



The Ministry of Tertiary Education
And Skills Training

TEST



ADMINISTRATIVE REPORT

October 2013 to September 2014

100% Successful Trainees Successfully Placed in Industry

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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 by training persons in the (localized) energy and energy related industries.

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 fulfil the
- 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-Centred 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 geared toward the growth and development of 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 seventeen (17) years, the NESC has graduated 23,589 craftsmen and certified 90,121 persons 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 skills and technology education members of the public to satisfy the demands of the energy and energy related industrial sector, by offering:

- i. Training modelled around the 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 skills training and a powerful force in the transformation of the nation's human capital”**

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 affairs of the NESC are governed 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.

The following are the departments within the NESC:

- Finance
 - Materials
 - Finance
- Office of the Registrar
- Office of the President
 - Business Development
 - Corporate Communications
 - Human Resource
 - MYPART / WA-NEET
- Office of the Dean
 - Health Safety Security and the Environment
 - Information and Communication Technology

2.3 KEY CONTACT PERSONNEL

The following table shows NESC's key contact personnel at its Head Office.

Table 2 – NESC's Key Contact Personnel

NAME	POSITION TITLE	EMAIL AND CONTACT INFORMATION
Mr. Feeroz Khan	Chairman	fkhan@nesc.edu.tt (T) 636 8315 ext. 317
Mr. Kern Dass	President	kdass@nesc.edu.tt (T) 636 8315 ext. 304 (F) 636 8542
Mr. Rafael Mohammed	Registrar	rmohammed@nesc.edu.tt (T) 636 8315 ext. 308 (F) 636 8542
Mrs. Aline Jones-Mc Lean	Vice President - Finance	amclean@nesc.edu.tt (T) 636 8315 ext. 320 (F) 636 8542
Mr. Bhadase Seetahal-Maraj	Dean	bmaraj@nesc.edu.tt (T) 636 8315 ext. 319 (F) 636 8542
Mrs. Debra Barnes-Lewis	Manager – Corporate Communications and Marketing	dlewis@nesc.edu.tt (T) 636 8315 ext. 377 (F) 636 8542
Mrs. Lisa Joseph	Manager – Business Development	ljoseph@nesc.edu.tt (T) 636 8315 ext. 317 (F) 636 8542
Ms. Natasha Millington	Human Resource Manager	nmillington@nesc.edu.tt (T) 636 8315 ext. 303 (F) 636 8542
Mr. Adrian Mohammed	ICT Manager	amohammed@nesc.edu.tt (T) 636 8315 ext. 306 (F) 636 8542
Mr. Solomon Mayers	Manager – Point Lisas Industrial Apprenticeship Programme (PLIAP)	smayers@nesc.edu.tt (T) 636 8315 ext. 439 (F) 636 8542
Mr. Ken Ramnarine	Programme Manager - Workforce Assessment	kenramnaine@hotmail.com (T) 223 1955
Mr. Rudolph Mannie	Programme Manager, Military Youth Programme of Apprenticeship and Reorientation Training (MYPART)	rmannie@nesc.edu.tt (T) 636 8315 ext. 437 (F) 636 8542

2.4 CAMPUS LOCATIONS

The NESC has eleven (11) Campus Locations in Trinidad and Tobago

Table 3 – Students Enrolled for the Academic Year 2013-2014

Campus	Address	Telephone	Students Enrolled
Debe	S.S. Erin Road, Debe	647-8810	135
Goldsborough	Cow Farm Road, Goldsborough, Tobago	660-5700	28
La Brea	Vessigny Village, La Brea	651-1952	105
Laventille	Eastern Main Road, Laventille	625-1240	102
Mayaro	Plaisance Road, Mayaro	630-1537	112
Moruga	Basse Terre, Moruga	656-4049	58
Palo Seco	S. S. Erin Road, Palo Seco	288-5071	0
Point Fortin	Cor. Richardson and Volunteer Roads, Point Fortin	648-2575	201
Point Lisas	Cor. Rivulet and Southern Main Roads, Couva	636-8315	628
Ste. Madeleine	Manahambre Road, Ste. Madeleine	289-0254	164
Woodford Lodge	Factory Road, Chaguanas	315-6481	0
TOTAL ENROLLMENT			1533

*NESC's Palo Seco campus was launched in September 2014 and full training began in October 2014.

