi-sector training, opening doors for graduates to a variety of employment opportunities. The NESC is a dynamic and proactive organization that offers premier skills training programmes for the energy and energy related industries.

In 2004, the NESC was transferred from the Ministry of Energy and Energy Related Industries (MEEI) to the Ministry of Science, Technology and Tertiary Education (MSTTE). In 2012, as a result of the realignment of government ministries, NESC was placed under the ambit of the Ministry of Tertiary Education and Skills Training (MTEST).

Over the past fifteen (15) years, the NESC has graduated more than 12,000 Craftsmen and over 110,000 participants in Computer Literacy Training. Over twenty (20) courses are offered ranging from Automotive Services, Derrickman, Industrial Mechanical Maintenance, Masonry, Pipe Fitting and Fabrication, Plumbing, Rig Electrician, Rig Mechanic, Roustabout, Welding, and much more. The NESC's core training programmes are in plant maintenance, automotive technology and construction trades.

1.2 MANDATE

NESC is mandated to promote the advancement of the education of members of the public in the skills and technology, requisite for the needs and development of energy and energy related industries and the industrial sector, by offering:

- i. Training modeled around the skilling modeled around the skill expectations of plants in the energy and other industries;
- ii. Apprenticeship programmes leading to journeyman certification and licensing in alignment with the National Apprenticeship System (NAS);
- iii. Information and Communication Technology (ICT) training across Trinidad and Tobago;
- iv. Technology training (beyond (i) above) to meet the needs of the Industrial Sector
- v. Training opportunities to nationals of the Caribbean Vocational Qualifications (CVQ) participating member countries of the region.

1.3 VISION

The NESC's vision is: **“to be recognized as the premier provider of quality training a powerful force in the transformation of the nation's workforce”.**

1.4 MISSION

The NESC's mission is: **“to lead in the attainment of national developmental goals through the provision of extraordinary skills training services”.**

1.5 MOTTO

The NESC's motto is "**100% successful trainees successfully placed in industry**".

1.6 VALUE PROPOSITION

It is the hope of the NESC to provide the energy and energy related sector in T&T with a pool of well-trained, diversified and skilled local human resource that meets industry needs.

1.7 QUALITY POLICY

The management and staff of the NESC are committed to identifying and exceeding the needs of all stakeholders by continually improving teaching and learning processes, facilities and support services. We will be guided by the principles of a Quality Management System (QMS) that empowers all employees to attain service excellence through proactive participation and continuous improvement.

1.8 HEALTH AND SAFETY POLICY

The management of NESC is committed to the diligent management of its occupational health, safety and environmental systems while ensuring compliance with all relevant regulations and legislation. The NESC also recognizes its responsibilities for the health and safety of all stakeholders and will provide the necessary information, training and supervision to ensure that this policy is properly implemented and maintained.



Mr Feeroz Khan
Chairman - NESC



2.0 ORGANIZATIONAL STRUCTURE

2.1 GOVERNANCE AND CORPORATE STRUCTURE

The governance of the affairs of the NESC is managed by the Board of Governors comprising the following duly appointed representatives.

Table 1 – Board of Governors

NO.	BOARD REPRESENTATIVES
1	Chairman – Mr. Feeroz Khan
2	Minister of Energy and Energy Affairs
3	Permanent Secretary, Ministry of Energy and Energy Affairs
4	Ansa Mc Al Limited
5	Arcelor Mittal Steel (Point Lisas) Limited
6	Atlantic
7	BHP Billiton
8	Methanex Trinidad Limited
9	Methanol Holdings Trinidad Limited
10	National Gas Company of Trinidad and Tobago
11	Neal and Massy Holdings Limited (Massy)
12	PCS Nitrogen Trinidad Limited
13	PETROTRIN
14	Power Generation Company of Trinidad and Tobago
15	SM Jaleel and Company Limited
16	Mr. Anthony Syms (Honorary Member)

In accordance to the NESC's by-laws, the Board of Governors appointed the following Sub-Committees from amongst its members and has delegated part of its duties and powers to these committees as follows:

