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2011-2012



Trinidad and Tobago Bureau of Standards

[ANNUAL PERFORMANCE REPORT]

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EXECUTIVE SUMMARY

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

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

TTBS' Vision is *"To be a World-Class Standards Institution, dedicated to improving the quality of life of the people of Trinidad and Tobago"*. TTBS has defined *"World Class"* as a *learning* organization within the context of the new mantra of *Increased Relevance and Visibility* as brought to bear by the new Board of December 1, 2011.

Organization-wide, TTBS achieved 74% of its *Mandate Effectiveness* and *Operational Efficiency Strategic Objectives* relative to Plan. With respect to the period 2010/11, and in the context of the two year continuing indeterminate bonus payment system into 2011/12¹ that staff perceived as being inextricably linked to the Balanced Scorecard Performance Management System, the overall performance in 2011/12 held fairly constant.

In regards *Mandate Effectiveness i.e. Building the Business*, the introduction of more frequent Board and Subcommittee meetings, the advent of a rigorous and highly inclusive approach to developing a Strategic Marketing Plan in the context of the mantra of *Increased Relevance and Visibility*, and the operationalizing of a heightened and integrated approach to Conformity Assessment, resulted in much more value added delivery by the Bureau, and increased income.

In respect of *Operational Efficiency i.e. Building the Organization*, attention continued to be focused on addressing some of medium-term recommendations arising out of the Strategic Human Resource Audit completed in the preceding periods by analysing and implementing solutions for some complex Human Resource and Industrial Relations issues relating to organizational structure, staffing, and work ethic/culture.

Financially, TTBS generated an Operating Surplus of \$3.1 mil., due in the most part to a 16% aggregated increase in Inspection and Certification services. Inspection services were driven by the growing demand in the import distribution sector, cement importation due to the extended industrial relations unrest at Trinidad Cement Limited, and the insistence of re-inspections on certain critical items e.g. electrical and other construction related goods. The heightened demand for certification services was consequent to increased business in management system certification and the tourism certification programme. Relative to 2010/11, this Operating Surplus was a turnaround from a Deficit position by the improved performance in the Service Revenue base as previously described, effective management of controllable costs and government funding of the non-

¹ The 2009/10 outstanding bonus payment was eventually paid in calendar 2012 but no definitive position has since been communicated from the Ministerial Committee on future opportunities; a situation that continues to this day.

controllable salary arrears arising from the settlement of the 2008/10 Public Sector Collective Agreement negotiation.

Within the forthcoming year, a series of high profile projects and engagements are envisaged:

- Completion of the Strategic Marketing Plan and rollout
- Development of the new three year Strategic Plan and rollout
- Development and launch of the National Quality Infrastructure project
- Finalization of the Memorandum of Understanding with INMETRO (the National Metrology Institute of Brazil)
- Design and costing with full user brief of a National Metrology Institute
- Pursuance of a National Building Code
- Directorship for TTBS on COPANT – the Pan American Standards Commission
- Hosting the Inter- American Accreditation Cooperation General Assembly and Conference
- Source approval from Cabinet for the formation of a National Accreditation Body
- Development of a TTBS Conformity Assessment Policy and implementation of same for a full services integrated approach to Product Certification and Standards inspections/enforcement
- Rationalization of Organizational Structure and resolution of a series of Staff related issues
- Evolution of the Performance Management Framework in light of the above and within the context of lack of Bonus pay-outs for the past two years and indeterminate future.

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Theodore Reddock
Executive Director (Ag)
Trinidad and Tobago Bureau of Standards

INTRODUCTION

ROLE AND FUNCTION OF TTBS

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

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

The Bureau was established by Act #38 of 1972 and became operational in 1974. During the early stage of its establishment, fifty-six (56) permanent positions were established. At this time, the Bureau was housed in the Salvatori Building and the focus was on National Standards Development (*Standardization Division*).

