



NATIONAL
TRAINING
AGENCY

2014/2015 ADMINISTRATIVE REPORT





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Preface

The National Training Agency's (NTA) Administrative Report for fiscal 2014/2015 provides a comprehensive account of the activities, engagements, and successes of the Agency for the period. The Report focuses on policy and development initiatives and human resource development. The Agency's direction is synchronised with the Government of the Republic of Trinidad and Tobago's Interconnected Pillars for Sustainable Development.

Some of the accomplishments made during the period include the launches of the Maritime, Construction and National Security Sector Advisory Committees (SACs); the successful training of three hundred and thirty-one (331) Assessors and forty (40) Internal Verifiers; the certification of one hundred and sixty-nine (169) Assessors and the launch of sixteen (16) Workforce Assessment Centres (WACs).



As it relates to the NTA's role in the nation's human capital development, the Agency processed one thousand, one hundred and thirty-seven (1,137) full Caribbean Vocational Qualifications (CVQs) and eight thousand and seventy-five (8,075) unit awards for one thousand, nine hundred and ninety-two (1,992) candidates. In terms of the Trinidad and Tobago National Vocational Qualification (TTNVQ), three hundred and sixty-nine (369) full TTNVQs and four thousand and sixty-seven (4,067) unit awards were processed for four hundred and nineteen (419) candidates.

Additionally, for the period October 2014 to September 2015, eight thousand, one hundred and sixty-eight (8,168) trainees were placed in the On-the-Job Training (OJT) Programme. Also integrated into the NTA's efforts during this fiscal period was the promotion of Technical and Vocational Education and Training (TVET) through the Jobs and Career Guidance Services (JCGS) Unit.

The NTA continues to aim for increased efficiency and productivity, as well as responsiveness and flexibility, in TVET across Trinidad and Tobago.

1.0 INTRODUCTION



This report provides information on the activities and achievements of the National Training Agency for the fiscal year 2014/2015. It describes the procedures followed and the criteria adopted to achieve the goals and objectives of the Agency.

The strategic direction of the NTA for 2011 to 2015 was mainly premised against Pillar 1, People-Centred Development of the Seven Interconnected Pillars for Sustainable Development, from the Framework for Sustainable Development of the Government of the Republic of Trinidad and Tobago. In this context, the Government recognises that TVET and lifelong learning play a pivotal role in the social, economic, and cultural development of modern societies.

2.0 HISTORY, VISION, MISSION, PHILOSOPHY AND STRATEGIC OBJECTIVES



The NTA is the central standardising body responsible for planning, coordinating and administering the National Training System for TVET, in support of national workforce development.

2.1 History of the National Training Agency

On May 5, 1994, Cabinet approved the establishment of a limited liability company under the Companies Ordinance Act to serve as the single National Training Agency. Following a report from the Committee on National Training on May 7, 1998, Cabinet further agreed to the establishment of the NTA with the responsibility for planning, coordinating, and administering the National Training System.

The core objectives are to:

- Coordinate and regulate the TVET system through market-driven research;
- Establish, promote and maintain National Occupational Standards (NOS);
- Develop quality assurance mechanisms, standardised curricula, and instructional design; and
- Develop a qualifications framework that supports the establishment of an awarding body for the Trinidad and Tobago National Vocational Qualification (TTNVQ) and the Caribbean Vocational Qualification (CVQ).

2.2 Vision

To create a workforce that is certified, competent, innovative, enterprising, and entrepreneurial, contributing to the continual development of Trinidad and Tobago.

2.3 Mission

To coordinate, harmonise, standardise, monitor, and evaluate all Technical and Vocational Education and Training in Trinidad and Tobago through the establishment of a National TVET system.

2.4 Core Values

- Quality
- Teamwork
- Respect
- Employee well-being
- Integrity
- Customer focus
- Partnership
- Innovation

2.5 Strategic Objectives

The NTA's Strategic Plan 2011 to 2015 sets out a number of initiatives to lead to the standardisation and harmonisation of the TVET system. The Plan focused on widening access to TVET and lifelong learning and increasing the participation of all stakeholders in the development of a workforce that is skilled, competent, and certified, thereby contributing to the economic and social development of the country. Overall, the strategic objectives were as follows:

- To establish an effective and efficient institution;
- To practice service delivery excellence;
- To practice performance-oriented management;
- To provide wider access to TVET and certification;
- To deliver a seamless system of education and training;
- To provide market-driven TVET;
- To deliver competency-based TVET;
- To offer innovation and entrepreneurship in TVET; and
- To offer consultancy and development services to CARICOM countries.

3.0 ORGANISATIONAL AND CORPORATE STRUCTURES



3.1 Board of Directors

The Board of Directors, appointed by the Minister of Education, is the ultimate decision-making body of the NTA, except with respect to matters reserved for the Ministry of Education. The primary role of the Board is oversight. Additionally, it directs the management of the business and affairs of the NTA and further serves as an organ of review, appraisal, and appeal. The Board of Directors performs a specific set of functions that is directed to meet the mandate of the NTA. Its main responsibility lies in planning, monitoring, and controlling the activities of the company to ensure the optimal utilisation of its resources and the achievement of its objectives. It ensures that policies and business decisions are taken at the Board level are implemented and adhered to.

Board of Directors

Fiscal Year 2014/2015



Mr. Kelvin Mahabir
Chairman



Mr. Navneet Boodhai
Deputy Chairman



Mr. Adrian Achan



Ms. Lauren Boodhoo



Mr. Deonarine Ramsumair



Mr. Lloyd Williams



Dr. Wayne Haywood



Ms. Anita Ramkalawan



Mr. Peter Pariag



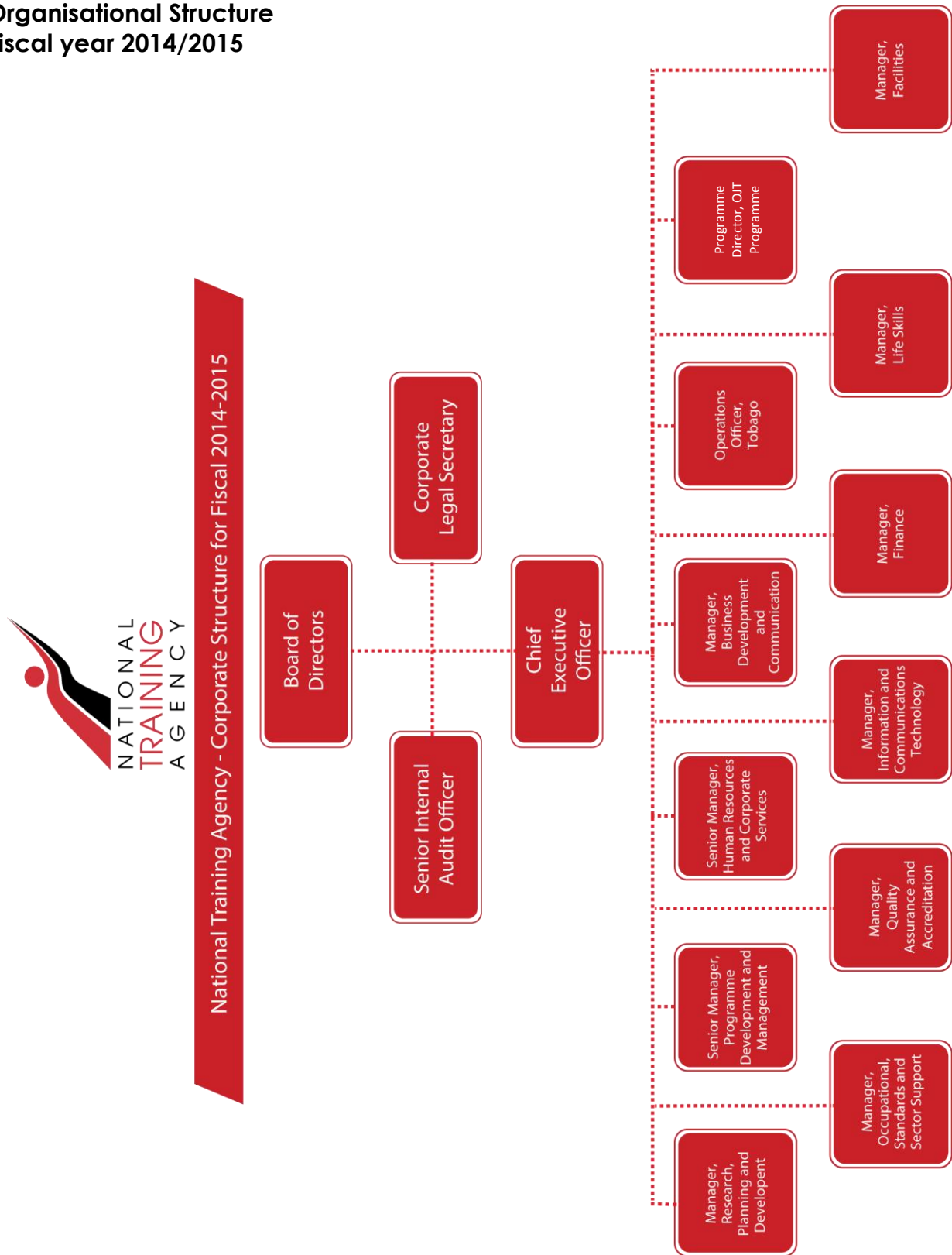
Ms. Abigail Moore



Pt. Jewan Maharaj

3.2 Corporate Structure

Figure 1
Organisational Structure
Fiscal year 2014/2015



3.3 Functional Structures



3.3.1 Products and Services of the NTA

I. Standards Setting

The NTA works in consultation with industry experts, employers, training providers, and regulatory and professional bodies to develop National Occupational Standards, which clearly define the knowledge, skills, and attitudes required for effective workplace performance.