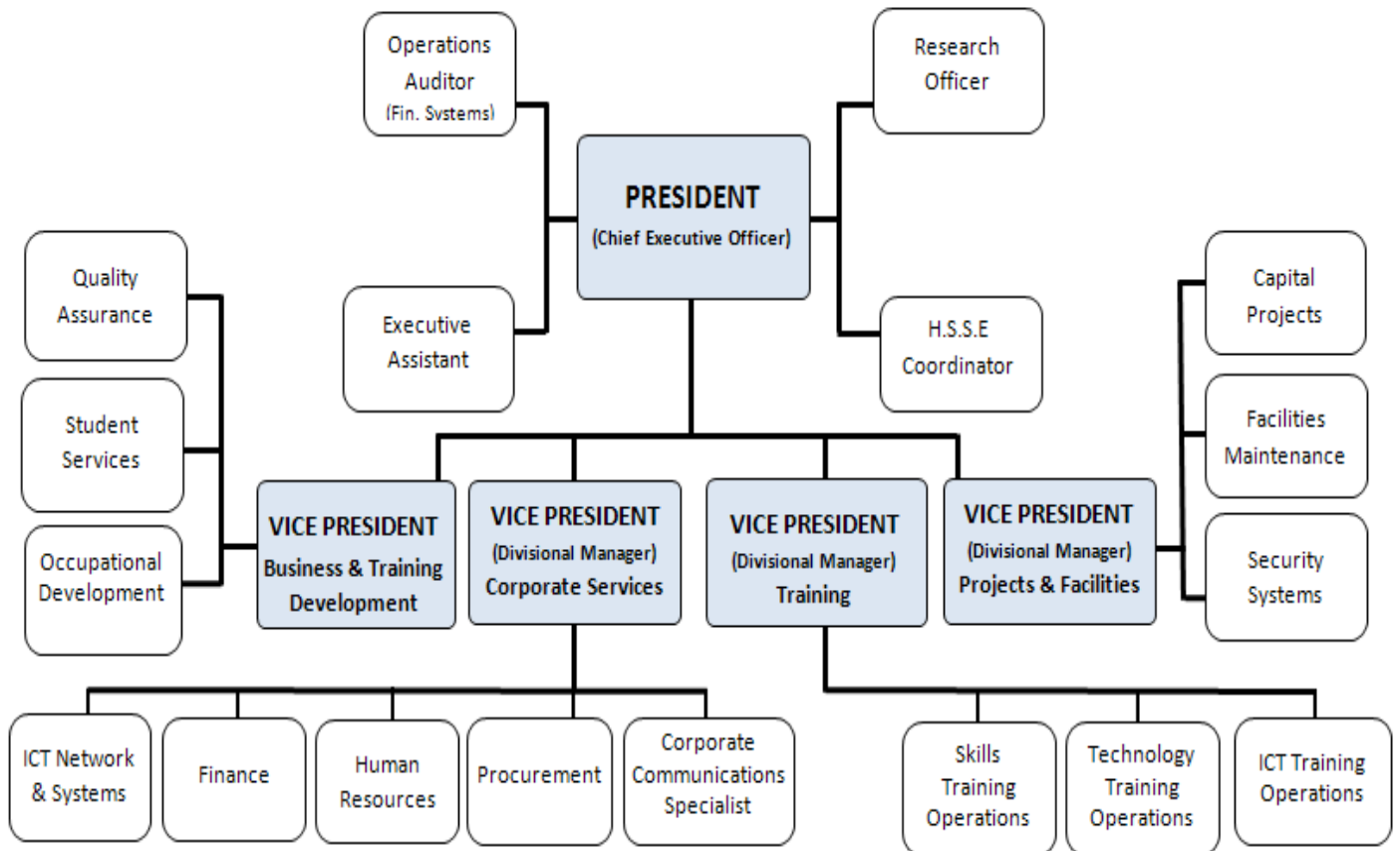
- Audit Sub-Committee
- Finance and General Purposes Sub-Committee
- Human Resource Sub-Committee
- Tenders and Awards Sub-Committee
- Training and Development Sub-Committee.

2.2 MANAGEMENT STRUCTURE

Guided by its mandate and the proposed re-introduction of the Caribbean Vocational Qualifications (CVQ) Level III programmes, the NESC augmented its establishment and organizational structure. The structure sought to fill gaps identified in the current structure, align key portfolios and nomenclature of leading training institutions. Some of the changes included the introduction of:

- Professional faculty in order to deliver the enhanced curricula and
- Units to take up the additional responsibilities created by the additional technology level of the training.

Figure 1: Organization Structure 2012-2013



The following are the departments within the NESC

- Business and Training Development
 - Occupational Development
 - Student Services
 - Quality
- Corporate Services
 - Corporate Communications
 - Finance
 - Human Resource
 - Information and Communication Technology
 - Procurement
- Office of the President
 - Health Safety Security and the Environment
 - Research
- Projects and Facilities
 - Capital Projects
 - Facilities Maintenance
 - Security Systems
- Training
 - Skills Training Operations
 - Technology Training Operations
 - ICT Training Operations

2.3 CAMPUS LOCATIONS

The NESC has nine (9) Campuses in Trinidad and Tobago

Table 2 – NESC Campus Locations

Campus	Address	Telephone	Students Enrolled
Debe	S.S. Erin Road, Debe	647-8810	81
Goldsborough	Cow Farm Road, Goldsborough, Tobago	660-5700	50
La Brea	Vessigny Village, La Brea	651-1952	93
Laventille	Eastern Main Road, Laventille	625-1240	89
Mayaro	Plaisance Road, Mayaro	630-1537	124
Moruga	Basse Terre, Moruga	656-4049	51
Point Fortin	Cor. Richardson and Volunteer Roads, Point Fortin	648-2575	182
Point Lisas	Cor. Rivulet and Southern Main Roads, Couva	636-8315	510
Ste. Madeleine	Manahambre Road, Ste. Madeleine	698-2537	139
TOTAL ENROLLMENT			1319

2.4 PROGRAMME OFFERING AND STUDENT ENROLLMENT

The table below shows the student enrollment for the Academic Year 2012 to 2013.