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

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

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

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

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

- Procure and maintain National Measurement Standards
- Establish a Metrology Laboratory
- Provide Calibration Services
- Register and certify service providers in the area of measurement
- Examine patterns of measuring instruments

PREMIER QUALITY SERVICES LIMITED

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

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

CARICOM REGIONAL ORGANIZATION FOR STANDARDS AND QUALITY

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

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

CORPORATE STRUCTURE AND LEVELS OF AUTHORITY

GOVERNANCE STRUCTURE

Consistent with the requirements of the Standards Act, the Bureau is comprised of an Executive Director and between 9 and 14 persons appointed by the Minister to function as Members of the Board of TTBS. The composition of the Board must include a representative of the Ministry responsible for the administration of matters relating to industry and commerce (currently the Ministry of Trade, Industry and Investment), and a representative from the Ministry responsible for the administration of matters relating to food and drugs (currently the Ministry of Health). There is an appointed Chairman and Vice- Chairman. Members of the Board other than the Executive Director hold office upon the terms and conditions as the Minister may determine and for such period as prescribed in the instrument of appointment. For the period under review, the Board comprised the following members:

Dr. Puran Bridgemohan	Chairman
Ms. Allanna Rivas	Vice-Chairman (Chair of PQSL)
Mr. Valmiki Balbirsingh	Director (Director PQSL)
Mr. Haydn Bassarath	Director
Ms. Sareeta Artee Bridgelal	Director (Director PQSL)
Mr. Dexter Hayden Daniel	Director
Ms. Attala Maharaj	Director
Mrs. Cheryl Scott Alvarez	Director
Mr. Avinash Seegobin	Director
Mr. Lennox Smith	Director
Mr. Surendra Solomon	Director (Director PQSL)
Mr. Teddy Stapleton	Director

Meetings are required to be held once per month and have been so occurring. The members of the Board are assigned to four sub-committees which generally meet monthly in preparation for board meetings consistent with the principles of good corporate governance:

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

It should be noted that consequent to a new government being elected in May 2010 and indication of changes in State Enterprises' Boards, the TTBS Board and the organization spent the majority of calendar 2010 and 2011 awaiting the appointment of a new Board, with two false starts in 2011. Pending this confirmation of appointment, the Board on directive from the Ministry, was advised of their limited decision making capacities. On December 1, 2011 the new TTBS Board (as shown) was appointed and assiduously began to get to work under the mantra of *Increased Relevance and Visibility* for the Bureau.

MANAGEMENT STRUCTURE

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

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

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

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

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

The functional area managers of these 15 Departments report directly to the Executive Director and are assisted with Trade Facilitation advisory and support services from a sub-unit of the Executive Director's office established for that purpose. Additionally, due to the need to support MTII in the implementation of its national strategy for a Single Electronic Window for trade facilitation and market access, the Implementation Division had to embark on an extensive technology driven business process reengineering programme and in this respect, another sub-unit had to be formed in the Division so as to seed this endeavour – it is called the AIMS unit.

A Leadership Team (LT) consisting of the Managers of the Technical Divisions, Finance, HR and IT is in place to assist the Executive Director with strategic and integrative decision making, thus facilitating greater decentralization of authority, responsibility and accountability for faster market response as well as succession planning.

Previous to this period under review, Cabinet approved a Management structure for the introduction of new positions that are necessary for executing the strategic intent of the organization such as Deputy Executive Director, Business Development Manager, and Internal Auditor and revision of existing positions to make them more contemporary. In 2011/12, implementation arrangements took more determined root.

PRODUCTS AND SERVICES

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

STANDARDS DEVELOPMENT & INFORMATION

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

The process of developing national standards involves seeking consensus from a wide cross-section of national stakeholders (Appendix 3) to ensure that their relevant interests are addressed in the final document. The national standards include specifications, codes of practices and test methods. These documents also form the basis of the monitoring, testing and certification activities of the Bureau.

TTBS is a participating member of ISO (International Organization for Standardization) which means that TTBS and by extension Trinidad and Tobago has voting rights in the development of international standards. Appendix 4 shows the relationship between TTBS and ISO along with the other International and Regional stakeholders.