II. Development of National Vocational Qualifications (NVQs)

A standardised qualification for TVET is presently being developed by the National Training Agency as part of TVET reform. Based on the competency standards set by industry experts, the qualification will be offered for TVET courses at different levels.

III. Quality Enhancement and Auditing Support for TVET Providers

The NTA provides guidance and support to Training Providers in the widespread use of best practices and standards as it pertains to TVET. Assistance is offered to Training Providers in the strengthening of their Quality Management Systems (QMS), delivery and assessment.

IV. Labour Market Signalling

Information on labour market demand and supply is critical to human resource planning, as well as assessing training needs. The NTA works in collaboration with the Ministry of Labour, the Central Statistical Office (CSO), the Ministry of Education (MOE), industry stakeholders, training/educational institutions, and the International Labour Organization (ILO) to collect and analyse data to signal trends in the labour market.

V. Curricula

The NTA was mandated by Cabinet on March 27, 2008, to develop a labour force that is competent, innovative, enterprising, and entrepreneurial. This mandate has led to the development, implementation, and maintenance of standardised curricula that would provide all training institutions with regional and international accreditation. Additionally, institutions would be informed of the training, processes, and procedures needed to produce a world-class labour force.

VI. The National TVET Control Centre (TVETCC)

The National TVET Control Centre (TVETCC) is an online database where all stakeholders involved in the certification process for TTNVQs and CVQs interact through a secured website. These stakeholders include the candidates, Training Providers' administrators, Assessors, Verifiers, and the staff of the NTA. The TVETCC allows for a more effective and efficient method for the NTA to coordinate real-time TVET information in Trinidad and Tobago.

VII. Prior Learning Assessment and Recognition (PLAR)

Prior Learning Assessment and Recognition (PLAR) recognises an individual's acquired skills and knowledge, irrespective of how, when, or where the learning occurred. The person's skills and knowledge are assessed against approved Occupational Standards. Full or partial qualifications can be achieved, and where necessary, further training in specific areas is identified and addressed.

VIII. Workforce Assessment Centre (WAC)

A Workforce Assessment Centre (WAC) is a skills assessment and recognition facility that uses a system of Prior Learning Assessment and Recognition to assess and certify competencies gained through non-formal learning means. The NTA

coordinates and monitors the process of assessment and certification of individuals who access WACs.

IX. Jobs and Career Guidance Services

This service is designed to help students, graduates, new entrants into the world of work, and individuals already in the mainstream workforce. Persons are informed on up-to-date information on job placement, career enhancement, interviewing techniques, and other workplace-readiness topics.

X. The On-the-Job Training (OJT) Programme

The NTA's products and services were expanded to include the OJT Programme on February 1, 2011. The programme provides work for national graduates between the ages of 16-35, to gain practical experience and work-based training within companies in the Republic of Trinidad and Tobago.

XI. Life Skills

The National Life Skills Unit coordinates and guides training institutions in the effective delivery of the National Life Skills Education Programme, using the standardised National Life Skills curriculum and workbook. This programme is designed to build positive and noble character, confidence, enthusiasm and discipline in participants.

3.3.2 Delegated Levels of Authority

Table 1 shows the limits of authority for approval of expenditure per the NTA's procurement/purchasing policy.

Table 1
Limits of Authority
Fiscal Year 2014/2015

	Authority/Officer	Limits
i	Senior Manager of Programme Development and Management (PDM)	\$25,000
ii	Manager, Finance	\$25,000
iii	Senior Manager of Human Resources	\$50,000
iv	Chief Executive Officer (CEO)	\$100,000
v	Tenders Committee	\$100,000.00 up to \$1,000,000.00
vi	The Board of Directors	\$100,000.00 up to \$5,000,000.00
vii	Board of Directors / Ministry of Finance	\$5,000,000.00

3.3.3 Legislative and Regulatory Framework



The National Training Agency is a non-profit company under the Companies Act 1995. The NTA also operates under a Memorandum of Understanding (MOU) with the Accreditation Council of Trinidad and Tobago (ACTT) for post-secondary institutions that offer TVET. The Agency is also a member of the Caribbean Association of National Training Authorities (CANTA), the implementation arm of the CARICOM Regional Coordinating Mechanism for Technical Vocational Education and Training (RCMTVET).

3.3.4 Reporting Functions – Departmental Reports, Reports to Ministries

Departmental reports are submitted monthly to the Office of the Chief Executive Officer (CEO), to facilitate the preparation of the CEO's monthly report to the Board of Directors. Thereafter, the CEO's Report is submitted to the Office of the Corporate Legal Secretary for onward transmission to the Board of Directors.

As per Section III (Guidelines and Performance Monitoring), sub-section 3.2 (Performance Monitoring) of the State Enterprises Performance Monitoring Manual (SEPM), a myriad of compliance reports are prepared for the Investments Division of the Ministry of Finance and the Ministry of Education (as the NTA's Line Ministry). These are submitted on a monthly, quarterly and annual basis.

Some of these reports include, but are not limited to, Administrative Reports, Internal Audit Reports, Cash Statement of Operations, Achievement Reports, and other reports as requested from the Ministries. **Table 2** identifies the key reports that are completed.

Table 2
Key Reports Completed
Fiscal Year 2014/2015

REPORT TYPE	FREQUENCY	RECIPIENT			
	M – Monthly Q – Quarterly S – Semi-annually A – Annually R – As requested	Chief Executive Officer	Board of Directors	Ministry of Education (Line Ministry)	Ministry of Finance (Investments Division)
INTERNAL DOCUMENTS					
Departmental Reports	M	*			
CEO's Report	M		*		
Departmental Work Plan	A	*			
Financial Reports (Management Accounts)	M	*	*		
EXTERNAL DOCUMENTS					
Cash Statement of Operations	M			*	*
Return of Award of Contracts	M			*	*
Board Minutes	M			*	*
Quarterly Status of Loan / Overdraft Portfolio	Q			*	*
Quarterly Status of Investments in Securities	Q			*	*
Quarterly Status of Litigation Proceedings	Q			*	*
Quarterly Returns Report	Q			*	*
Internal Audit Reports	Q			*	*
Social Sector Investment Programme (SSIP) Status Report (For the Life Skills Programme)	Q			*	
Administrative Report	A			*	
Annual Budget	A			*	*
Institution Work Plan	A			*	
Achievement Report	A			*	
Performance Appraisal Report	A			*	
Annual Business Plan	A			*	
Unaudited Financial Reports	M			*	*

3.3.5 Special Projects

Construction of the Ministry of Education (MOE) Administrative Complex



The NTA was appointed by the Ministry of Education to provide oversight and management of the design, construction and outfitting of the Ministry of Education's Administrative Complex, at Narsaloo Ramaya Marg Road, Chaguanas.

As per letter dated 19 February 2014 Ref: TEST: 6/1/3 from the Permanent Secretary (Ag) - MTEST to the CEO (Ag)-NTA, the NTA was informed that it was selected by MTEST as the Lead Agency for the implementation of the Project No. F023 – Establishment of an Administrative Complex for MTEST, NTA, YTEPP and ACTT.



MTEST O.N.E. (One Network for Everyone)

M.T.E.S.T O.N.E. was launched on May 23, 2015, at the Gulf City Mall, La Romaine. It provided all the Ministry of Education's and the Agencies' services to the public and utilised state-of-the-art technology to foster and encourage prospective or existing students and Training Providers in TVET. Five thousand, eight hundred (5,800) persons were impacted through this initiative.

The Facility allowed for:

- Enrolment into programmes offered under the Ministry of Education;
- Registration into the OJT programme;
- Access to information on the Government Assistance for Tuition Expenses (GATE) programme; and
- Information on the Accreditation Council of Trinidad and Tobago (ACTT).

4.0 POLICIES AND DEVELOPMENT INITIATIVES



The NTA is overseen by a Board of Directors accountable for the implementation of policies, and for providing oversight regarding the strategic direction of the NTA.

4.1 Policies

4.1.1 Technical Policies

The NTA ascribes to the provision of standard-driven, competency-based training, assessment, and certification systems as documented in the "CARICOM Process for Workforce Training, Assessment and Certification," and the organisation adheres to the Regional Qualifications Framework (RQF). The core services therefore offered by the Agency are governed by the regional technical policies governing the development of Occupational Standards; the approval of TVET providers; and the procedures for assessment and certification for the award of the TTNVQ and CVQ.

4.1.2 Administrative Policies

The NTA has a Manual of Administrative and Personnel Policies, which is a working tool designed to help every employee perform at his/her very best, within clearly defined parameters of authority. It is a reference document that staff can consult when handling job functions or work situations.

4.1.3 Financial Policies

The accounting policies and principles of the NTA are consistent with the provisions of the State Enterprises Performance Monitoring Manual (SEPMM) and International Financial Reporting Standards (IFRS).

These policies ensure that:

- Lines and levels of financial authority are clearly defined, communicated, and understood;
- Transactions are appropriately and accurately recorded with the necessary details required;
- The Agency's assets and income are accounted for and controlled; and
- The Agency's expenditure and liabilities are incurred only when necessary and in accordance with an approved budget and accounting policies.

4.2 Development Initiatives and Accomplishments



4.2.1 Sector Advisory Committees

Key achievements as it relates to Sector Advisory Committees (SACs) during this period included:

- The establishment of three (3) SACs for Construction, Maritime, and National Security.