*Woodford Lodge Campus was launched in May 2014 and full training began in October 2014.

2.5 GRADUATES FOR THE PERIOD 2013-2014

The table below shows the number of NESC graduates for the period 2013-2014.

Table 4 - Number of Graduates for the period 2013-2014

Campus/Course	Debe	La Brea	Laventille	Mayaro	Moruga	Point Fortin	Point Lisas	Ste Madeleine	Goldsborough	Graduates
Advanced Welding						27	35			62
Air Conditioning & Refrigeration							21			21
Autotronics	39									39
Construction Craft							25			25
Heavy Equipment Operator							43			43
Industrial Electrical Installation		17	11	18		24	54	47	6	177
Information Technology Specialist	15									15
Microsoft Office Specialist	43						9			52
Pipefitting & Fabrication		11		18	15	21	18	25		108
Shielded Metal Arc Welding		7		16	22	27	48	7	7	134
Sound Recording and Music Production			15			16	19			50
Total Graduates	97	35	26	52	37	115	272	79	13	726

2.6 PROGRAMME OFFERING AND STUDENT ENROLMENT

The table below shows the student enrolment for the Academic Year 2013-2014.

Table 5 – Student Enrolment for the Academic Year 2013-2014

Campus	Point Lisas	Ste Madeleine	Point Fortin	La Brea	Moruga	Mayaro	Laven-tille	Golds-borough	Debe	Total
Courses	Enrolled									
Advanced Welding	39	0	36	0	0	0	0	0	0	75
Automotive Service Technician Yr. 1	27	25	0	0	0	0	32	0	0	84
Automotive Service Technician Yr. 2	41	28	0	0	0	0	30	0	0	99
Autotronics	0	0	0	0	0	0	0	0	50	50
Heavy Equipment Operator	49	0	0	0	0	0	0	0	0	49
Heavy Equipment Technician Yr. 1	24	0	0	0	0	0	0	0	0	24
Heavy Equipment Technician Yr. 2	12	0	0	0	0	0	0	0	0	12
Industrial Electrical Installation	69	57	44	23	0	28	16	12	0	249
Industrial Mechanical Maintenance Yr. 1	27	0	0	26	0	18	0	0	0	71
Industrial Mechanical Maintenance Yr. 2	31	0	21	17	0	15	0	0	0	84
Instrumentation Yr. 1	30	0	0	0	0	0	0	0	0	30
Instrumentation Yr. 2	29	0	0	0	0	0	0	0	0	29
IT Specialist	0	0	0	0	0	0	0	0	21	21
Air Condition & Refrigeration	46	0	0	0	0	0	0	0	0	46
Construction Craft	42	0	0	0	0	0	0	0	0	42
Microsoft Office Specialist	24	0	0	0	0	0	0	0	64	88
Pipefitting and Fabrication	32	31	30	20	24	24	0	0	0	161
Shielded Metal Arc Welding	67	23	40	19	34	27	0	16	0	226
Sound Recording Music Production	39	0	30	0	0	0	24	0	0	93
Total	628	164	201	105	58	112	102	28	135	1533

2.7 SPECIAL PROJECTS

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

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 produce 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. 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 which was given the responsibility for managing the programme. Each year the NESC recognises and celebrates the progress of the MYPART Cadets as they move through the various phases of the programme.

On November 9th, 2013 the NESC hosted a 'Passing out' ceremony for forty-eight (48) MYPART Cadets at its Point Lisas Head Quarters. The ceremony officially marked the successful completion of the Induction Phase, arguably the most challenging period of the programme.