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

CONFORMITY ASSESSMENT

Assuring that products, services, materials, processes, systems, and personnel measure up to standards is essential for the efficient functioning of economies, international trade and the sustainable use of the world's resources. These can be accomplished via conformity assessment procedures. Conformity Assessment consists of any one of, some of, or all of the following:

inspection, sample testing, process evaluation, management system certification (1st, 2nd, and 3rd party registration), personnel certification, product certification.

In 2011/12, the Implementation Division, Laboratory Services Division, and Certification Division placed more emphasis on integrated Conformity Assessment services under the new mantra of *Increased Relevance and Visibility*. The actual methods employed are described below.

IMPLEMENTATION – INSPECTION SERVICES

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

The Division inspects goods at ports of entry, importers' warehouses, and at retail outlets throughout the nation. Surveys of products in sold are also conducted. At present, the following categories of goods are inspected against national standards for compliance to technical regulations:

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

LABORATORY TESTING SERVICES

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

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

CERTIFICATION SERVICES

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

Currently the Certification Division offers the following Certification schemes:

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

LABORATORY ACCREDITATION SERVICES

The Trinidad and Tobago Laboratory Accreditation Service (TTLABS), operated by the **Laboratory Accreditation Unit** operates as the sole national laboratory accrediting body for testing and calibration laboratories. Administration of the Service utilizes good management practices drawn from the *ISO/IEC 17011² standard – General requirements for accreditation bodies accrediting conformity assessment bodies*.

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

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

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

METROLOGICAL SERVICES

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

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

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

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

² International Organization for Standardization/International Electrotechnical Commission

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

STRATEGY FORMULATION

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

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

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

The **Vision** sets the tone to inspire the organization in a rapidly changing industry with a distant horizon. TTBS’ Vision is *“To be a World-Class Standards Institution, dedicated to improving the quality of life of the people of Trinidad and Tobago”*. TTBS defined *“World Class”* as a *Learning Organization* within the context of the new **mantra** of ***Increased Relevance and Visibility***.

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

The **Corporate Identity** which constitutes the Brand promise was redefined in the preceding period as:

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

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

- Integrity & Trustworthiness
- Teamwork & Collaboration

- Respect & Commitment to People
- Excellence & Quality Consciousness
- Pioneering & Innovation
- Purpose & Enterprise

In 2006/07, the strategic elements above (excluding the redefined elements), coupled with an analysis of the internal and external environment, culminated in the emergence of a **Strategy** via the formulation of a five year **Strategic Plan**. Overall TTBS' Strategy is manifested by three high-level themes that break the shared Vision and Mission into three actionable and overarching focal areas of Mandate Effectiveness, Operational Efficiency and Financial Self-sustainability:

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

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

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

The final component of the strategic foundation was the creation and continuous annual review of **Strategy Maps** (Appendix 6 – example from the Standardization Division), which are used to translate strategy into action. These were designed for each department to show graphically and at a strategic level how TTBS creates value for its stakeholders. The Strategy Map is the basis for ensuring that the organization's strategy is effectively communicated and executed.

Although the strategic plan for 2006/07-2010/11 extended into the 2011 period, the organization was inhibited in the proactive revision to a new plan, pending the appointment of a new Board of Directors in 2011; the existing Board consciously and continuously expressed the desire to give the New Board the opportunity to plan their future endeavours unencumbered. In order to bridge planning cycles therefore, the Management team, after extensive research, analysis and discourse developed a Strategic matrix (Appendix 4) which identified the potential future Strategic Themes, Strategic Results and Strategic Objectives of the organization in alignment with the new government's National Development Pillars. This was accepted by the incumbent Board with the understanding that the new Board would revisit same for finalization.

After the appointment of the new Board on December 1, 2013, a Board/Management retreat was convened in January 2012 and it was subsequently decided that attention will be placed on developing a Strategic Marketing Plan for the Bureau in order to reorient its product focus approach to business, to that of a true market focus. Further, the outputs from this marketing planning process and plan itself, will be fed into a new three year Strategic Plan to be developed in the period 2012/13.