These SACs provide ongoing assistance to the NTA in identifying occupational areas in need of strengthening, through skills training and standard development, based on the current and future skill needs of the sectors. These SACs also assist in identifying the different jobs/occupations found within each sector/sub-sector.

4.2.2 Occupational Standards

Key achievements as it relates to Occupational Standards during this period included:

- The development of thirty-four (34) Occupational Standards as shown in **Table 3**.

Table 3
Occupational Standards Developed
Fiscal Year 2014/2015

No.	Sector	Occupational Standard
1.	Agriculture	Poultry Processing (Plant Operations) L1
2.	Agriculture	Poultry Processing (Plant Operations) L2
3.	Automotive	Automotive Maintenance (CNG) L3
4.	Creative Industries	Multimedia Animation L2
5.	Creative Industries	Live Sound Engineering Level 2
6.	Energy	Instrumentation and Control L1
7.	Energy	Instrumentation and Control L2
8.	Energy	Instrumentation and Control L3
9.	Energy	Welding L1
10.	Energy	Welding L2
11.	Energy	Welding L3
12.	Energy	Fabrication L1
13.	Energy	Fabrication L2
14.	Energy	Fabrication L3
15.	Energy	Mechanical Maintenance L1
16.	Energy	Mechanical Maintenance L2
17.	Energy	Mechanical Maintenance L3
18.	Energy	Scaffolding L1
19.	Energy	Scaffolding L2
20.	Energy	Scaffolding L3
21.	Energy	Electrical Installation and Maintenance L1
22.	Energy	Electrical Installation and Maintenance L2
23.	Energy	Electrical Installation and Maintenance L3
24.	Energy	Machining Operations Levels 1
25.	Energy	Machining Operations Levels 2
26.	Health	Health Care Services (Medical Laboratory Assistant) L2
27.	Health	Health Care Services (Dietary Assistant) L1
28.	Merchant Marine	Marine Terminal Operations L2
29.	Merchant Marine	Marine Terminal Operations L3
30.	Personal Services	Domestic Housekeeping L2
31.	Public Services	Range Management L3
32.	Water and Wastewater	Road Maintenance L2
33.	Water and Wastewater	Pipelaying L2
34.	Transport	Public Transport Vehicle Driving (Buses) L2

- Twelve (12) Occupational Standards were revised for the Energy sector as shown in **Table 4**.

Table 4
Occupational Standards Revised
Fiscal Year 2014/2015

No.	Sector	Occupational Standard (Revised)
1.	Energy	Mechanical Maintenance L1
2.	Energy	Mechanical Maintenance L2
3.	Energy	Mechanical Maintenance L3
4.	Energy	Electrical Installation and Maintenance L1
5.	Energy	Electrical Installation and Maintenance L2
6.	Energy	Electrical Installation and Maintenance L3
7.	Energy	Instrumentation and Control L1
8.	Energy	Instrumentation and Control L2
9.	Energy	Instrumentation and Control L3
10.	Energy	Scaffolding L1
11.	Energy	Scaffolding L2
12.	Energy	Scaffolding L3

- Training programmes were developed utilising the Occupational Standards for Road Maintenance.
- One hundred and four (104) Process Plant Operators were assessed against the Occupational Standards for Water Process Plant Operations.
- Four hundred and sixty-four (464) plumbers were assessed against the Plumbing Occupational Standards.

4.2.3 CVQ in Secondary Schools

Key achievements for CVQ in Secondary Schools 2014/2015 are as follows:

Number of Schools Offering the CVQ:	81
Number of Candidates Registered:	2,520
Number of Candidates Awarded:	1,992
Number of CVQ awards:	2,125
Number of Units Awarded:	8,075
Number of Full CVQs awarded:	1,137
Number of CVQ areas:	37
Unit Awards in mandatory and elective units:	9,117

4.2.4 Quality Enhancement Activities

Key achievements in Quality Enhancement:

- Three hundred and thirty-one (331) Assessors trained;
- One hundred and sixty-nine (169) Assessors certified;
- Forty (40) Internal Verifiers trained; and
- Two hundred and forty-four (244) Teachers/Assessors submitted candidates for CVQ awards.

4.2.5 Centres and Programmes (Audited and Approved)

Key achievements in Centre and Programme Audit and Approval:

- The NTA audited and approved twenty-two (22) new Training Providers and fifteen (15) new programmes for the period, as listed in **Appendix 1**.
-

4.2.6 External Verifications (Facilitated)

Key achievements in external verifications:

- The NTA facilitated six hundred and seventeen (617) external verifications, and two hundred and fifty-nine (259) external verifications were conducted by thirty-one (31) External Verifiers in thirty-seven (37) occupational areas, listed in **Appendix 2**.

4.2.7 Internal Verifications (Schools and Occupational Areas Awarded)

Key achievements in internal verifications:

- One hundred and thirty-nine (139) Internal Verifiers conducted eight hundred and forty-six (846) internal verification exercises in eighty-one (81) secondary schools, as listed in **Appendix 3**.

Tables 5 and 6 illustrate the number of candidates awarded full and unit awards for the Caribbean Vocational Qualification and Trinidad and Tobago National Vocational Qualification, respectively for FY 2014/2015.

Table 5**Awards Processed: Caribbean Vocational Qualification
Fiscal Year 2014/2015**

Fiscal Year	Number of Candidates	Full Awards	Unit Awards
2014/2015	1,992	1,137	8,075

Table 6**Awards Processed: Trinidad and Tobago National Vocational Qualification
Fiscal Year 2014/2015**

Fiscal Year	Number of Candidates	Full Awards	Unit Awards
2014/2015	419	369	4,067

4.2.8 The National TVET Control Centre - TVETCC

The National TVET Control Centre is an online database designed to collect and store information about Training Providers that are enterprise, community, institution, and school-based, as well as training programmes, Assessors, and graduates within the TVET system. In addition, the National TVET Registry provides the NTA with the ability to efficiently manage assessment centres, Assessors, registered Training Providers, candidates, and qualification plans and units.

As of September 2015, the records associated with the TVETCC were:

Accounts on the TVETCC

Candidates: 163,284
Assessors and Verifiers: 1,184

Available Qualifications (Active)

CVQs: 250
TTNVQs: 69

4.2.9 Prior Learning Assessment and Recognition (PLAR) and Workforce Assessment Centres (WACs)

For fiscal 2014/2015, sixteen (16) new Workforce Assessment Centres were launched, as follows:

1. Caribbean Diving and Marine Limited;
2. National Energy Skills Center (NESC);
3. School of Refrigeration and Air Conditioning (SORAC);
4. St. David's Academy;
5. T&T Business Etiquette and Protocol Specialists Limited;
6. Crystal's Nursing Home and Home Care Agency;
7. Trinidad Tower Cranes Services Limited;
8. Metal Industries Company (MIC) Limited – Institute of Technology;
9. TOSL Engineering Limited;
10. Massy Energy Engineered Solutions Limited;
11. Massy Energy Fabric Maintenance Limited;
12. Trinidad and Tobago Police Service Police Academy;
13. National Security Training Academy (NSTA);
14. Water and Sewerage Authority (WASA) of Trinidad and Tobago;
15. D. Rampersad Company Limited; and
16. Youth Training and Employment Partnership Programme (YTEPP) Limited.

Additionally, four (4) Maintenance Technicians were certified through the Prior Learning Assessment and Recognition process at the Central Bank of Trinidad and Tobago.

4.2.10 Labour Market Information

The National Training Agency conducted labour market surveys in twelve (12) economic sectors during fiscal year 2014/2015. Summaries of the major findings for each study are outlined in this section.

Creative Industries (Music and Entertainment) Sector Survey

This report presents the findings obtained from forty (40) stakeholders in the following four (4) main groups in the Music and Entertainment subsector - music associations; music bands; music radio stations and music studios. The findings indicated a total of one hundred and forty-nine (149) vacancies in the sub-sector. Most of these vacancies were for Musicians, Public Relations/Marketing personnel, and Music Instructors.

Forty-one percent (41%) of the groups surveyed indicated that there were continuous delays when filling positions with suitable persons. Due to the shortage of certified labour in the Music and Entertainment sub-sector, many of the tasks had to be outsourced. Most respondents indicated that Training Providers were not providing adequate training. Some of the top emerging jobs in the sector included managing social media, Event Management, Booking Agents, Entertainment Legal Professional, Road Managers and Stage Managers.

Results were generated on employment levels, vacancies, job opportunities and training needs. The final report is available on the NTA's website for all stakeholders and can be accessed via the link:

<https://drive.google.com/file/d/1eXeooAGIJ2MOW0wc7vUv4DvP2jh11-xz/view>

Creative Industries (Television, Film and Theatre) Sector Survey

In total, thirty-two (32) stakeholders participated in this sector survey, from television stations, film production houses, and performance spaces, and drama/theatre companies. The main findings of the study included evidence of limited vacancies and job opportunities within all sub-sectors. An increase in the demand for jobs within the sub-sectors was anticipated, along with new and emerging jobs within the Television, Film and Theatre sub-sectors. In the Television sub-sector, some of the anticipated new and emerging jobs included: Cataloguer, Marketers via Social Media, Online Cloud Content Management Personnel, and Live Stream Set Up and Maintenance Personnel.