Partnership with POWERGEN

The NESC provided training for thirty-two (32) POWERGEN employees in Basic Metal Arc Welding. This training was successfully conducted during the period January 13th - 21st, 2014 at the NESC's Point Lisas Campus.



NESC takes 2nd place at the Energy Chamber Exporter of the year awards.

The Energy Chamber's Exporter of the Year Award recognizes organisations which have excelled in international export of services and/or sale of energy sector equipment manufactured in Trinidad and Tobago. After intense weeks of presentations and having successfully made it to the final round of competition, the NESC placed runner-up in the category of Local Energy Exporter. This accomplishment speaks to the on-going success of NESC's training of Nigerian Nationals. The platform also provided the NESC the opportunity to highlight its industry – specific programmes and the NESC Drilling Academy.



Stevedoring Training Agreement between NESC and National Energy



On January 20th - May 22nd, 2014 the NESC partnered with National Energy Corporation of Trinidad and Tobago Ltd (a subsidiary of the National Gas Company of Trinidad and Tobago – NGC), to provide training in the area of port operations to residents of the communities of Mayaro and Guayaguayare. This programme was

geared towards providing sustainable employment aimed at holistic development of stevedores and port operators in the targeted communities.

TechnoKids

On July 12th, 2014, over three hundred and thirty (330) enthusiastic kids accompanied by their parents attended an Orientation Ceremony at the Auditorium of the NESC, Point Lisas. The Ceremony marked the start of TechnoKids 2014. The TechnoKids Programme was launched in July 2013, by the Ministry of Tertiary Education and Skills Training. This programme was designed to spot and nurture programming talent in children between the ages of six (6) to nine (9) years. It created a controlled and enjoyable learning environment for the target age group to learn about basic computer programming, as well as basic animation training. On August 9th, 2014, over three hundred (300) students graduated from the TechnoKids 2014.



The NESC, with one hundred and three (103) students, the largest graduating class of the programme, were joined by students of other organizations, College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT), Metal Industries Company Institute of Technology (MIC), The University of Trinidad and Tobago (UTT) and Youth Training and Employment Partnership Programme Limited (YTEPP).

Successful Training- Goldsborough Campus Graduation

The NESC Tobago campus is located at Cow Farm Road, Goldsborough, Tobago. The campus enrolled twenty eight (28) students for the academic year 2013 - 2014. On February 21st 2014, fourteen (14) trainees graduated from, Facilities & Building Maintenance, Industrial Electrical Installation and Structural Welding & Fabrication programmes at a ceremony held at Rovanel's Resort.



NESC signs Statement of Intent with Nigerian Delta State



On March 5th 2014, the Nigerian Delta State entered into an Agreement with the NESC regarding the establishment of an “NESC Modelled” Training Institution in the Delta State. The agreement was captured in a Statement of Intent signed by both parties with each expressing their commitment to collaborating in good faith to ensure the

realization of the new partnership. The NESC has been training Nigerian nationals since

December 28th, 2011 and to date, over two hundred (200) Nigerians trainees have successfully graduated from the NESC in their respective skill areas.

Falkland Island Delegation Visit

On April 1st, 2014, Mr. Ian Hansen, member of the Falkland Islands Legislative Assembly and Emily Hansen also of the Falkland Islands, accompanied by representatives of the British High Commission in Port of Spain, met with Chairman Feeroz Khan and members of NESC's Board and Management Team at the NESC Drilling Academy. Discussions were centred on a possible partnership with the NESC, through the



Drilling Academy for energy-related training to the Falkland Islands. The visitors also met with Senator, the Honourable Fazal Karim, Minister of MTEST and NESC officials to further the discussions initiated at the Academy. An invitation was extended for a delegation from the MTEST (and its agencies) to visit the Islands in 2014.

NESC signs MOU with the On-The-Job (O.J.T) Training



On May 28th, 2014, officials of the NESC and the OJT Programme signed a Memorandum of Understanding (MOU). The purpose of the MOU is to foster collaboration between both agencies for the registration of students on the OJT programme having completed the NESC courses, in accordance with the OJT's

established guidelines. The MOU also makes provisions for designated officers of the NESC to assist in the promotion of the OJT Programme within the private sector.