STRATEGY EXECUTION

Since the period 2006/07, TTBS implemented a **Performance Management System (PMS)** using the Balanced Scorecard methodology as the mechanism for executing its strategy of Mandate Effectiveness, Operational Efficiency and Financial Self-Sustainability. The PMS is the foundation of TTBS' performance measurement, monitoring, control, reporting, accountability, communications and feedback mechanisms, and arises consequently and directly from the Strategy Mapping process previously mentioned.

Each functional area has a Scorecard which documents the Strategic Objectives arising from the Strategy Mapping process. For each Objective, there are SMART³ Measures to be achieved for the year. Measures with specific targets evaluate at the operational/tactical level how the Objective is achieved. This is the basis for departmental measurement, monitoring and reporting (Appendix 7 is a sample Scorecard for the Standardization Division and arises directly from the Strategy Map of Appendix 6).

TTBS also simultaneously introduced a **Performance Incentive System (PIS)** in 2006/07 to compliment the PMS, consistent with the **Bonus Policy in the Public Sector** (*Cabinet Minute 26, dated 03 January, 2003*). This synergistic endeavour was made in order to demonstrate and reward the desirable behaviours as part of a change management strategy. To ensure System integrity, monthly results of performance are verified by trained PMS auditors.

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

ACHIEVEMENTS

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

For each department, the following will be described: Overall Performance, Significant Achievements, and Way Forward FY 12/13 (*which represents the strategic intent for the next year FY12/13 inclusive of overcoming the current year's challenges and weaknesses*).

2011/12 Achievements in Context

The Performance Management System (PMS) and Performance Incentive System (PIS) which were implemented in 2006/07 as two separate and distinct elements of an overall performance framework, have, over the past five years become inherently perceived by staff as being linked. In February 2011, TTBS was advised, that the new Ministerial Committee for monitoring remuneration and bonuses made the decision to defer the performance incentive bonus payment for FY 2009/10 pending the review of the GORTT bonus policy by the Ministry of Finance. This resulted in an immediate and severe compromising of both Systems; and along with heightened Union activity and

³ Specific, Measurable, Achievable, Relevant and Time bound

some other organizational structure issues in calendar 2011, caused the first decline in overall PMS performance from 87% (2009/10) to 76% (2010/11).

Relative to the period 2010/11, and in the context of the continuing indeterminate bonus payment system in 2011/12⁴ that staff perceive as being inextricably linked to the PMS (despite management efforts to demonstrate the contrary), **the overall PMS performance in 2011/12 held fairly constant at 74%.**

STRATEGIC THEME -MANDATE EFFECTIVENESS

STRATEGIC BUSINESS UNITS

STANDARDIZATION DIVISION

The overall actual audited result relative to the plan for 11/12 was 92%.

SIGNIFICANT ACHIEVEMENTS

- Completed 17 new/revised national standards in the following sectors: agriculture, construction, electrical, tourism, quality energy and consumer products.
- Currently working on Solar water heater collectors – materials (NEW), Hollow clay blocks – Horizontal core – Specification (REVISION), Lead acid starter batteries (REVISION), Safety matches (REVISION) and Cellular Towers – Emissions.
- TTBS (represented by the Executive Director) held the position of Vice-Chair of the Cabinet Appointed National Building Code Committee and TTBS (Standardization Division) also provided Secretariat services to the Committee.
- In support of the Building Code Project, the Division also undertook Code development activities in the following areas: National Plumbing Code and National Accessibility Code (for the differently-abled).
- Increased emphasis on standards promotion and awareness building through various means including: Stakeholder consultations (e.g. for Hotel & Guesthouses), Newspaper articles on relevant standards/issues (e.g. Solar Water Heaters, Energy Management, Social Responsibility), Newsletter articles on pertinent standards-related issues (e.g. standards for the differently abled), Radio presentations on standards and quality, workshops (e.g. on Corporate Social Responsibility).