In the Film sub-sector, some expected new and emerging jobs included Animators, Motion Graphic Artists and Coders while in the Theatre sub-sector some anticipated new and emerging jobs were Front of House Management, Make Up Artists – Prosthetics for the stage and Technical Artists. Stakeholders recognised the efforts of the Government, but they believed that more should be done to develop the Creative Industry and by extension, the Television, Film and Theatre sub-sectors. The full report can be accessed via the link:

https://drive.google.com/file/d/12wOcxnjYKHMCEbMZDklvW5d_vH1isne/view

Creative Industries (Fashion and Design) Sector Survey

This report presents information garnered from thirty-five (35) Fashion Designers in Trinidad and Tobago. Seventy-seven percent (77%) of the surveyed Fashion Designers were in business for ten (10) years or less and eighty-three percent (83%) operated very small businesses (two to five (2-5) employees). The main employees within the sector were Operators (approximately fifty percent (50%), and this category accounted for fifty-five percent (55%) of all stated vacancies. Sixty-three percent (63%) of Fashion Designers stated that there will be new and emerging skills sets/competencies within the sub-sector within the next twelve (12) months. Some of emerging skills sets/competences include Business Management, Computer Skills, Marketing and Public Relations, as well as specialized skill areas such as Fashion Law, Fashion Production and Fabric Design. The full report can be accessed via the link:

<https://drive.google.com/file/d/1739WKcJTU03Lz0smWLTOcwlkCiSZQAZT/view>

Financial Services (Credit Unions) Sector Survey

A total of thirty-nine (39) vacancies and job opportunities were identified amongst the

twenty-six (26) credit unions that participated in the survey. Fifty percent (50%) of organisations surveyed engaged in some degree of outsourcing, and only eight percent (8%) had applied for work permits twelve (12) months prior to the survey. Emerging job functions included Compliance Reporting, Internet and Mobile Banking, Network Administration and Web Designing. Respondents revealed that the most desired trait amongst credit union staff members was 'honesty', while the most lacking traits were 'communications skills', 'problem-solving skills' and 'self-motivation'. The full report can be accessed via the link:

https://drive.google.com/file/d/1r_6fZUhwERBy4Jzft3mrF7NUYu2FfN4i/view

Financial Services (Insurance) Sector Survey

A census of the twenty-nine (29) active insurance companies operating in Trinidad and Tobago was completed. The data presented in this report presents the information provided by seventeen (17) participating insurance companies. A total of sixty-six (66) vacancies were identified and ten (10) job opportunities were anticipated. Seventy-six percent (76%) of respondents indicated some level of difficulty in sourcing appropriate labour, and, as such, seventy-one percent (71%) of respondents engaged in some degree of outsourcing. There appeared to be new and emerging job functions in the areas of Compliance Reporting and Anti-Money Laundering/Counter Financing of Terrorism (AML/CFT), due to increased Central Bank and Financial Intelligence Unit (FIU) regulatory requirements. Other emerging job functions included: Internal Auditing, Actuarial Analysis (for general insurance), and Direct Insurance Sales Personnel (as opposed to using Insurance Agents). The full report can be accessed via the link:

https://drive.google.com/file/d/1ih_2oaSjttSMUmrKBQWxqOATFODjnav8/view

Agriculture (Primary Production) Sector Survey

This survey targeted persons involved in Crop Production, Livestock Production, Fisheries, Beekeeping and Cocoa Production in the North West, North East, Port of Spain, East, Central and South regions of Trinidad. Overall, two hundred and seven (207) persons were surveyed.

Ninety-four percent (94%) of the surveyed primary producers were thirty (30) years or older, with seventy percent (70%) having fifteen (15) or more years of experience. Community members, family and friends accounted for thirty-five percent (35%), thirty-one percent (31%), and twenty-eight percent (28%), respectively of all persons employed on these agricultural holdings. There were ninety (90) vacancies when the data was collected and reported (2014/2015). Eighty-four (84) were vacancies for full-time employment and six (6) for part-time employment. Labourers, Technicians and Farmers (all types) were most needed.

Additionally, Farmers expressed that there was a great need for formal training. Some areas that were mentioned included, Small Engine Repairs, Business Management, Chemical Usage (as it relates to crop production), training for Long Liners, Ship Building, Ship Repairs, New Production Techniques, Beekeeping and other agricultural courses. The full report can be accessed via:

<https://drive.google.com/file/d/1Hn1pmGW3VRZQBxZQASTaw7V8vqLxMT8C/view>

Personal Services (Sport, Recreation and Fitness) Sector Survey

This was a qualitative study of the sector. Stakeholders for this study were selected from a list of sport entities provided by the Sport Company of Trinidad and Tobago (SporTT), which comprised National Governing Bodies (NGBs) and related sporting institutions. Key Informant Interviews (KIIs) were applied to garner the perspectives of industry leaders. Stakeholder responses revealed that the jobs that were always in demand were Athletic Coaches, Scorers, Groundsmen and Stands Maintenance Personnel. Additionally, a few other occupations were required occasionally but were not always easily accessible. A great hindrance is the cost of retaining these persons, and in some cases the limited number of these professionals locally. These professions include Sports Lawyers, Sports Scientists, Sports Physicians, and Psychological coaches.

The need for adequate training in the sector was flagged by many representatives. Stakeholders specifically made mention of the need for Athletic Coaches in the industry to enhance their skills and gain international exposure to new techniques, thereby strengthening their skill sets. The full report can be accessed via:

<https://drive.google.com/file/d/1V9HHL7ffBP0G-Tkm135rjLyi9IktILxd/view>

Education and Training (Early Childhood Care and Education (ECCE) Sector Survey)

The ECCE sub-sector in Trinidad and Tobago is experiencing considerable growth and expansion. A total of six hundred and three (603) persons were employed by the one hundred and thirty-nine (139) ECCE centres surveyed. The survey revealed the existence of fifty-one (51) job vacancies, mostly for full-time ECCE teachers. Owners and administrators of ECCE centres largely anticipated an increase in the demand for jobs in the ECCE sub-sector within the next twelve (12) months.

Almost half of the respondents anticipated the emergence of new and emerging skill sets, such as information technology and foreign languages, in the sector over the next twelve (12) months. Most of these respondents anticipated greater demand for qualified teachers to care for children with special needs. Some respondents also noted the need for teachers to be trained in computer and information technology; extracurricular activities like sports and foreign languages; and life skills. The full report can be accessed via the following link:

<https://drive.google.com/file/d/1W9N2ezMb8lqcuWgtt8z89HhmzfzXUXdc/view>

Education and Training (Secondary, Post-Secondary and Tertiary Level) Sector Survey

This survey report is an amalgamation of the responses of three (3) sub-sectors within the Education Sector, namely, (i) Secondary; (ii) Post-Secondary and (iii) Tertiary. However, for reporting purposes, findings from the Post-Secondary and Tertiary sub-sectors were combined. In total, thirty-seven (37) responses were received. In the Secondary sub-sector, twelve (12) secondary schools participated, one (1) of which was the Ministry of Education (which represented all public secondary schools in Trinidad) while twenty-five (25) Post-Secondary/Tertiary institutions responded to the survey.

The findings indicated a total of one thousand, one hundred and sixteen (1,116) vacancies in the education sector.

Ten (10) out of the twelve (12) secondary schools surveyed stated that they believed that there would be new and emerging skill sets/competencies within the next twelve (12) months. The new and emerging skill sets/competencies likely to come on stream within the secondary school system within the next twelve (12) months are Agricultural Science, Physical Education, Law, Environmental Studies, Entrepreneurship, as well as using technology in the classroom and Music Theory.

Within the Post-Secondary/Tertiary sub-sector, sixteen (16) institutions did not believe that any new and emerging skill sets, and competencies would emerge within the next twelve (12) months but those who answered affirmatively noted the possible emergence of jobs in: (i) Robotics; (ii) Environmental Physics; and (iii) Computer Science Apps Development. The full report can be accessed via the following link:

<https://drive.google.com/file/d/1VqyOVGhPmjoshPioThY60hzNhcdqd5YA/view>

Manufacturing (Food and Beverages) Sector Survey

This sector survey was conducted and reported during the period 2014/2015, and targeted all sub-sectors of the Food Processing and Manufacturing Industry, except for Citrus Processors, Tobacco and Ice. This report presents information gleaned from forty-seven (47) respondents who comprised both small and large processors.

Respondents complained about labour shortages and the poor attitude of the current workforce. Stakeholders noted that the present labour pool was staying away from this industry as it did not seem lucrative when compared to other sectors or industries. The top three (3) jobs titles that were indicated as most difficult to source comprised of Factory Worker; Warehouse Attendant and Delivery Clerk; and Machine Operator. Additionally, they suggested that shortages in the technical skilled areas existed because of sectors such as Construction and Energy providing better remuneration and benefits. Moreover, social programmes such as the Community-Based Environmental Protection and Enhancement Programme (CEPEP) and Unemployment Relief

Programme (URP) attracted persons due to shorter hours for the same wage as the Food Processing and Manufacturing Industry.

Only fifteen percent (15%) of participants believed that there will be new and emerging skills/competencies in the industry within the next twelve (12) months. Some of these skills include:

- Knowledge about healthier or organic food options (e.g., soya free veggie products);
- Skills required for the development of new products;
- Skills required for the manufacturing/processing of products given new technology; and
- Skills required for the packaging of products given new technology.

Security Services (Law Enforcement and Justice) Sector Survey

One (1) Security Services labour market study was conducted and reported in 2014/2015 for both public and private sectors:

- Public: National Security; and
- Private: Personal Services - Security Companies (Large, medium and small).

A total of twenty-one (21) stakeholders completed the survey. There were sixteen (16) private security respondents and five (5) national security organizations.