Table 3 – Student Enrollment for the Academic Year 2012 to 2013

Campus	Point Lisas	Ste Madeleine	Point Fortin	La Brea	Moruga	Mayaro	Laven-tille	Golds-borough	Debe	Total
Courses	Enrolled									
Automotive Service Technician Yr. 1	69	41	0	0	0	0	46	0	0	156
Automotive Service Technician Yr. 2	0	18	0	0	0	0	18	0	0	36
Autotronics	0	0	0	0	0	0	0	0	38	38
Heavy Equipment Technician Yr. 1	25	0	0	0	0	0	0	0	0	25
Industrial Mechanical Maintenance Yr. 1	41	0	27	34	0	39	0	0	0	141
Instrumentation Yr. 1	31	0	0	0	0	0	0	0	0	31
IT Specialist	0	0	0	0	0	0	0	0	43	43
Air Condition & Refrigeration	41	0	0	0	0	0	0	0	0	41
Construction Craft	51	0	0	0	0	0	0	0	0	51
Construction Equipment Operator	38	0	0	0	0	0	0	0	0	38
Facilities Maintenance	0	0	0	0	0	0	0	15	0	15
Industrial Electrical Installation	63	56	48	22	0	32	0	19	0	240
Advanced Welding (GTAW & FCAW)	29	0	23	0	0	0	0	0	0	52
Shielded Metal Arc Welding	54	0	32	17	32	33	0	16	0	184
Pipe Fitting/Fabrication	32	24	26	20	19	20	0	0	0	141
Sound Recording Music Production	36	0	26	0	0	0	25	0	0	87
Total	510	139	182	93	51	124	89	50	81	1319

2.5 GRADUATES FOR THE PERIOD 2012 - 2013

The table below shows the number of NESC graduates for the period 2012 to 2013.

Table 4 - Number of Graduates for the period 2012 to 2013

Campus/Course	Debe	La Brea	Laventille	Mayaro	Moruga	Point Fortin	Point Lisas	Ste Madeleine	Goldsborough	Total	Graduates
Advanced Welding						19	27			46	46
Air Conditioning & Refrigeration							23			23	23
Automotive Services Technician Year 1			17				2	34		53	0
Autotronics	23									23	23
Construction Craft							27			27	27
Facilities & Building Maintenance									3	3	3
Heavy Equipment Operator							34			34	34
Heavy Equipment Technician Year 1										0	0
Industrial Electrical Installation		13		22		34	39	49	6	163	163
Industrial Mechanical Maintenance Year 1		17		24		19	33			93	0
Information Technology Specialist	23									23	23
Instrumentation Year 1							29			29	0
Pipefitting & Fabrication		2		17	14	13	13	19		78	78
Shielded Metal Arc Welding		4		16	27	2	20			69	69
Sound Recording and Music Production			16			14	21			51	51
Structural Welding & Fabrication									5	5	5
Total Graduates	46	36	33	79	41	101	268	102	14	720	545

2.6 SPECIAL PROJECTS

Military-Led Youth Programme of Apprenticeship and Re-orientation Training (MYPART)



MYPART Cadets participate in Republic Day Parade in Couva

Established in 2007, under the Ministry of National Security (MNS), at the Old Mausica Teachers Training College, the Military-Led Youth Programme of Apprenticeship and Reorientation Training (MYPART) continues to

d

duce disciplined and skilled individuals who make meaningful contributions to society. This residential three-year programme acts as a form of social intervention and involves military and vocational training. Since 2009, the NESC has been actively involved in the MYPART programme as a training provider. However, in June 2012, the overall administration of MYPART was transferred from the Ministry of National Security to the Ministry of Tertiary Education and Skills Training and was given the responsibility for managing the programme. Forty-eight (48) trainees were enrolled at the time of the transfer.



establishment of the “Heavy Equipment Technician” training which covered

PTSC/NESC Trade School

NESC partnered with the Public Transport Service Corporation (PTSC) on January 18th, 2013 for the introduction of the PTSC/NESC Trade School for the

Senator the Honourable Fazal Karim, Minister of Tertiary Education and Skills Training in the presence of The Honourable Chandresh Sharma and the Apprentices at the launch of the PTSC/NESC Trade School at South Quay, Port of Spain in February 27th, 2013.

various designated trades identified by PTSC.

The objective of the Apprenticeship Programme is to prepare persons for employment within the PTSC and the wider community and to create a cadre of trained and certified craftsmen in the designated trades within Trinidad and Tobago. In January 2013, sixteen (16) trainees were enrolled at the launch of PTSC/NESC Tobago Trade School held at PTSC Compound, Shaw Park, Tobago. In February 2013, sixteen (16) trainees were enrolled at the Trinidad launch of the PTSC/NESC Trade School at PTSC Compound, South Quay, Port-of-Spain.