WAY FORWARD – FY 12/13

- A database for standards information to be developed to compensate for Lack of timely standards information required to respond to internal/external stakeholder requests/needs
- To increase stakeholder engagement, a plan is to be developed, mapping the national economy and establishing priority sectors/sub-sectors to target for standardization; an engagement plan will be developed for the targeted sector.

⁴ The 2009/10 outstanding bonus payment was eventually paid in calendar 2012 but no definitive position has since been communicated from the Ministerial Committee on future opportunities; a situation that continues to this day.

- Validation of certain standards will be pursued to assist in determining the technical requirements of national standards.
- Increase divisional appreciation of the practical aspects and application of developed standards, staff will be exposed to the relevant technologies by conducting factory tours and having focus discussions on specific subject areas.
- Refining the project approach to standards development and develop a fast-track method for a specific standard as a pilot – to get standards to the stakeholders in shorter timeframes
- Development of a Technical Regulation as a pilot to deal with the anomaly of compulsory standards.

IMPLEMENTATION DIVISION

The overall actual audited result relative to the plan for 11/12 was 72%.

SIGNIFICANT ACHIEVEMENTS

- Revenues earned continue to meet and/or exceed set targets.
- Outreach programmes continued to be a priority as the Division sought to have a more informed customer/consumer.
- Established and maintained statutory mandate in all areas - Cement, Garments and footwear destined for Indian Trade Fairs, Safety Matches, cables, Used laptops
- AIMS team continued to work on the seamless integration of the Implementation Division's business process with TTBizLink and the Customs and Excise Division's border control system.
- Developed a TTBS online import inspection solution.
- Upgraded the Document Management System workflow to Nintex (Share Point)

WAY FORWARD – FY 12/13

- Market surveys to be completed by all Units
- Detailed a business process review will be needed to determine fee structure for inspections.
- Develop collaborative mechanism for the enforcement of Compact Fluorescent Light bulbs, Fertilizer, and Toilet Tissue Standards
- Developed a strategy to improve enforcement regime on a risk assessment basis
- Complete mechanism to monitor local manufacturers
- Initiate 17020 accreditation process.

LABORATORY SERVICES DIVISION

The overall actual audited result relative to the plan for 11/12 was 75%.

SIGNIFICANT ACHIEVEMENTS

- Expanded scope of Accreditation for all labs – cables and welding qualification.
- Built capacity for cable testing through the purchase and installation of water bath, purchase of microscope and refurbished and rewired testing room
- Purchased equipment to test for Compact Fluorescent Lights (CFLs)
- Purchased wrap bound bind tester for materials laboratory for increased revenue generation

WAY FORWARD – FY 12/13

- Implement Strategic Marketing Objectives through:
 - Market development in the area of package testing and expanded battery testing
 - Product development in electrical laboratory through CFL and electrical cable testing, feasibility study for cement testing etc
 - Diversification with respect to the introduction of basic microbiology testing.
- Improve Laboratory Quality Management System
- Address all UKAS identified Corrective actions

CERTIFICATION DIVISION

The overall actual audited result relative to the plan for 11/12 was 77%.

SIGNIFICANT ACHIEVEMENTS

- Annual revenue target achieved through successful execution of Memorandum of Understanding with the Tourism Development Company (TDC) for the Trinidad and Tobago Tourism Industry Certification (TTTIC); a tripartite project to improve the national tourism product;
- Engaged several stakeholders such as Invest TT, NAMDEVCO, TTMA, NSDSL, Energy Chamber, Ministry of Energy and Energy Affairs during the research phase of the strategic marketing to determine opportunities for market and product development ;
- Participated in a stakeholder consultation in Tobago and began dive training for the expansion of scope of products covered under the TTTIC programme;
- Chair of the Technical Committee involved in the adoption of the Caricom Regional Standard, Requirements for good management practices for micro, small and medium enterprises;
- Started research on the implementation of ISO 14000 for schools with strong interest from a corporate sponsor and the Ministry of Education;
- Completed the TTTIC database and training of all officers in Quality Management systems.