Based on the findings, the Security Services sector employs a significant number of persons; thirty-two thousand, eight hundred and seventy-three (32,873). The results revealed many vacancies; three thousand, seven hundred and eighty-eight (3,788), within both the public and private companies. In addition, an increase in the demand for jobs is anticipated within the sector along with a few new and emerging skills sets/competencies. Some respondents anticipated there would be new and emerging skill sets/competencies in the sector within the next twelve (12) months in Engineering and Electronics, Information Technology, Forensic Accounting, Crime Scene Investigations, Cyber-Crimes Investigations, Child Protection, and Gang Management, amongst others.

Security Services continue to expand, especially with the rising crime level. As a critical sector, stakeholders highlighted that it was important that the Government does more to develop the sector. Stakeholders also indicated that there is a need for legislation related to the regulation of the Private Security Industry, standardised training, certification, and a greater rapport between public and private security organisations.

Public Utilities

The report focused on the Public Utilities industry, with emphasis on the Agencies that fall under the remit of the Ministry of Public Utilities, as well as other Government agencies that provide a public service to the citizenry. The findings of this report represent information received from six (6) companies in the sector. There were four hundred and ninety-four (494) vacancies recorded for the Public Utilities Industry at the time of research.

Additionally, participants indicated that given the changing environment new and emerging skills would be required in:

- Power engineering;
- Geographic Information Systems;
- Land Management;
- Facilities Management;
- Project Management;
- Project Scheduling;
- Water/Wastewater Pipeline Construction and Maintenance;
- Road Reinstatement;
- Renewable energy;
- Leakage Detection and Monitoring;
- Water/Wastewater Quality Technology (Testing and Monitoring);
- Water Resource Management;
- Information Technology; and
- Security.

The full report can be accessed via the link:

<https://drive.google.com/file/d/13XZmla76YMIjqiuafhSQNoDmtZEj433c1/view>

Other labour market reports can be accessed on the NTA's website via the link:

<http://www.ntarestore.org/nta-services/research-rp-d/download/download-lms>

Ancillary Research

During the fiscal year 2014/2015, the NTA completed seven (7) ancillary research activities:

- The Jobs and Career Coach (JCC) Tracer Study;
- The Reputation Survey of Training Institutions;
- The Vacancy Survey;
- National Consultations on Retirees Returning to Work (RRW);

- National Consultations on the Blueprint for Tertiary Education and Skills Training;
- Stakeholder Engagement Meetings for the National TVET Plan; and
- The drafting of the National TVET Plan.

4.2.11 The On-the-Job Training (OJT) Programme



During fiscal 2014/2015, eight thousand, one hundred and sixty-eight (8,168) trainees were placed into jobsites via the OJT Programme. The disaggregated figures are shown in **Table 7**.

Table 7
Trainees Placed into Jobsites via OJT Programme
For Fiscal Year 2014/2015

Provider Type	Total Number of Trainees
NGO	45
Private Sector	1,013
Public Sector	7,110
Total	8,168

Table 8 illustrates the trainee stipends for the fiscal year 2014/2015.

Table 8
Trainee Stipends by Level
For Fiscal Year 2014/2015

Level	Qualification Type	Stipend
Level 1	CXC or Craft Level Training	\$2,500
Level 2	Two "A" Level/CAPE passes or Technical Diploma	\$3,600
Level 3	Associate Degree	\$4,500
Level 4	Undergraduate Degree	\$6,250
Level 5	Post-graduate Qualification	\$7,200

4.2.12 Life Skills



During October 2014-September 2015, the NTA had the responsibility of managing and conducting Life Skills training for the OJT Programme. **Table 9** illustrates the number of OJT Trainees enrolled in the National Life Skills Education Programme (NLSEP) for FY 2014/2015.

Table 9
Number of OJT Trainees Enrolled in the National Life Skills Education Programme
Fiscal Year 2014/2015

OJT REGIONS	NUMBER OF OJT TRAINEE GROUPS	NUMBER OF OJT TRAINEES
East	25	762
West	19	344
South	26	521
Central	13	312
TOTAL	83	1,939

During the period October 2014-September 2015, twelve (12) training providers delivered the National Life Skills Education Curriculum. In order to guide, support, monitor and quality assure the Life Skills training conducted within these institutions, three (3) 'Train the Trainer' workshops, fifty-eight (58) monitoring and evaluation visits, and eleven (11) monthly professional development workshops were conducted. Administrators, Training Specialists, and Tutors were exposed to Teaching Methodologies, Measurement, and Evaluation Processes and Strategies, and were engaged on issues pertaining to the further development and delivery of the National Life Skills Education Curriculum.

The first National Life Skills Day was held in Trinidad in May 2015, which attracted approximately one thousand (1,000) persons from nineteen (19) schools/training institutions and the public. Thirty-one (31) private and public institutions partnered with the National Life Skills Unit and participated in the event.

4.2.13 International Partnerships and Consultancies



International Partnership

The On-the-Job Training Programme partnered with the United Nations Development Programme (UNDP) and launched the OJT Global Programme. This partnership opened opportunities for local participants to experience the challenges and demands of working in an international, multilateral organisation, and provide experience in the evolving philosophies which guide social and economic development and international relations.

Consultancies

The NTA has been engaged in continuous capacity building and professional development in support of the implementation of the CVQ, as evidenced by its participation in major regional TVET workshops since 2000. To date, the NTA has contributed to the capacity building and strengthening of TVET systems by facilitating the implementation of the CVQ in a number of CARICOM countries. These are revenue-generating consultancies that also meet the NTA's mandate to support TVET regionally. The revenue generated is presented in the budgetary area of the report.

The consultancies conducted during this fiscal period include:

Dominica PLAR Project:

The key objective of the consultancy was to facilitate the assessment and certification of approximately two hundred and fifty (250) construction workers in Dominica via the PLAR process, on behalf of the client, Dominica Coalition Service Industries (DCSI). The occupational areas targeted included Masonry, Electrical, Machinery and Heavy Equipment Operations Maintenance, Carpentry, Joinery and General Construction. A five (5) day Assessor training session was conducted for nineteen (19) persons identified by DCSI. For the period, fifty-three (53) candidates out of a total of one hundred and twenty (120) candidates were assessed via the PLAR process in Dominica.

Ministry of Education, Dominica Study Tour

The NTA facilitated a study tour from April 27, 2015, to May 2, 2015, for the Commonwealth of Dominica. Ten (10) persons from the Ministry of Education,

Dominica, were exposed to the practice and implementation of the CVQs in Secondary Schools.

Assessor Certification – Guyana

A representative of the Council for TVET, Guyana, was certified in ten (10) mandatory units for the CVQ award in Training and Assessment (Level 4).

Turks and Caicos Islands - Assessor and Verifier Training and Certification

The NTA trained sixteen (16) participants from the Turks and Caicos Islands as Assessors, Verifiers, and Facility Auditors.

5.0 FINANCIAL OPERATIONS



This section highlights the budget, revenue and expenditure of the NTA for the fiscal period. It also includes notes which explain how any shortfalls or deficits were managed (shown in **Tables 10-13**).

5.1 Budget

5.1.1 Budget Process

The NTA budget process is as follows:

- Review of the current operational environment and determine changes that will be required to meet the strategic objectives for the upcoming financial year;
- Assimilate the data, review and adjust financial goals and build budget templates with Heads of departments;
- Develop the budget by involving Managers in forecasting projected financial

needs, then consolidate the organisation-wide budget estimates for review by management and finally secure Board approval;

- Review the budget by analysing variances between budgeted and actual revenues and expenses; and
- Conduct meetings with the Management team to analyse variances, determine the root causes, create action plans to address variances, and monitor and report on the same.

5.1.2 National Training Agency PSIP Income and Operating Cost

Table 10
PSIP Projects
For Fiscal Year 2014/2015

Project #	Project Name	Actual Releases \$	Actual Expenditure \$	Variances \$	Notes	Prior Year Actual FY 2013/2014 \$
J069	Career Coaches	-	180,487	(180,487)		300,000
F023	MTEST Administrative Complex	75,700,000	103,072,712	(27,372,712)	1	80,390,000
F044	Building of OJT Headquarters	-	-	-		1,250,000
Total Development Expenditure		75,700,000	103,253,199	(27,553,199)		81,940,000

Table 10 shows funding and expenditure for the PSIP projects. The results record a deficit of \$27.55 million; however, residual funds from previous years were used to cover the shortfall.

5.1.3 National Training Agency Recurrent Budget

Table 11
NTA's Recurrent Budget
For Fiscal Year 2014/2015

Sub-Head		Budget Releases	Actual Expenditure	Variances	Prior Year Actual FY 2013/2014
		\$	\$	\$	\$
1	Personnel Expenditure	33,779,919	27,062,322	6,717,597	28,200,118
2	Goods and Services	17,924,341	15,111,691	2,812,650	18,109,705
3	Minor Equipment	2,295,740	752,687	1,543,053	1,814,287
4	Current Transfers and Subsidies				
Total Recurrent Expenditure		54,000,000	42,926,700	11,073,300	48,124,110

Table 11 explains the recurrent budget for the fiscal year 2014/2015. The income and operating expenditure for the period are discussed below:

Income

For the FY 2014/2015, the NTA received \$54M or \$1.476M more than the prior FY 2013/2014 in Government Subvention (FY 2013/2014 actual Subvention received was \$52.524M). Other income for FY 2014/2015 amounted to \$1.528M. Included in other income were earnings from conference fees, workshops, etc., which also included consultancy income of \$369K for Dominica and \$37K for Turks and Caicos. No income was earned from Guyana consultancies in the period. Overall, the total annual income for FY 2014/2015 was reported as \$55.528M.