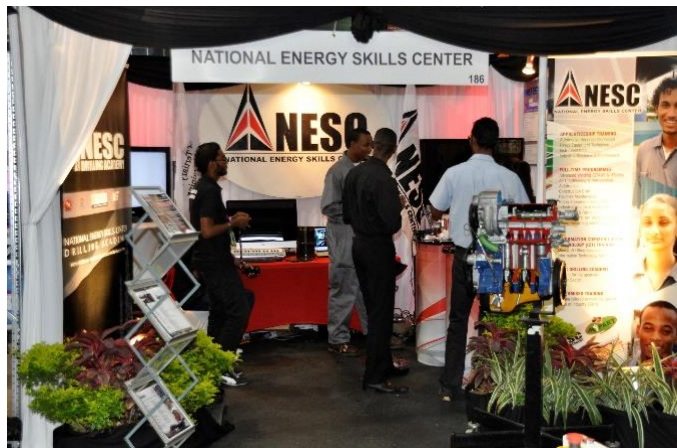
NESC collaboration for executing a Sports Development Program

On June 17th, 2014, the Trade and Economic Development Unit (TEDU) UWI, the executing agency for the project, approached the NESC to form a partnership in the delivery of aspects of the Sport for Development (A Ganar) programme. The A Ganar programme targets vulnerable youths between the ages of 16 - 24, and utilizes an effective and proven sport-based methodology to reach, motivate and facilitate skill acquisition by adolescents. The programme aids positive youth development through sports while transferring important skills required by the workforce. The A Ganar, training is implemented in four integrated phases for a period of 7-9 months.

Phase 1 was conducted at the NESC's Point Fortin / La Brea campuses during the period October 2013 to February 2014, by TEDU officials. The Phase 1; **“Sports Skills to Employability Skills”** targets forms four and five youths within schools, integrating sports and field based activities and classroom activities to develop competencies in life and employability skills. TEDU recognized the future opportunities in partnering with NESC to extend the scope of the programme.

NESC at Annual Trade and Investment Convention (TIC) Trade Show

NESC participated in the 15th Annual Trade and Investment Convention (TIC) held at the Centre of Excellence, Macoya during the period July 2nd - 5th 2014. This convention allowed the NESC to promote its services, engage with companies in new markets and attract existing and new clients. NESC was represented by the Business



Development Department along with instructors and trainees. Over five hundred (500)

persons visited the booth and several key opportunities were provided for NESC to have business-to-business meetings with companies locally, regionally and internationally.

NESC partners with FT FarFan Limited and J.C. Bamford Excavators Limited

On August 29th, 2014, the NESC signed an MOU with FT Farfan Limited, an organization with sixty eight (68) years of service and product delivery in the energy, petrochemical, industrial, agricultural and woodworking sectors. FT Farfan Limited represents some of the most successful global brands among them JCB producers of the bestselling backhoe in the world. FT Farfan Limited has donated a JCB 3CX engine and transmission for training purposes and will also provide online and printed courseware for the training of both NESC instructors and students. Graduates of the Heavy Equipment Programme will be awarded a certificate enhanced by this JCB specialized training into NESC's existing curriculum.

NESC's Drilling Academy

The National Energy Skills Center's Drilling Academy is a fully integrated, open-access technical training centre designed to deliver a robust curriculum focused on training for the upstream energy sector. Launched in December 2013 the Academy is the first institution of its kind in the Caribbean, Central and South America. The Drilling Academy has the support of the Ministry of Energy and Energy Affairs of Trinidad and Tobago, the Energy Chamber of Trinidad and Tobago and private and public companies in the local Oil and Gas Sector. The Academy which has a student capacity of two hundred and twenty (220) consists of a state of the art Learning Centre and a fully-functional Training Drilling Rig.