WAY FORWARD – FY 12/13

- Utilize the stakeholder understanding gained from the extensive market analysis to look at development opportunities in areas such as Energy Management and Food safety
- Explore product development strategies primarily by improving on the relevance of conformity assessment via compulsory certification of products in the construction sector such as steel roofing sheets, z-purlins, concrete blocks; garbage bags etc
- Advance the Accreditation Project in the coming year through implementation of critical milestones

LABORATORY ACCREDITATION UNIT

The overall actual audited result relative to the plan for 11/12 was 73%.

SIGNIFICANT ACHIEVEMENTS

- Conducted a pre-assessment visit for lab, completed two assessments for accredited labs and held 12 meetings for information on accreditation.
- Facilitated the participation of 5 private and 7 public medical laboratories in a Digital Proficiency Testing (PT) Programme round of testing which took place in the month February 2012. Project steps for Rum PT have been finalized and implementation is to be initiated.
- Worked towards satisfying the impartiality requirements of the ISO 17011 standard.
- On-going revision of the department's quality management system.
- Strengthen affiliation with Inter American Accreditation Cooperation (IAAC) – through representation made at workshops – “Best Practices in Accreditation” and PT workshops.
- Completed an online course in “Agriculture and Trade; Practices and Principles” in April 2012 and Laboratory Quality Management Systems training in June 2012
- Two issues of TTLABS electronic newsletter have been developed for the period.

WAY FORWARD – FY 12/13

- Maintain contact with and continue to promote accreditation to laboratories that have requested information especially those that are experiencing challenges
- Expand participation pool in Digital PT Programme through invitations to non-participating medical laboratories as well as non-medical laboratories.
- Establish a schedule for a monthly customer outreach day whereby customers /stakeholders will be visited.
- Design new promotional items and procure for upcoming World Accreditation Day 2013 and IAAC meetings 2013 to be hosted in Trinidad and Tobago. Improve methods of marketing to laboratories to improve attendance at training programmes.
- Actively seek out new assessors for TTLABS' assessor pool as well as qualified individuals for Laboratory Accreditation Committee.
- Training of staff members to improve on competencies in areas of quality management, root cause analysis and other related disciplines.

METROLOGY DIVISION

The overall actual audited result relative to the plan for 11/12 was 78%.

SIGNIFICANT ACHIEVEMENTS

- Training attended to develop strategies for the development of a Natural Gas Measurement Plan
- Advisory support to Ministry of Transport for the development of a measurement structure for radar guns.
- Coordinated National Proficiency Test for industrial, environment, research and academia testing laboratories on pH in waste waters.

- Hosted Chemical Metrology Awareness Seminar entitled “Engendering confidence for chemical measurements in Trinidad and Tobago” and another entitled “A solution to measurement challenges in trade, health and environment”.

WAY FORWARD – FY 12/13

- Develop plan for Natural Gas Measurements.
- Proclamation of the Metrology Act and full commissioning of LMI
- Achieve torque calibration service recognition
- Develop measurement framework for Natural gas survey.
- Undertake a national pilot assessment of chemical metrology capability.

PREMIER QUALITY SERVICES LIMITED

During the year under review, the organization earned revenue of just above \$ 2 million, in an increasingly difficult business environment through enhanced focus on training and consulting engagements in the fields of quality and health/safety management systems, strategic planning, project management and leadership development in industrial sectors identified for national diversification, as well as in government agencies with responsibilities for such support infrastructure.