Operating Expenditure

The NTA incurred an operating expenditure of \$42.927M with a resulting surplus of \$11.073M. Compared to the prior year FY 2013/2014, there was an overall reduction of expenditure in the sum of \$5.197M. Personnel costs decreased by \$1.138M; Goods and Services decreased by \$2.998M, and Minor Equipment decreased by \$1.062M. A major contributor to this significant cost reduction in FY 2014/2015 was the discontinuance of the Career Fair and Skills Expo which had incurred a cost of \$2.474M, coupled with advertising and promotional expenses of \$1.716M in FY 2013/2014.

5.1.4 On the Job Training Programme

Table 12
OJT Budget Releases/Actual Expenditure
For Fiscal Year 2014/2015

	Sub-Head	Budget Releases	Actual Expenditure	Variances	Prior Year Actual FY 2013/2014
		\$	\$	\$	\$
1	Personnel Expenditure	31,290,972	31,290,972	-	15,575,291
2	Goods and Services	273,328,628	226,935,662	46,392,966	180,196,206
3	Minor Equipment	3,380,400	309,015	3,071,385	609,443
4	Current Transfers and Subsidies				
	Total Recurrent Expenditure	308,000,000	258,535,649	49,464,351	196,380,940

Table 12 shows personal costs increased in FY 2014/2015 by \$15.715M, Goods and Services (which includes trainee stipends) increased by \$46.739M, however Minor Equipment reduced by \$0.300M. The increase in costs for FY 2014/2015 was due to a significant expansion of the OJTP, with the hiring of additional staff for its central office and the geographical regional areas.

Income

The OJTP received from the Government, subvention for the sum of \$308M, (\$975K less than the previous FY 2013/2014).

Operating Expenditure

Of the \$308M received, the sum of \$258.5M was incurred in total operating expenditure, resulting in a net surplus of \$49.5M.

5.1.5 Life Skills

Table 13
Life Skills Budget Releases/Actual Expenditure
For Fiscal Year 2014-2015

Sub-Head		Budget Releases	Actual Expenditure	Variances	Prior Year Actual FY 2013/2014
		\$	\$	\$	\$
1	Personnel Expenditure	-	1,842,837	(1,842,837)	152,681
2	Goods and Services	-	317,201	(317,201)	-
3	Minor Equipment	-	34,976	(34,976)	-
4	Current Transfers and Subsidies				
Total Recurrent Expenditure		-	2,195,014	(2,195,014)	152,681

The Life Skills Programme submitted its budget estimates for FY 2014/2015 in the sum of \$2.501M, however no funds were received for the programme. The programme incurred operating expenses of \$2.195M (see **Table 13**) in FY 2014/2015 which was funded by the recurrent funds of the NTA.

6.0 INTERNAL AUDIT



The function of the Internal Audit Department is to determine whether the organisation's network of risk management, control and governance processes, as designed and represented by management, is adequate and functioning.

During the fiscal year 2014/2015 the department completed the audit reports shown in **Table 14**.

Table 14
Audits Conducted
For Fiscal Year 2014/2015

	NAME OF AUDIT	TYPE OF AUDIT	DATE COMPLETED
1	OJT Review- Direct One Call Me Limited (DOCML) - Report 1	Special Review	October 22, 2014
2	OJT Review- Direct One Call Me Limited (DOCML) - Report 2	Special Review	November 11, 2014
3	Review of HR Operations in respect of Gratuity Payments	Special Review	January 15, 2015
4	NTAs 15th Anniversary Celebration and Service Awards Ceremony- Tobago Staff	Special Review	December 30, 2014
5	Review on Expenditure for Christmas Cookout	Special Review	December 30, 2014
6	ICT Audit	Review /Compliance	February 11, 2015
7	OJT 2014 Audit	Review /Compliance	April 10, 2015
8	PDM Audit	Review /Compliance	April 13, 2015
9	Quality Assurance and Accreditation 2014	Review /Compliance	June 16, 2015
10	Business Development and Communication 2015	Review /Compliance	June 12, 2015
11	Facilities Audit 2015	Review /Compliance	September 04, 2015
12	Back-Pay Review 2010-2013	Short Review	September 17, 2015
13	Finance /Procurement NTA 2015	Review /Compliance	September 30, 2015

7.0 HUMAN RESOURCE DEVELOPMENT



7.1 Organisational Establishment

As of September 30, 2015, the NTA had a total staff complement of two hundred and seventy-six (276) employees. Of the twenty-three (23) new employees stated below, two (2) employees were given permanent appointments, and twenty-one (21) were hired on fixed-term contracts.

Table 15 shows the summary of employees by their job status (permanent vs contract).

Table 15
Staff Complement by Job Status
For Fiscal Year 2014/2015

UNIT	PERMANENT EMPLOYEES	CONTRACT EMPLOYEES	NEW EMPLOYEES	TOTAL
NTA	123	10	23	156
OJT	0	114	6	120
				276

7.2 Career Path Systems and Promotion-Selection Procedures

The NTA recognises its responsibility to provide equitable consideration and opportunity for qualified employees to be transferred or promoted as vacancies become available from time to time. As such, the company subscribes to the principle of promotion from

within the ranks of existing staff that may be qualified to perform in such vacant positions. During the period October 2014 to September 2015, the NTA was able to promote ten (10) employees to higher-level positions.

7.3 Performance Assessment/Management Strategies

The NTA has a performance appraisal system in place to measure employees' performance annually. A review was conducted on this system to strengthen the link between strategy and output. A new Performance Management System was designed and is being finalised to increase objectivity and the alignment of employee goals and targets with the strategic objectives of the company.

7.4 Employee Support Services

The NTA recognises that its employees are its best assets, and as such has provided and continues to foster an environment that promotes employee well-being. The organisation has implemented a number of initiatives to improve employee morale, including:

- Acknowledgment of significant life achievements;
- Celebration of cultural events;
- Staff Development Day;
- Employee Assistance Programme (EAP) through Petrotrin Employee Assistance Programme Services Limited (PEAPSL); and
- Learning and development through a staff training plan and Education Assistance Programme.

8.0 PROCUREMENT PROCEDURES



The NTA continues to be guided by the provisions of the State Enterprises Performance Monitoring Manual in its standard procurement procedures for the acquisition of articles, provision of services, undertaking works and disposal of unserviceable items in the Agency. In addition, the NTA is transitioning to adopting the provisions of the Public Procurement and Disposal of Public Property Act.

8.1 Forms of Tendering/Procurement

8.1.1 Open Tender

Invitations are issued through advertisements or other forms of public notice. Open tendering is used in the following instances:

- i. To give all prospective bidders adequate, fair and equal opportunities to bid on all goods, services and/or works which are procured by the Agency;
- ii. Where it is the most economically advantageous tender;
- iii. When the Agency's list of approved vendors does not cater or adequately cater for particular types of goods, services and/or works; and
- iv. Where the terms and conditions of the Agency borrowings so require.

8.1.2 Selected Tender

The Agency invites bids selectively from a limited number of approved suppliers, contractors, or consultants where the goods, services, or works are technically complex or specialised in nature and are available from a limited number of eligible suppliers, contractors or consultants.

The process involves a letter of invitation being issued with the Invitation to Tender (ITT) documents sent to a list of selected bidders approved by the Board of Directors' Tenders Sub-Committee. Only those invited by the Tenders Sub-Committee are eligible to submit bids.

8.1.3 Sole Tender

This process is conducted using the Exemptions / Merit Award which is issued without inviting competitive bids in any of the following circumstances:

- Where the materials are non-interchangeable spares or replacement parts for materials already in use;
- Where the works and/or services are to be carried out on a site where the employment of another contractor may hinder the progress of work already being performed by an existing contractor;
- When the goods, works and/or services represent a natural or direct continuation of an agreement previously awarded competitively, and completed, taking due account of the incumbent contractor/consultant's performance and cost-effectiveness of the approach adopted;
- Where only one (1) contractor/consultant is capable or available or identified as

having the qualifications or special proficiency, experience, and skill of exceptional worth, expertise, and/or equipment to supply the required goods, services, and/or works or is the agent/ representative; and

- Where the goods and/or services and/or works are of an urgent and critical nature, that is, there is some measure of risk to people, property, plant, equipment or the environment, or the community and the profitability of the Agency's operation demand.

8.2 Procurement Methodology

The following processes are utilised by the Procurement Unit in the Finance Department of the NTA in accomplishing Procurement activities:

- a) Internal Requisition - There must be an approved Internal Requisition from the Manager of the requesting Department and the Manager of Finance, identifying the need(s) of the department making the request, (Goods, Services, or Assets).
- b) Request for Quotation - A Request for Quotation/Pricing Form is generated and sent out to suppliers from the Purchasing Unit's Vendor Listing, based on the category of the request.
- c) Quotation - The Purchasing Unit collates the quotations received to commence the evaluation process.
- d) Suppliers' Price Comparison – Quotations received from suppliers are compared against a pre-set criterion and evaluated against the initial user requirements.
- e) Supplier Evaluation Form – Evaluation of supplier based on price, quality, delivery, and performance criteria to ensure that suitable option is selected.

Documents used in completing this process:

1. Approved Internal Requisition;
2. Request for Quotation / Pricing Form;
3. Estimated Three-Four (3-4) Quotations;
4. Supplier Evaluation Form; and
5. Purchase Order.