In addition to full-time programmes targeting persons who are new to the field of drilling, the Institution offers programmes for the professional development of the experienced Rig Technician who may wish to progress to the supervisory or managerial level. Through its Continuous Professional Development Training Series, the Academy provides customised training to both local and international clients. The Academy's Faculty consists of highly experienced and qualified Instructors with over forty (40) years relevant drilling operations experience. A Technical Advisory Committee was appointed to the faculty, which provides effective governance support regarding the delivery of a technologically relevant Drilling Body of Knowledge and Drilling Rig Technician Curriculum.



On May 19th, 2014 the NESC hosted an orientation ceremony for the first one hundred (100) intake of students of the NESC's Drilling Academy at Ste. Madeleine. These students were selected from a registration drive with a total of over five hundred (500) applications.

Woodford Lodge Campus Opening

On May 23rd 2014, the NESC opened the doors of the NESC Woodford Lodge Campus. The Campus houses the NESC Automotive Technology Institute and the NESC Heavy Equipment Operations Training Centre specializing in Advanced Automotive Technology Training and Heavy and Heavy



Equipment Maintenance Training respectively. The NESC Automotive Institute offers revamped and enhanced Automotive Technology and Autotronics programmes.

Palo-Secco Campus Opens

The NESC Palo Seco Campus was officially re-opened on September 5th 2014 and serves communities from Siparia to Cedros. The facility located on S.S. Erin Road previously operated at a capacity of no more than twenty (20) persons. Within recent years, the NESC has constructed a new building on the compound which houses a Welding and Fabrication workshop and classrooms. The original structure has been upgraded and outfitted to accommodate offices and a Computer Laboratory with fourteen (14) workstations. The 'new' campus is expected to see an annual enrolment of fifty six (56) persons and will offer programmes in: Shielded Metal Arc Welding (SMAW) Pipe Fitting and Fabrication and Microsoft Office Specialist (MOS) programmes.



Assessor Training

During the period September 15th-19th 2014, NESC's instructors from various campuses and staff of the Business Development Department were exposed to Assessor training. This workshop was conducted by officials from the Programme Development Department of the National Training Agency (NTA) with a view to providing more in-depth knowledge on the Caribbean Vocational Qualification (CVQ) Framework. As part of NESC's professional development programme and in preparation for NESC's thrust for workforce assessments 2014/2015, the staff in attendance were taught how NESC trainees, as well as members of the public, can become CVQ certified against CARICOM's Approved Occupational Standards

Training for UWI Students

On September 8th 2014, twenty three (23) students of the University of the West Indies (UWI) Open Campus were invited to the NESC Point Lisas Campus for an orientation into an Engineering Foundation Programme. This programme commenced on September 13th 2014 with the purpose of providing an opportunity for students to build on and enhance their technical knowledge through immersion in practical activities such as plumbing, carpentry, masonry and electrical installation.



2.8 LEGISLATIVE AND REGULATORY FRAMEWORK

The NESC is a non-profit organization established on July 15th, 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 industries.

2.8.1 Delegated Authority

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

Table 6 – Delegated Authority

Description
<p>Budgets (Capital and Operating): Managers, Divisional Managers, President and Board of Governors.</p>
<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 7 – 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.

NESC's funding request submissions to the line Ministry for the fiscal year 2013/2014 in accordance with the Company's strategic direction were \$108,581,949.00 for recurrent and stipend expenditure, and \$62,301,000.00 for PSIP expenditure; the recurrent expenditure request was \$74,867,149.00, the stipend funding request was \$33,714,800.00, and the PSIP funding request was \$62,301,000.00. Arising from the budget presentation for fiscal 2013/2014, NESC was advised that its allocation of funds under recurrent and stipend expenditure for fiscal year 2013/2014 was \$65,971,402.00 and \$42,277,000.00 under PSIP.