TechnoKids



Senator the Honourable Fazal Karim interacts with Digit at the Launch of the First Technokids Vacation Camp in July

In July 2013, the Ministry of Tertiary Education and Skills Training launched the TechnoKids Programme which was designed to spot and nurture programming talent in children between the ages of six (6) to nine (9) years. This

programme created a controlled and enjoyable learning environment for the target age group to learn about basic computer programming. The launch and the Achievement Ceremony for the TechnoKids Programme were held at the Rudranath Capildeo Learning Centre on Saturday 13th July 2013 and Saturday 11th August 2013 respectfully. One Hundred and Twenty four (124) participants were exposed to this programme from four (4) locations in Trinidad:

- NESC Debe Campus (24 children)

- NESC Laventille Campus (20 children)
- NESC Point Lisas (40 children)
- YTEPP Waterloo (40 children).

Workforce Assessment-Not in Education, Employment or Training (WA-NEET)

The Workforce Assessment and Not in Education, Employment or Training (WA-NEET) Programme was one of the initiatives of the Ministry of Tertiary Education and Skills Training. The objective is to reach persons in the communities to encourage them to become certified or to explore the pursuit of skills training available to them. This programme being launched will generate a positive return by improving the competitiveness of our economy in the long term. The WA-NEET Field Officers visited communities across the country providing information and advice on opportunities for training, employment and certification. This programme was launched in July 2013 as an expansion to the Workforce Assessment Center.

On May 5, 2011, the first Workforce Assessment Centre was launched by the Honourable Prime Minister of the Republic of Trinidad and Tobago and Senator the Honourable Fazal Karim, at the NESC's Point Lisas Campus. The Workforce Assessment Centre was established to assess and certify competencies gained through non-formal mean through a skills assessment and recognition facility designed to increase access to and participation in post-secondary education and training using a system of Prior Learning and Recognition (PLAR).



Senator the Honourable Fazal Karim, The Honourable Rudranath Indarsingh and the Management and Staff of NESC at the launch of the Workforce Assessment – Not in Education, Employment or Training (WA-NEET) Programme on July 13, 2013 at the NESC

W ORKER PRODUCTIVITY SCHOOL

NESC AND CONSTRUTORA OAS (OAS)

On June 18, 2013, the NESC along with the University of Trinidad and Tobago (UTT) partnered with Construtora OAS (OAS), a Brazilian construction company, to establish the first Worker Productivity School at the OAS jobsite in Golconda, San Fernando, Trinidad and Tobago. The school follows the model whereby employees of OAS are provided with on-site training on afternoons after they perform their regular daily duties. The training was offered by NESC and UTT in the following skill areas:

- Banksman
- Carpentry
- Formwork
- Leadership for Foremen
- Reading and Interpretation of Civil and Construction Projects for Foremen
- Safety
- Steel Fixer



2.7 NEW PROGRAM ME OFFERING

Senator the Honourable Fazal Karim, Minister of Tertiary Education and Skills Training, Mr. Rodrigo Ventura, Country Superintendent, OAS and Mrs. Angela Sinaswee-Gervais, Permanent Secretary (Ag.), MTEST meet and greet OAS workers and participants of the OAS Worker Productivity School.

AUTOTRONICS – NESC DEBE CAMPUS

The Autotronics Programme was launched at the opening of the NESC Debe Campus on March 5, 2013. This programme is offered exclusively at the NESC Debe Campus and is designed to equip persons with current practical and theoretical competencies required for them to venture into entrepreneurial activities or access employment and function with a high level of proficiency in the automotive sector of the economy. It covers such areas as:

- Electrical Principles
- Interpretation of Wiring Diagrams
- Use of Electrical Test Equipment
- Analysis of Diagnostic information



Launch of NESC Debe Campus held on March 5, 2013



Senator the Honourable Fazal Karim in the presence of The Honourable Dr Roodal Moonilal, The Honourable Stacy Roopnarine and senior executives of agencies under the Ministry of Tertiary Education and Skills Training on March 5, 2013.

2.8 LEGISLATIVE AND REGULATORY FRAMEWORK

The NESC is a non-profit organization established on July 15, 1997 under the Companies Act 1995 in the Republic of Trinidad and Tobago. NESC serves as an autonomous training provider within the energy and energy related industry.

2.8.1 Delegated Authority

The table below summarizes the levels for approval of expenditure within the NESC.

Table 5 – Delegated Authority

Description
Budgets (Capital and Operating): Managers, Divisional Managers, President and Board of Governors.

Description
<p>Non Budgeted Expenditure: The President is authorized to approve non-budgeted expenditure up to \$250,000.00 to a total of \$1,000,000.00 in aggregate. The President may appeal to the Board if the aggregate is likely to be exceeded prior to the end of the financial year. All other non-budgeted expenditure shall be approved by the Board.</p>
<p>Budget Re-allocations: The President is authorized to approve Budget Re-allocations up to \$250,000.00. Budget re-allocations in excess of \$250,000.00 shall be approved by the Board.</p>
<p>Approved Capital Expenditure: Once approved in the Budget all capital expenditure shall be authorized by the President.</p>
<p>Approved Operating Expenditure: Once approved in the Budget the authority limits for operating expenditure are as follows : PRESIDENT- All expenditure in excess of \$500,000.00 Divisional Managers - \$25,000.00 Line Managers - \$10,000.00 Skills & Technology Centre Coordinators - \$1,000.00 *Officers - \$500.00</p>
<p>Lease / Contracts: Leases and Contracts of a value up to \$500,000.00 shall be approved by the President. Leases and Contracts in excess of \$500,000.00 up to \$2,500,000.00 shall be approved by the Board Tender and Awards Committee. Leases and Contracts in excess of \$2,500,000.00 shall be approved by the Board.</p>
<p>Credit Facilities: Credit Facilities up to \$250,000 shall be recommended by the Divisional Manager Corporate Services, and approved by the President. Credit Facilities over \$250,000 shall be recommended by the President and approved by the Board.</p>
<p>Receivables: Bad Debt Provisions Write-off up to \$250,000.00 to be approved by the President. In excess of \$250,000.00 to be approved by the Board.</p>