Periodically, depending on the need, Open Tendering is done. However, this is usually based on advice and recommendation of the Tenders Sub-Committee of the Board of Directors, following best practice in relation to the procurement procedure.

9.0 PUBLIC AND COMMUNITY RELATIONS



The NTA engaged in a number of public and community relations activities for the fiscal period 2014/2015. Further details of these activities are highlighted below.

National Consultation on Tertiary Education and Skills Training

Four (4) national consultations were held on the "The Consultation Paper: Draft Framework - An Agenda for Tertiary Education and Skills Training 2015-2025." The Consultation provided citizens with a forum to discuss and contribute to the future of tertiary education and skills training for the next ten (10) years in Trinidad and Tobago. This forum allowed the audience to engage in constructive and purposeful comments. Five hundred and fifty (550) persons participated in the consultations.

Memoranda of Understanding/Association

- A Memorandum of Understanding (MOU) was signed by representatives of the Construction, National Security, and Maritime sectors on October 1, 2014, for the establishment of new Sector Advisory Committees (SACs). This allowed for feedback on workplace development and issues, leading to the development of the CVQ and TTNVQ, and training programmes that are required in the workplace and for various sectors. Three hundred (300) persons attended the event, including SAC members and stakeholders.
- An MOU was signed between the NTA and the Engineering Construction Industry Training Board (ECITB). The ECITB's partnership with the NTA allows reciprocity across the Caribbean, through the Caribbean Association of National Training Authorities. It is significant for public and private sector partnerships and investment, and vital to improving the human capacity and up-skilling the workforce of the citizens of

Trinidad and Tobago.

- The NTA established an MOU with the National Security Training Academy (NSTA). The MOU brought into effect the authority of the NSTA to issue the CVQ and TTNVQ for the Crime Scene Investigation Level 3 programme. It promoted enhanced employability; alternate routes to further/higher education; parallel standing with academic qualifications; real-world of work experience; higher earning potential; and recognised and portable qualification throughout CARICOM/ CSME. Three hundred (300) graduates, instructors, administrative and technical personnel benefitted from the initiative.
- The NTA signed a Centre Approval and MOU with the Trinidad and Tobago Police Service Academy (TTPSPA). This gave the TTPS an opportunity to certify and enhance the quality of life for members of the service. It was aimed at improving the quality of the sector's human resources while increasing the competencies of police officers through CVQ and TTNVQ certification.
- An MOU with OJT, the MOE and the Trinidad and Tobago Manufacturers' Association (TTMA) allowed the development of a two-tiered apprenticeship system for the Manufacturing sector to include OJT Manufacturing and the Export Manufacturing Apprenticeship Programme.
- The NTA and the Couva/Point Lisas Chamber of Commerce (CPLCC) honoured an MOU that allowed for a Business Apprenticeship Programme between the CPLCC and the MTEST and for the recruitment of OJTs. Two hundred and ten (210) persons were in attendance for the signing of the MOU.
- A Memorandum of Association was signed between the NTA and the Accreditation Council of Trinidad and Tobago (ACTT) on September 4, 2015, where one hundred and eighty (180) persons attended. It was designed to ensure that post-secondary education and skills training institutions are quality-assured to meet the demands of the working environment.
- MTEST, NTA, NESCA, MIC-IT, YTEPP, the Air Conditioning and Refrigeration Industry Association (ARIA), and Peake Industries Limited for the Air Conditioning and Refrigeration Apprenticeship Programme established an alliance. This was formed on June 12, 2015, aimed at leveraging the OJT Programme to place trainees on work-based apprenticeships to improve workforce preparation at semi-skilled, skilled, technical, and professional levels. The skills and competencies of employees operating within the sector were also to be assessed through the Workforce Assessment Centres, coordinated through the NTA, and implemented through the

NESC, MIC, and YTEPP.

Workforce Assessment Centres

Thirteen (13) approved Training Providers were welcomed as new WACs, further developing and advancing the current WAC system. These enabled access to and participation in skills development opportunities, using a system of PLAR. This event impacted thirteen (13) Training Providers/tertiary level skills institutions, as well as their graduates and staff.

National Incubator Council

This Council is a collaborative and advisory body consisting of Senior Executives and decision-makers, responsible for respective incubator programmes, by driving and exporting job opportunities for the future of the citizens of Trinidad and Tobago. The Council gives people exposure to Information Technology to compete in the great digital world, leadership and management training, and the Life Skills curriculum. Approximately sixty (60) persons attended this event.

Roundtable Discussion

A discussion was held at the La Brea Industrial Development Company Limited (LABIDCO) Estate that allowed employers and entrepreneurs in the community to participate. The initiative addressed the labour market needs of the La Brea Industrial Estate and the role of the Ministry in aligning the demand and supply of labour and programmes. It also looked at incentives to alleviate labour shortages in the La Brea Industrial Estate. Approximately ninety (90) persons participated in the discussion.

Launch of National District Career Fair (NDCF) 2015

The National District Career Fair was a partnership with the Ministry of Education, where students had an opportunity to obtain guidance and support from members of the Ministry, the NTA and the Jobs and Career Coach Team. The fair promoted self-awareness and awareness of various career paths, including knowledge of traditional and unconventional occupations. Along with that was up-to-date information for further education and skills training. Over fifty (50) secondary schools participated and approximately forty-nine thousand (49,000) students attended the events.

Aviation Junior Camp

Students, ages eleven (11) to fourteen (14) attended the Aviation Junior Camp, designed to introduce them to this exciting industry. It exposed approximately fifty (50) secondary school students to various components in the Aviation sector.

SkillsTNT

A regional, online competition was held, geared towards building awareness and encouraging registration on the SkillsTNT website. Five (500) persons were registered through this initiative.

Retirees Returning to Work (RRW)

The RRW framework was developed to re-integrate retirees into the workforce and support human capital formation. The initiative was held in recognition of the thirteen percent (13%) of the national population, one hundred and seventy-seven thousand, five hundred and eighty-nine (177,589) nationals, sixty (60) years and over. Three thousand (3,000) persons participated in the consultations.

National Incubator Council Symposium and Website Launch

The symposium and launch of the website took place on June 23, 2015, at The University of the West Indies, Arthur Lok Jack Graduate School of Business. This initiative fostered entrepreneurial growth and success, with the objective of addressing fundamental processes that are necessary for start-up businesses. Seventy-five (75) persons participated.

Establishment of the Agriculture Now Training Unit (ANTU)/ ANTU as an approved Training Provider and WAC

This established an operational relationship between the NTA and ANTU, now an approved Training Provider. Fifty (50) persons attended the event.

National Security Training Academy Graduation

Fifty-one (51) Crime Scene Investigators graduated with full CVQs in Crime Scene Investigation from the NSTA on June 26, 2015, at the NSTA Training Camp in Cumuto. This highlighted and continued strengthened relations between the NTA and NSTA.

OJT Orientation

Orientation sessions for On-the-Job Trainees began in June 2015 and continued into July. The event-oriented OJTs into the programme, as well as introduced them to Life Skills Training. Fifteen thousand (15,000) trainees were impacted.

10.0 CONCLUSION



As the National Training Agency continues to grow as a regulatory and coordinating entity of the National Technical and Vocational Education and Training system, the Agency ultimately aspires to improve the quality of training, empowering the country's citizens.

In this regard, the fiscal year 2014/2015 was a very productive one, with a National Consultation which allowed discussions on the proposed Framework for Tertiary Education and Skills Training for 2015 to 2025. In addition to Memoranda of Association (MOA) which was signed with the Accreditation Council of Trinidad and Tobago, fostering partnerships and further opportunities for the people of Trinidad and Tobago. Also, Memoranda of Understanding were signed with the Maritime, Construction and National Security sectors, leading to the establishment of new Sector Advisory Committees, and with the Engineering Construction Industry Training Board, the National Security Training Academy, the Trinidad and Tobago Police Service Police Academy and the Couva/Point Lisas Chamber of Commerce, allowing further feedback on workplace development.

Other major undertakings included the establishment of thirteen (13) new Workforce Assessment Centres, the hosting of the NTA Staff Retreat, the launch of the National Incubator Council, and another roundtable discussion, this time at the LABIDCO Estate.

Some of the other activities for this period were the National District Career Fair 2015, Aviation Junior Camp, National Life Skills Day and the opening of the MTEST O.N.E. store, as well as the hosting of On-the-Job Training Programme Orientation sessions, and the launch of the Retirees Returning to Work initiative.

For this fiscal period 2014/2015, there were cost savings primarily in the operational costs of general maintenance, advertising and promotions, and conferences and workshops.

Overall, the Agency remains the central coordinating body for TVET in Trinidad and Tobago, committed to building a strong and sustainable workforce. The NTA is optimistic about the future, and through public relations and community engagement, hopes to encourage all its stakeholders to achieve their full potential.