3.2 INCOME

The income statement for the year ended September 30, 2014, is shown below:

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 SEPTEMBER 2014

	30 September 2014 \$
Income	
Operating contributions and donations	
Government of Trinidad and Tobago	53,637,589*
Atlantic LNG Company of Trinidad and Tobago	2,566,581
Methanol Holdings (Trinidad) Limited	840,151
Other	198,989
Capital grants released	11,907,190
Tuition fees	26,350,176
Investment income	1,206,512
Other income	<u>1,037,211</u>
Total Income	<u>97,744,399</u>

Note:

*GOVRTT Recurrent Funding of \$53,637,589 includes NESC (\$30.14m), MYPART (\$8.87m), Laventille (\$10.94m: \$9.35m & \$1.59m), and PLIAP (\$3.68m).

Stipend Funding is not included in NESC's Operating Contribution.

3.3 RECURRENT EXPENDITURE

For the financial year beginning October 1, 2013, the NESC was allocated (TT\$65.971M), inclusive of \$3.7m for PLIAP, to fund its' recurrent and stipend expenditure. As at September 30, 2014, the NESC incurred total recurrent and stipend expenditure of (TT\$94.9M) including commitments for the fiscal year. The following table summarizes NESC's recurrent expenditure.

Table 8 – Recurrent & Stipend Funding and Related Expenditure for the period 2013-2014

NO.	Sub Head (TT\$)	Budget Estimates – Funds Allocated (TT\$)	Actual Expenditure (TT\$)	Variances (TT\$)
1	Personnel Expenditure	\$17,000,000.00	\$29,757,805.74	(\$12,757,805.74)
2	Goods and Services and Other Expenses	\$13,144,000.00	\$29,146,985.06	(\$16,002,985.06)
3	Furniture, Fixtures and Equipment	\$0.00	\$0.00	\$0.00
4	Current Transfers and Subsidies	\$0.00	\$0.00	\$0.00
5	Stipends	\$13,019,863.00	\$15,407,705.00	(\$2,387,842.00)
NESC RECURRENT / STIPEND		\$43,163,863.00	\$74,312,495.80	(\$31,148,632.80)
MYPART RECURRENT / STIPEND		\$9,772,259.00	\$10,135,126.04	(\$362,867.04)
LAVENTILLE RECURRENT		\$9,351,600.00	\$6,201,341.84	\$3,150,258.16
PLIAP RECURRENT		\$3,683,680.00	\$4,283,647.42	(\$599,967.42)
TOTAL RECURRENT/STIPEND		\$65,971,402.00	\$94,932,611.10	(\$28,961,209.10)

Total Recurrent received was \$52.04m (NESC \$30.14m/MYPART \$8.87m/Laventille \$9.35m and PLIAP \$3.68m). Total Stipend received was \$13.93m (NESC \$13.02m plus MYPART \$0.91m). Whereas actual recurrent expenditure was \$78.61m and actual stipend expenditure was \$16.31m.

Variance Explanations:

1. With regards to the variances for Personnel Expenditure and Goods and services, it should be noted that MTEST has not historically funded the entire recurrent budget of the NESC.
2. Stipend is an MTEST initiative administered through the NESC. In 2014, NESC spent \$2.3m in excess of the MTEST allocation which was not reimbursed by MTEST.

Other Additional Information

1. WA-NEET expenditure for 2013-2014 was recorded at approximately \$3.9m, however no funding was received for this programme.
2. The NESC Debe Campus was re-opened in 2013, recording net expenditure of approximately \$2m in 2014.
3. Recurrent funding remained constant for the NESC at \$30m from 2011-2014. NESC's recurrent expenditure increased due to the new programmes undertaken i.e. WA/NEET and the re-opening of NESC Debe Campus which became fully operational over the period 2013-2014.

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 2013/2014 was \$42,277,000.00. NESC's actual expenditure totalled \$68,901,855.00. The table below summarizes NESC's PSIP expenditure for the period October 1, 2013 to September 30, 2014.