***With the exception of Officers Delegated specific authority in writing by the President of the NESC**

2.8.2 Reporting Functions

The reporting functions of the NESC are detailed in the table below:

Table 6 – Reporting Functions of the NESC

Reports	Board and Sub Committees	Line Minister (MTEST)	Ministry of Finance and the Economy

Annual Administrative Reports	√	√	
Annual Financial Reports		√	
Annual Operating Budgets	√	√	
Bi-Annual Reports on National Performance Framework		√	
Board Meeting Reports	√		
Monthly Financial Status Reports		√	
Monthly Public Sector Investment Programme (PSIP) Reports		√	
Monthly Request for Recurrent Funding		√	√
Social Sector Investment Programme Reports	√		
Strategic Plan	√	√	



3.0 FINANCIAL OPERATIONS

3.1 BUDGET FORMULATION

The NESC is funded through contributions from its members. The NESC also receives funding from the Government through recurrent subventions and Public Sector Investment Programme (PSIP) for special projects and programmes. The Finance Department of the NESC provides for the effective management of all financial and accounting operations. At the beginning of the budgetary cycle, draft estimates of income, recurrent and capital expenditure aligned to the

NESC's strategic plan are prepared in accordance with the format outlined in the Ministry of Finance and the Economy's Call Circular document. These estimates take account of the NESC's core functions, projects/programmes, infrastructure and human resources needs as these relate to short, medium and long-term goals. Estimates are forwarded through the President of the NESC for the approval of the Board of Governors, subsequent to which they are forwarded to the Permanent Secretary, Ministry of Tertiary Education and Skills Training. The Ministry in collaboration with the NESC reviews the estimates and then forwards the estimates for the consideration of the Ministry of Finance and the Economy (Budget Division) and the Ministry of Planning and Sustainable Development. Further to the receipt of budgetary allocations, the NESC is normally required to re-prioritize projects/programmes, in accordance with specified allocations.

Based on NESC's projected activities for the fiscal year, and in accordance with its strategic direction, budget requests of \$57,910,883.00 and \$68,441,534.00 were submitted to the line Ministry for Recurrent Expenditure and PSIP, respectively. Arising from the budget presentation for fiscal 2012/2013, NESC was advised that its allocation of funds under Recurrent Expenditure for fiscal year 2012/2013 was \$48,500,000.00 and \$23,525,000.00 under PSIP.

3.2 INCOME

The income statement for the year ended September 30, 2013, is shown below:

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 SEPTEMBER 2013

**12 Month
30 September
2013
\$**

Income

Operating contributions and donations	
Government of Trinidad and Tobago	48,500,000*
Atlantic LNG Company of Trinidad and Tobago	1,921,661
Methanol Holdings (Trinidad) Limited	1,821,484
Other	60,000
Capital grants released	8,320,748
Tuition fees	6,983,987
Investment income	1,501,630
Other income	<u>662,888</u>
Total Income	<u>69,772,398</u>

Note:

* \$48,500,000 includes NESC (\$39m), MYPART (\$4.6m) and Laventille (\$4.9m)

3.3 RECURRENT EXPENDITURE

For the financial year beginning October 1, 2012, NESC was allocated (TT\$39M) to fund its recurrent expenditure. As at September 30, 2013, NESC received (TT\$48.5M) and incurred total expenditure of (TT\$67.59M) including commitments for the fiscal year. The following table summarizes NESC's recurrent expenditure.

Table 7 - Recurrent Expenditure for the period 2012 to 2013

NO.	Sub Head (TT\$)	Budget Estimates – Funds Allocated (TT\$)	Actual Expenditure (TT\$)	Variances (TT\$)
1	Personnel Expenditure	\$16,500,000.00	\$23,008,595.01	(\$6,508,595.01)
2	Goods and Services and Other Expenses of which contract Employment	\$13,500,000	\$22,301,899.16	(\$8,801,899.16)
3	Furniture, Fixtures and Equipment	\$0.00	\$0.00	\$0.00
4	Current Transfers and Subsidies	\$0.00	\$0.00	\$0.00
5	Stipends	\$9,000,000.00	\$12,761,935.83	(\$3,761,935.83)
RECURRENT EXPENDITURE		\$39,000,000.00	\$58,072,430.00	(\$19,072,430.00)
MYPART		\$4,600,000.00	\$4,610,934.22	(\$10,934.22)
LAVENTILLE		\$4,900,000.00	\$4,908,892.34	(\$8,892.34)
TOTAL RECURRENT EXPENDITURE		\$48,500,000.00	\$67,592,256.56	(\$19,092,256.56)

Variance Explanations:

1. With regards to the variances for Personnel Expenditure and Goods and services, it should be noted that MTEST does not historically fund the entire recurrent budget of the NESC.
2. Stipend is an MTEST initiative administered through the NESC. In 2013, NESC spent 3.7M in excess of the MTEST allocation which was not reimbursed by MTEST.