APPENDICES

APPENDIX 1

Table 16
List of Training Providers Audited/Approved
For Fiscal Year 2014/2015

	INSTITUTION	AUDIT/APPROVAL TYPE	AUDITED	APPROVED
1	Atlantic (TP)	Programme	√	√
2	Crystal's Nursing School and Home Care Agency (TP)	Centre/ Programme	-	√
3	Douglas Transport Consultancy (TP)	Centre/ Programme	-	√
4	D. Rampersad Company Limited (WAC)	Centre /Programme	√	√
5	Massy Energy Engineered Solutions Limited (WAC)	Centre /Programme	-	√
6	Massy Energy Fabric Maintenance Limited (WAC)	Centre /Programme	√	√
7	MIC Institute of Technology (TP/WAC)	Centre /Programme	√	√
8	Ministry of Food Production, Agriculture Now Training Programme (TP)	Centre /Programme	-	√
9	National Security Training Academy (TP/WAC)	Centre /Programme	√	√
10	Pixels Education Limited (TP)	Programme	-	√
11	Servol, Regional Training and Resource Centre (TP)	Centre /Programme	√	√
12	TOSL Engineering Limited (WAC)	Centre /Programme	-	√
13	Trinidad and Tobago Police Service, Police Academy (TP/WAC)	Centre /Programme	√	√
14	Trinidad Tower Crane (TP)	Centre /Programme	-	√
15	YTEPP (TP/WAC)	Centre /Programme	√	√
16	SMTL (EICDI) (WAC)	Centre /Programme	√	-
17	THA (Division of Community Development & Culture) (TP)	Centre /Programme	√	-
18	Rinalda Therapeutic Kneads (TP)	Centre /Programme	√	-
19	National Centre for Persons with Disabilities (TP)	Centre /Programme	√	-
20	Imagination Plus 2 (TP)	Centre /Programme	√	-
21	Export Centres Company Limited (TP)	Centre /Programme	√	-
22	Divine Health Care (TP)	Programme	√	-
	TOTAL		15	15

APPENDIX 3

Table 18
Schools and Occupational Areas Awarded (Internal Verifications)
Fiscal Year 2014/2015

OCCUPATIONAL AREA	SCHOOLS	OCCUPATIONAL AREA	SCHOOLS	
Agro-Food Processing	Rio Claro East Secondary	Crop Production-Grow Box Operations	Debe Secondary	
Building Construction Drafting	Ste. Madeleine Secondary		Five Rivers Secondary	
Building Construction Drafting	Barataria South Secondary Pleasantville Secondary Toco Secondary		Gasparillo Secondary	
Commercial Food Preparation (Cookery)	Arima North Secondary		Guaico Secondary	
	ASJA Girls' College, Charlieville		Holy Faith Convent, Couva	
	Barataria South Secondary		La Romaine Secondary	
	Barrackpore East Secondary		Marabella North Secondary	
	Barrackpore West Secondary		Marabella South Secondary	
	Bon Air Secondary		Moruga Secondary	
	Carapichaima West Secondary		Mount Hope Secondary	
	Debe Secondary		Palo Seco Secondary	
	Diego Martin North Secondary		Point Fortin West Secondary	
	East Mucurapo Secondary		Rio Claro East Secondary	
	Five Rivers Secondary		Roxborough Secondary	
	Guaico Secondary		Russell Latapy Secondary	
	Holy Faith Convent, Couva		San Fernando East Secondary	
	Marabella South Secondary		Sangre Grande Secondary	
	Mount Hope Secondary		Scarborough Secondary	
	Pentecostal Light and Life Foundation		St. Joseph Secondary	
	Point Fortin West Secondary		Trinity College, Maraval	
	Preysal Secondary		Williamsville Secondary	
	Princes Town West Secondary		Data Operations	Arima Central Secondary
	Rio Claro East Secondary			ASJA Girls' College, Tunapuna
Rio Claro West Secondary		Barataria South Secondary		
Roxborough Secondary		Barrackpore East Secondary		
Siparia East Secondary		Barrackpore West Secondary		
Siparia West Secondary		Blanchisseuse Secondary		
South East POS Secondary		Carapichaima West Secondary		
St. Joseph Secondary		Chaguanas South Secondary		
Waterloo Secondary		Fyzabad Anglican Secondary		
		Gasparillo Secondary		
		Goodwood Secondary		
		Guaico Secondary		
		Holy Faith Convent, Couva		
		Malabar Secondary		
		Marabella North Secondary		
		Marabella South Secondary		
		Matura Secondary		
		Moruga Secondary		
		Mount Hope Secondary		
Crop Production	Barrackpore East Secondary Cedros Secondary Mucurapo West Secondary Success Laventille Secondary			
Crop Production-Grow Box Operations	Belmont Secondary Blanchisseuse Secondary			

OCCUPATIONAL AREA	SCHOOLS
Crop Production-Grow Box Operations	Mucurapo West Secondary Princes Town East Secondary Shiva Boys' Hindu College St. Joseph Secondary Ste. Madeleine Secondary Union Claxton Bay Secondary Valencia Secondary Williamsville Secondary
Electrical Installation	Arima North Secondary Barataria South Secondary Barrackpore West Secondary Carapichaima East Secondary Chaguanas North Secondary East Mucurapo Secondary El Dorado East Secondary Fyzabad Secondary La Romaine Secondary Marabella North Secondary Moruga Secondary Pleasantville Secondary Princes Town West Secondary Rio Claro West Secondary Roxborough Secondary Signal Hill Secondary Siparia West Secondary St. Joseph Secondary Tabaquite Secondary
Extrusion Operations	East Mucurapo Secondary
Fabric Design	Aranguez North Secondary ASJA Girls' College, San Fernando Carapichaima West Secondary Chaguanas South Secondary Marabella South Secondary Mount Hope Secondary Pentecostal Light and Life Foundation Speyside Secondary St. Joseph Secondary Ste. Madeleine Secondary

OCCUPATIONAL AREA	SCHOOLS
Fabric Design	Success Laventille Secondary Williamsville Secondary
Floral Arrangement	Williamsville Secondary
Furniture Finishing	Moruga Secondary
Furniture Making	Aranguez North Secondary Cedros Secondary Couva West Secondary Marabella North Secondary Marabella South Secondary Mason Hall Secondary Morvant Laventille Secondary Mount Hope Secondary Pleasantville Secondary Point Fortin West Secondary St. James Secondary Tabaquite Secondary Williamsville Secondary
Garment Production	Guaico Secondary Pleasantville Secondary Rio Claro East Secondary Roxborough Secondary Russell Latapy Secondary Toco Secondary
General Construction	Belmont Secondary Tranquility Secondary
General Cosmetology	Arima North Secondary ASJA Girls' College, Barrackpore Bon Air Secondary Diego Martin North Secondary East Mucurapo Secondary Fyzabad Secondary Goodwood Secondary Guaico Secondary Holy Faith Convent, Couva Matura Secondary Moruga Secondary Roxborough Secondary Russell Latapy Secondary San Fernando East Secondary

OCCUPATIONAL AREA	SCHOOLS
General Cosmetology	Signal Hill Secondary Siparia East Secondary St. Joseph Secondary
General Office Administration (Office Clerk)	ASJA Girls' College, Charlieville Barrackpore West Secondary Carapichaima West Secondary Holy Name Convent, Point Fortin Moruga Secondary San Fernando West Secondary South East POS Secondary St. Joseph's College, St. Joseph
General Office Administration (Office Clerk)	ASJA Girls' College, Charlieville Barrackpore West Secondary Carapichaima West Secondary Holy Name Convent, Point Fortin Moruga Secondary San Fernando West Secondary South East POS Secondary St. Joseph's College, St. Joseph
Housekeeping (Houseman)	Barataria North Secondary Guaico Secondary Point Fortin West Secondary
Inland Aquaculture Operations – Tilapia Production	Blanchisseuse Secondary
Light Metal Fabrication	Belmont Secondary
Livestock Rearing	Success Laventille Secondary
Masonry	Barataria South Secondary Barrackpore West Secondary Carapichaima East Secondary Pleasantville Secondary
Mechanical Maintenance	Barataria North Secondary
Metal Work Engineering	Barataria North Secondary Barataria South Secondary Barrackpore West Secondary Carapichaima East Secondary Chaguanas North Secondary Couva West Secondary Diego Martin North Secondary Fyzabad Secondary

OCCUPATIONAL AREA	SCHOOLS
Metal Work Engineering	Guaico Secondary Marabella North Secondary Mayaro Secondary Moruga Secondary Siparia West Secondary St. James Secondary
Motor Vehicle Chassis System	East Mucurapo Secondary
Motor Vehicle Engine System	Arima North Secondary Barataria South Secondary Barrackpore West Secondary Marabella North Secondary Mayaro Secondary Moruga Secondary San Juan North Secondary Siparia West Secondary Tabaquite Secondary Toco Secondary
Motor Vehicle Repairs (Cars and Light Trucks)	Cedros Secondary Pleasantville Secondary Princes Town West Secondary
Ornamental Aquaculture Operations	San Fernando East Secondary Williamsville Secondary
Photography	Holy Faith Convent, Couva
Plumbing	Barataria South Secondary Carapichaima East Secondary Fyzabad Secondary Princes Town West Secondary San Juan North Secondary
Printing and Graphic Arts - Computer Graphic Arts	Bishop Anstey High East Rio Claro East Secondary Williamsville Secondary
Refrigeration and Air Conditioning	Carapichaima East Secondary East Mucurapo Secondary El Dorado East Secondary
Soft Furnishing	Holy Faith Convent, Couva Mount Hope Secondary Mucurapo West Secondary North Eastern College St. James Secondary
Small Appliance Repairs	Malick Secondary San Fernando West Secondary

OCCUPATIONAL AREA	SCHOOLS
Steel Pan Manufacturing	Mucurapo West Secondary
Technical Assistance in TV and Video Production	Valencia Secondary
Welding	Barataria South Secondary Barrackpore West Secondary Belmont Secondary Carapichaima East Secondary Chaguanas North Secondary Chaguanas South Secondary East Mucurapo Secondary El Dorado East Secondary Fyzabad Secondary Marabella North Secondary Pleasantville Secondary Princes Town West Secondary San Juan North Secondary Siparia East Secondary Siparia West Secondary



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