PQSL	No. of Engagements	No. of participants	Revenue (TT\$)
Training - 2010/ 2011	24	115	765,549
Training – 2011/ 2012	23	145	716,718
Consulting - 2010/ 2011	13		1,061,495
Consulting – 2011/ 2012	9		354,700

CARICOM REGIONAL ORGANIZATION FOR STANDARDS AND QUALITY

As previous Chairman, TTBS voluntarily took on the specialist role of pioneering the conceptual design of a Caribbean Cooperation for Accreditation (CCA) Scheme for project financing. The detailed design was accepted by CROSQ Council by the end of the financial year 2010/11 and during 2011/12 implementation commenced with the signing of the necessary documents, execution of the relevant training courses and establishment of the requisite procedures.

Accreditation is the third party independent assessment of a conformity assessment body (certification, testing or inspection organization), for determination of compliance and competence to perform a set of tasks against relevant and internationally recognized standards. As such, accreditation is the pinnacle of any national or regional quality infrastructure and any country that wishes to have its goods and services recognized for quality in global markets, has to ensure that its technical competency can be demonstrated and verified. Developing a capacity and capability for accrediting conformity assessment bodies does not come cheaply, easily or quickly though, and thus the objective of the conceptual design and implementation strategy was to formulate and execute a regional methodology for accreditation that could achieve the following objectives:

- For Conformity Assessment Bodies, their clients and National Accreditation Focal Points (NAFP) in each CARICOM Member state: internationally recognized accreditation services that are economical, affordable, convenient and accessible.
- For regional located National Accreditation Bodies (NABS) – Jamaica and Trinidad & Tobago: Opportunities to be afforded for market expansion and new product development, thereby assisting their growth and development in a sustainable manner.

STRATEGIC THEME –OPERATIONAL EFFICIENCY

SUPPORT UNITS

STANDARDS INFORMATION CENTRE (SIC)

The overall actual audited result relative to the plan for 11/12 was 72%.

SIGNIFICANT ACHIEVEMENTS

- Hosted the regional CROSQ Marketing, Information, Knowledge and Education workshop
- CROSQ agreed to TTBS sale of CROSQ standards
- Redesigned the website.
- A new Librarian was recruited – new leadership

WAY FORWARD – FY 12/13

- Fine-tune web store roll-out and introduction of online sale of Standards
- Acquisition of e-resources in international trade and law
- Access to CROSQ database, in-house
- Explore purchase of Jamaica and Barbados' national standards collections
- Continued involvement in roll out of CROSQ MIKE Regional Information Network (RIN)
- Upgrading of library information management software and system
- Improve SIC management information systems

FINANCE

The overall actual audited result relative to the plan for 11/12 was 77%.

SIGNIFICANT ACHIEVEMENTS

- Significant improvements made in the reconciliation processes.
- Completed fine tuning of draft Pricing Policy
- Improved process for payments of international purchases of standards

- Completed Policy and Procedures - purchase to pay cycle, credit card policy, cash management and payments policy and received Board approval
- Reduced instances of debt collection over 90 days
- Trained staff in Procurement, Supplier Management, Excel Spreadsheet Usage
- Implemented tracking system for Accounting documents.

WAY FORWARD – FY 12/13

- Further strengthen administrative controls and organizational structure
- Complete procurement process implementation
- Install and implement fixed assets software

HUMAN RESOURCE (HR) MANAGEMENT AND INDUSTRIAL RELATIONS (IR)

The overall actual audited result relative to the plan for 11/12 was 63%.

SIGNIFICANT ACHIEVEMENTS

- Implemented Policies for management of sick leave and vacation leave
- Improved completion rate of Performance Appraisals from an average of 60 % to 84%
- Designed organizational structure for the next 5 years and completed a needs assessment and manpower planning
- Job evaluation charter completed and submitted to HRC
- Process for the modernization of the management structure initiated with CPO and RRCB
- Implemented a new training and development process with improved alignment between Accounts/HR and departments and better management of training outcomes and knowledge transfer
- Initiated HR/IR recommendations arising from HR audit of previous year.
- Continued to implement the recommendations coming out of the 2010 HR audit.