**TABLE 9 - NESC's Actual PSIP Expenditure versus Allocation
For the Period October 1, 2013 to September 30, 2014**

Project Name		Actual Funds Received from MTEST	Actual Expenditure	Variances
Project #	Project Description	(TT\$)	(TT\$)	(TT\$)
J026	Relocation of NESC's Head Office & the Brechin Castle Technology Centre	\$3,250,000.00	\$2,185,968.00	\$1,064,032.00
J027	Point Fortin Technology Centre – Establishment of electrical / Electronics Programme	\$300,000.00	\$978,523.00	(\$678,523.00)
J035	La Brea Technology Centre	\$200,000.00	-	\$200,000.00
J037	Ste Madeleine Technology	\$1,750,000.00	\$15,309,321.00	(\$13,559,321.00)
J039	Expansion of Programme at Palo Seco Technology Centre	\$500,000.00	\$871,255.00	(\$371,255.00)
J059	Expansion of Skills & Technology Centre in Moruga	\$200,000.00	-	\$200,000.00
J063	Construction of Drilling School	\$16,887,000.00	\$15,441,876.00	\$1,445,124.00
J065	Construction of Halls of Residence for Trainees	\$1,500,000.00	\$2,735,495.00	(\$1,235,495.00)
J067	Mayaro Skills & Technology Centre	\$400,000.00	-	\$400,000.00
J070	Upgrade & Expansion of the MYPART Programme	\$2,000,000.00	\$1,120,066.00	\$879,934.00
J071	Establishment of Workforce Assessment/NEET Centre in NESC	\$500,000.00	\$1,383,169.00	(\$883,169.00)
J072	NESC ICT Programme	\$500,000.00	\$529,674.00	(\$29,674.00)
J057	Chaguanas Technology Centre – Woodford Lodge	\$14,290,000.00	\$28,346,508.00	(\$14,056,508.00)
TOTAL		\$42,277,000.00	\$68,901,855.00	(\$26,624,855.00)

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. The timing of the actual releases of funds also resulted in the capital expenditure for some projects being deferred to the next fiscal period.

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. As 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.

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 three hundred and thirty-five (335) employees. Four (4) executive management, nineteen (19) managers, twelve (12) supervisors, ninety-three (93) instructors and two hundred and seven (207) general support staff.

4.2 CATEGORIES OF EMPLOYEES

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

Table 10 - CATEGORIES OF EMPLOYEES

CATEGORY	EXECUTIVE	MANAGERS	SUPERVISORS	INSTRUCTORS	GENERAL / SUPPORT STAFF
NESC	4	14	11	78	102
MYPART	-	4	1	15	10
WA-NEET	-	1	-	-	45
PLIAP	-	-	-	-	50
TOTAL	4	19	12	93	207
GRAND TOTAL (335)					

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 (12) 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 appraisers and appraise 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. Experience
4. General suitability, for example, professional attitude, communication skills, effectiveness in developing subordinates.

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 is 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 his/her 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 (4) avenues by which persons enter the programme: voluntary or self-referrals, informal supervisory referrals, formal supervisory referrals, and 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 his/her appointment. The NESC would cover the cost for the first three (3) visits for the employee who would need to make his/her 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

Computer Literacy Training for residents of Esperanza Village

On March 14th 2014, NESC launched an Information and Communication Technology (ICT) training programme targeting residents of Esperanza, Couva. This initiative coincided with the Ministry of Tertiary Education and Skills Training (MTEST) Community Engagement and Service Learning Day. Staff members of the NESC volunteered their time to teach residents the fundamentals of computer literacy.

MYPART Independence Day parade

In commemoration of the nation's 52nd Independence Anniversary, the NESC/MYPART cadets staged a military-style parade through the streets of Couva. The parade took place on August 24th, 2014 and started from as early as 8 a.m. with the march off. The cadets began the day's proceedings with an inspection at the



Office of the MP for Couva South. After the official activities the contingents marched through the streets to the accompaniment of live music, tassa drums and other instruments played by the bands. NESC cadets, together with the Trinidad and Tobago national cadets, displayed military precision in their marching routine throughout the event. The parade ended at NESC's Point Lisas Campus with a further display of military formations.