Other Additional Information

1. WA-NEET expenditure for 2012-2013 was recorded at approximately \$1.3m, however no funding was received for this programme.
2. NESC recorded a bad debt of \$1.8m in 2012-2013.
3. The Debe Center was re-opened in 2013, recording net expenditure of approximately \$1.4m
3. Recurrent funding remained constant for the NESC at \$30m from 2011-2012. NESC's recurrent expenditure increased due to the new programmes undertaken i.e. MYPART, WA/NEET and the re-opening of Debe, as well as general increases in goods and services over the period 2012-2013.

3.4 PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP)

The projects under the Public Sector Investment Programme (PSIP), are guided by the call circular document which allows for the prioritization and alignment of projects with national development objectives. The estimates of PSIP expenditure undergo similar processes of approval at the NESC's board before onward transmission to MTEST. Upon receipt of allocations, where necessary, the NESC will re-prioritize

projects/programmes, in accordance with levels of allocations received. The total funding approved under PSIP for fiscal 2012/2013 was \$23,525,000.00. NESC's actual expenditure totaled \$34,171,796.00. The table below summarizes NESC's PSIP expenditure for the period October 1, 2012 to September 30, 2013.

**TABLE 8 - NESC's Actual PSIP Expenditure versus Budget
For the Period October 1, 2012 to September 30, 2013**

Project Name		Actual Funds Received from MTEST	Actual Expenditure	Variances
Project #	Project Description	(TT\$)	(TT\$)	(TT\$)
J026	Relocation of NESC's Head Office and the Brechin Castle Technology Centre	\$5,000,000.00	\$6,970,947.57	(\$1,970,947.57)
J027	Point Fortin Technology Centre – Establishment of Electrical/Electronics Programme	\$665,000.00	\$883,378.73	(\$223,378.73)
J035	La Brea Technology Centre	\$650,000.00	\$338,378.17	\$311,621.83
J037	Ste Madeleine Technology	\$3,000,000.00	\$6,216,894.07	(\$3,216,894.07)
J039	Expansion of Programme at Palo Seco Technology Centre	\$1,300,000.00	\$117,061.27	\$1,182,938.73
J059	Expansion of Skills and Technology Centre in Moruga	\$0.00	\$729,013.27	(\$729,013.27)
J063	Construction of Drilling School	\$2,000,000.00	\$13,066,623.79	(\$11,066,623.79)
J065	Construction of Halls of Residence for Trainees	\$2,000,000.00	\$0.00	\$2,000,000.00
J057	Chaguanas Technology Centre – Woodford Lodge	\$8,910,000.00	\$5,844,449.29	\$3,065,500.71
TOTAL		\$23,525,000.00	\$34,171,796.16	(\$10,646,796.71)

Variance Explanations - Actual expenditure includes committed expenditure which are supported by NESC's contracts and purchase orders, issued for works to be carried out on projects within the short term and extending into the new fiscal period, resulting in negative variances for some projects.

3.5 DEBT POLICY

The NESC's debt policy relates to all open accounts receivables with late or delinquent payment activity. The purpose is to ensure that actions and methods for processing late or delinquent payments, provision for bad and doubtful accounts and write offs are handled in a timely and effective manner to ensure maximum collections and an optimum accounts receivable turnover ratio. This procedure applies to the Accounts

Receivable Section involved in the collection of past due accounts. In so far as it is required, the Business Development Department would be utilized to assist in the collection of debts. Accountability for collection of all debts resides with the Accounts Receivable Section. The Accounts Receivable Section also reviews records of its clients to determine the explanations for non-payment prior to commencing the collection process.

3.6 INVESTMENT POLICY

NESC receives contributed capital from its industry partners. The NESC manages the Trust Fund resulting from these contributions and the investment income generated therefore is a significant source of funds for the provision of training in meeting the Center's Mission. This policy provides a framework for investing trust funds that may be available and covers short, medium, and long term investments in financial Instruments, and is framed to support the achievement of the overriding corporate objectives to earn adequate income to meet its liabilities as and when they fall due, maintain or increase the capital value of the Trust Fund and to ensure optimal benefits are achieved within the NESC's financial risk tolerance level.

3.7 INTERNAL AUDIT FUNCTIONS

The internal audit functions are carried out by one of the member companies of the Board of Governors - the National Gas Company of Trinidad and Tobago (NGC). The Audit Sub Committee directly reports to the Board on audit matters. Ernst and Young (E&Y) is the NESC's Auditor for Finances.



4.0 HUMAN RESOURCES DEPARTMENTAL PLAN

4.1 ORGANIZATIONAL ESTABLISHMENT

The NESC has a total of two hundred and ninety five (295) Employees. Eighty-eight (88) permanent employees, one hundred and eighty one (181) on contract and twenty-six (26) on temporary contract.

4.2 CATEGORIES OF EMPLOYEES

The following tables shows the breakdown of employees at the NESC:

Table 9 - CATEGORIES OF EMPLOYEES

Employee Category	Number of Employees
Permanent	88
Contract	181
Temporary Contract	26
TOTAL	295

4.3 CAREER PATH SYSTEMS

NESC's Career progression is determined primarily on position availability along with meritocracy. The organization is systematically adjusting its performance evaluation, to be more structured to capture the continuous assessment of employees particularly with how their goals are aligned to the organization's strategic objectives. The career path plan is a critical factor in the employee's development plan. This is discussed at the beginning of the performance evaluation year where the supervisor and the employee plan developmental opportunities for the employee who would be tracked for effectiveness in the quarterly evaluations.

The career path takes into consideration, the employee's personal and professional plans along with the quarterly/annual steps he/she will need to take to reach the desired destination. These steps may include job promotions, lateral moves, inter-department

transfers and relevant skill development through training, coaching and mentoring. Given the current establishment of the NESC, it is cognizant upon the employee to actively pursue his/her career development by making use of the education assistance programme provided by the organization.

4.4 PERFORMANCE SYSTEMS

It is the policy of the NESC to continually appraise and assess the performance of all employees in a way that allows their strengths and accomplishments to be recognised. At the same time, the NESC will identify any weaknesses and will take corrective measures, where necessary, through the use of training programmes and/or employee counselling. Performance appraisals are conducted at least once every twelve months for all-permanent/full time staff and at least once during the probation. However appraisers evaluate their subordinates at regular intervals during the year, based on established performance standards and provide their employees with regular feedback about their performance.

The setting of standards are worked out between appraiser and appraisee and approved by the respective Manager/Supervisor. The information contained in the performance evaluation documents and discussed during the appraisal interview shall be regarded and treated as confidential.

4.5 PROMOTION SELECTION PROCEDURES

It is the policy of the NESC to assist, encourage and train employees so that they may aim for the highest position within the Organisation. All new and vacant positions are

filled by individuals who are assessed to be capable of discharging the duties and responsibilities of the position to the required standard. The NESC, may promote an employee to a higher position without advertising that position, if there is a suitable individual available within the company. An employee will be considered suitable if he/she satisfies the criteria for promotion:

1. Qualification
2. Potential i.e. proven ability to perform at the higher level.
3. General suitability, for example, professional attitude, communication skills, effectiveness in developing subordinates.
4. Experience

A deserving employee will not be denied promotion by reason of his/her excellence in the present job or the NESC's inability to find a suitable replacement, although the timing of the promotion may have to take into account the effect on the NESC's operation. If suitable persons cannot be identified after conducting an extensive internal search on a company-wide basis, the Human Resource (HR) department would then proceed to make the necessary arrangements, to recruit from an external source. External recruitment are approved by the President.

4.6 EMPLOYEE SUPPORT SERVICES

NESC acknowledges that our most valuable resource is our human resources and sometimes personal problems, even when not related to the job can have a damaging impact on the employee's quality of life and the ability to perform their job.

The NESC provides an Employee Assistance Programme (EAP) through the use of PETROTRIN's EAP Services Limited to give employees and their families' access to confidential and professional help.

There are four avenues by which persons enter the programme:

1. Voluntary or self-referrals
2. Informal supervisory referrals
3. Formal supervisory referrals
4. Mandatory referrals

To access EAP, the employee or supervisor must contact either the Senior HR Officer or the HR Assistant advising of the need and once the arrangements have been made, the employee would be provided with the number to contact the EAP counsellor at Petrotrin to set up their appointment. The NESC would cover the cost for the first three (3) visits for the employee who would need to make their own arrangements for any additional visits required.



5.0 PROCUREMENT PROCEDURES

NESC recognizes procurement as a core function which contributes directly to the effectiveness and efficiency of departments and personnel. NESC's procurement function is guided by its procurement policy through which the NESC expressly states its intention and commitment to:

- Adhere to proper procurement principles and conform to Health, Safety and Environmental Standards and all relevant and applicable local and international Legislation, Regulations and Requirements.
- Abide by Generally Acceptable Accounting Principles.
- Develop, maintain and continuously improve its Procurement Processes to satisfy NESC's Quality Management System requirements.
- Operate in accordance with the provisions outlined in the By Laws of the NESC as they relate to the procurement function.

5.1 OPEN TENDER

Opening tendering is a process where invitations are issued through advertisements or other forms of public notice. Open tendering shall be used in the following instances:

- When the company's list of registered contractors/vendors does not cater for a particular type of goods, works or services adequately.
- Where it is competitively more advantageous.
- Any other circumstances as directed by the President or Tender Evaluation and Awards Sub-Committee.

5.2 SELECTIVE TENDER

In selective tendering, tenders are invited from NESC's list of registered contractor/vendors, or where justified, contractors/vendors approved by the President. The submission of completed bids in the selective tendering process is made directly to NESC's Purchasing Department in the form prescribed in the invitation to bid. For selective tendering a minimum number of three (3) invitees shall be set so as to allow adequate competition in the procurement process.