Community-based ICT training graduation

On September 14th, 2014, over seventy (70) persons between the ages of 17 to 75 graduated from computer camps held during the July/August vacation. Staff members of the NESC's WA-NEET Field Office assisted in the Community-based ICT training programme for residents of the communities of Basta Hall, Esperanza and Windsor Park.



NESC First Annual Jobs Fair

On August 13th, 2014 the NESC held its first Annual Jobs Fair which was designed as a response to pronouncements from employers of a deficiency in skilled persons for the manufacturing, construction and other sectors. Representatives from various companies welcomed the opportunity to meet with over one thousand and two hundred (1,200) of NESC's prospective graduates. The job fair provided a forum for potential employers to interact with prospective graduates on-the-spot.



NESC Emancipation Parade

On July 27th, 2014 MYPART / NESC held a parade and cultural show in observance of Emancipation Day 2014. The parade began opposite Republic Bank, Couva and proceeded through Couva Main Road, leading the procession were the MYPART officials and cadets displaying their precise marching skills. Upon arrival at the NESC's head office, the guests were entertained by rich Trinbagonian cultural performances.



National Energy Center Employees' Charity Fund (NECF) Initiatives.

The National Energy Skills Center's Employees Charity Fund (NECF) was established on May 20th 2009 by the employees of NESC to support charities and good causes in various communities. All proceeds received from staff go directly to local charitable causes. The NECF makes both monetary and non-monetary contributions throughout the year.

The following monetary donations and projects were done for the year 2013 – 2014:

- The purchase of medication and to aid in surgical procedures for persons in need of assistance in this regard
- Towards Eastern Quarry Sports and Cultural Youth Organization for their 11th annual Children's Christmas extravaganza.
- The purchase of grocery hampers to needy persons

Additionally, the NECF initiated the first clothes drive "Clothe me with love, hope and dignity".

Summary of Community and Stakeholder Relations/ Outreach Initiatives:

- Participation in the National Training Agency's Career and Skill Expo held at Center of Excellence, Macoya, November 6th - 7th 2013, and Gulf City Lowlands, Tobago, November 15th 2013.
- Participation in the Administrative Professionals Week on April 20th – 26th 2014.
- Facilitation of Computer Literacy Training for Residents of Esperanza Village on March 14th 2014.

6.1 STRATEGIC PARTNERSHIPS

- Automotive Dealers Association of Trinidad and Tobago (ADATT)
- Caterpillar
- Construtora OAS (OAS), (BRAZIL)
- Energy Chamber and the Point Lisas Companies (PLIAP)
- GITA Allied Solutions Limited (NIGERIA)
- Joseph Cyril Bamford (JCB)
- Lincoln Electric
- Microsoft
- National Gas Company of Trinidad and Tobago (NGC)
- Petrogaz-Haiti S.A. (HAITI)
- Public Transportation Service Corporation (PTSC)
- QESS Services Limited (NIGERIA)
- Red Deer College (RDC) (CANADA)
- Rollers Inc' Nigeria Limited (NIGERIA)
- The Petroleum Company of Trinidad and Tobago (PETROTRIN)
- International Association of Drilling Contactors (IADC)
- American Welding Society (AWS)

7.0 CONCLUSION

Over the fiscal year 2013 – 2014, the NESC has demonstrated its commitment to contribute to the energy sector and increased its spectrum while expanding into other sectors, by providing demand-led Technical Vocational Education and Training (TVET) in Trinidad and Tobago. In spite of the challenges in the local and global markets, the NESC has upheld its competitive advantage by embracing and enhancing its programme offerings in alignment with the manpower demands of the various industries, thus ensuring the NESC's future remains bright and promising.

NESC is dedicated to working with its committed faculty, management and support staff to identify additional strategies to ensure that the institution continues to exceed expectations in the provision of TVET training. The NESC continues to operate in an environment in which technological advancements are rapidly changing. By setting this foundation, NESC achieved its ultimate goal of becoming a leading institution of academic excellence and strengthened its profile in the local, regional and international TVET training landscape.



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