6.0 PUBLIC AND COMMUNITY RELATIONS

6.1 CLIENT AND PUBLIC ACCESS TO SERVICES

In addition to NESC's campuses, which are located throughout Trinidad and Tobago, the NESC has within the past two (2) years, partnered with communities for the establishment of Learning Resource Centres. The NESC conducts ICT Training at the community level in partnership with leaders of religious institutions – churches, mosques and mandirs. The Student Volunteerism programme was introduced to provide NESC's ICT Students with the opportunity to volunteer their spare time, to impart basic computer literacy skills to residents of the communities in which NESC operates.



Children of the Hindu Temple learn IT skills from NESC's Staff member.

6.2 COMMUNITY STAKEHOLDER RELATIONS/OUTREACH



As part of the MTEST's "Meet the Ministry" conversations, the NESC conducts community outreach sessions where the Chairmen of agencies under the Ministry of Tertiary Education and Skills Training, meet with residents of communities to share the work of their respective agencies.

Senator the Honourable Fazal Karim addresses a cross section of the audience on at the "Meet the Ministry Community Conversations" at Todd's Road Technical Vocational Training opportunities. Chairmen of Agencies under MTEST and The Honourable Jairam Seemungal were also present.

Summary of Community and Stakeholder Relations/ Outreach Initiatives:

- Participation in MTEST Community Engagement and Service Learning at NESC Laventille and Mayaro
- Participation in the Fruit Festival
- Career Fair at Munroe Road Recreational Grounds
- Meet the Ministry Our Community Conversations - Todd's Road
- ICT Training in Esperanza Hindu Temple

6.3 STRATEGIC PARTNERSHIPS

- Automotive Dealers Association of Trinidad and Tobago (ADATT)
- Caterpillar
- Code Logistics Africa Limited (NIGERIA)
- Construtora OAS (OAS) (BRAZIL)
- Energy Chamber and the Point Lisas Companies
- GITA Allied Solutions Limited (NIGERIA)
- Institute of Technical Education (ITE) (SINGAPORE)
- Joseph Cyril Bamford (JCB)
- Lincoln Electric
- Microsoft
- National Gas Company of Trinidad and Tobago (NGC)
- Petrogaz-Haiti S.A. (HAITI)
- Petroleum Institute of East Africa (PEIA) – (KENYA)
- Public Transportation Service Corporation (PTSC)
- QESS Services Limited (NIGERIA)
- Red Deer College (RDC) (CANADA)
- Rollers Inc' Nigeria Limited (NIGERIA)
- Sekondi-Takoradi Regional Chamber of Commerce and Industry (GHANA)
- Southern Alberta Institute of Technology (SAIT) – (CANADA)
- The Petroleum Company of Trinidad and Tobago (PETROTRIN)
- University of Texas- Austin (USA)

7.0 CONCLUSION

Over the fiscal year 2012 – 2013, the NESC has demonstrated its commitment to contribute to the energy and energy related sector, by providing demand-led technical, vocational and education training in Trinidad and Tobago. In spite of the challenges in the local and global markets, the future of NESC remains promising, as great efforts have been placed on embracing and enhancing the NESC's programme offering in alignment with the manpower demands of the energy and energy related industry.

With the commitment demonstrated by the management and staff of the NESC, over the period, the NESC will continue to exceed expectations in the provision of TVET training. The NESC continues to operate in an environment where the pace of technological change is very fast. NESC is committed to being flexible to adapt to change quickly and thereby enhancing the profile of the NESC in the local, regional and international TVET training landscape.



International Training: Senator the Honourable Fazal Karim, Minister of Tertiary Education and Skills Training along with His Excellency Musa John Jen, Nigerian High Commissioner to Trinidad and Tobago with the graduating class of forty-three (43) Nigerians held at Point Lisas Campus Auditorium on 2013 April 2

8.0 PHOTO GALLERY



Head of Departments, Campus Managers and Instructors participate in a Professional Development Training Programme during the July August vacation period in 2013 at NESC's Point Lisas Campus



Members of Staff and Trainees of the Mayaro Campus participate in the Dance Past at NESC's Annual Skills and Fun Day held at Mannie Ramjohn Stadium

PHOTO GALLERY



Trainees of NESC's Point Lisas Sound Recording and Music Production Class sing for Mother's Day Weekend 2013, at Gulf City, La Romaine.

Trainees make a guest appearance at Synergy TV



Hundreds attend NESC's Orientation Ceremony



NESC Automotive Instructor giving advice on auto mechanics.



Trainees of NESC's Campuses demonstrating welding skills obtained through practical skills training

NOTES:



National Energy Skills Center
Corner Rivulet and Southern Main Roads
Point Lisas, COUVA
Trinidad, W.I.

Tel: (868) 636 8315 or (868) 636 7944

Fax: (868) 636 8542

Email: info@nesc.edu.tt

Website: www.nesctt.org

Facebook: National Energy Skills Center

Twitter: HANDLE@NESCTT

100% Successful Trainees Successfully Placed in Industry