WAY FORWARD – FY 12/13

- Develop, seek approval from Board and roll out of other operating policies
- Job Evaluation process furthered
- Identification of core competencies for development
- Enhance staffing mechanism through the resolution of administrative deficiencies associated with temporary staff and promotions of Standards Officers
- Resolution of legacy IR issues
- Further implementation of HR audit recommendation
-

CORPORATE SERVICES

The overall actual audited result relative to the plan for 11/12 was 89%.

SIGNIFICANT ACHIEVEMENTS

- Productivity procedures/processes selected for monitoring; strategies successfully implemented.
- Short and medium term recommendations from the new Air Quality report implemented.
- Implemented recommendations from electrical audit.
- Health, Safety and Environmental corrective actions addressed.
- Infrastructural Projects completed: project office modular furniture installed, roof replaced in printery, Modular furniture for Records and HR, shelving for records and HR office refurbished.

WAY FORWARD – FY 12/13

- Strengthening of building maintenance policies and process and Archives rationalized.
- Design Implementation of Air Quality Preventive Management System
- Institutionalization of staff wellness programmes
- Assessment and improvement of building security; secure offsite storage facility

HEALTH, SAFETY, ENVIRONMENT (HSE)

The overall actual audited result relative to the plan for 11/12 was 85%.

SIGNIFICANT ACHIEVEMENTS

- Exhibition booths - Northwest Regional Health Authority and AMCHAM HSE conferences.
- Establishment of Safety Committee and support infrastructure and prepared risk assessments and executed on same.
- Policy and procedures reviewed in alignment with OSH Act and communication to staff initiated.

WAY FORWARD – FY 12/13

- Increase awareness of the employers nationwide to the support offered by the TTBS in managing HSE within the organization through the available suite of HSE related standards and as well the testing and metrology divisions.
- Continue with internal OSH compliance requirements.

INFORMATION TECHNOLOGY

The overall actual audited result relative to the plan for 11/12 was 75%.

SIGNIFICANT ACHIEVEMENTS

- Created tracking database for Accounts and for the Fibre Laboratory
- Started and completed the installation of the Server Power and cooling systems, reducing the server room temperature from an average of 33°C to the recommended temperature 18°C.
- Upgraded the network from Microsoft Server 2003 to Microsoft Server 2008 domain which brought many added features and improved security. This also served as an important step in the upgrade of the Email systems.

- Purchased and installed the backup software to ensure business continuity with respect to our mission critical servers.
- Developed drafts for the Acceptable Use Policy, Security Policy and Code of Ethics.
- Received training on Information Technology Infrastructure Library (ITIL)

WAY FORWARD – FY 11/12

- Launch standards information system
- Implement the Service Desk aspect of the Foundations of Information Technology Service Management
- Implement at least one intranet website
- Rewire network in preparation for new telephony systems etc.

QUALITY MANAGEMENT

The overall actual audited result relative to the plan for 11/12 was 67%.

SIGNIFICANT ACHIEVEMENTS

- External knowledge sharing with key stakeholders
- Improved Q-pulse documentation – Implemented and improved modules in q-pulse (quality management software) – documents, audits and corrective and preventive actions and training of staff in software
- Reviewed and analysed corrective action process to include a mechanism for addressing and communicating corrective action status
- External surveillance audit completed with zero non-conformances.

WAY FORWARD – FY 12/13

- Ensure readiness for recertification audit in 2013
- Continue implementation of Q-pulse
- Train staff organization-wide on corrective action process
- Improve mandatory elements of QMS - improve on preparing reports/feedback to LT team.

MARKETING

The overall actual audited result relative to the plan for 11/12 was 30%.

SIGNIFICANT ACHIEVEMENTS

- Project Management and Content Management services for the Strategic Marketing Plan project
- Assessment of Marketing Unit structure, systems and human capital needs with the aid of the Strategic Marketing Plan (SMP) consultant
- Participated in 2 marketing activities for potential customers with Lab Services

WAY FORWARD – FY 12/13

- Implement marketing Services objectives and activities coming out of the Strategic Marketing Plan
- Additionally, address Measures not achieved in FY 11/12 e.g.:
 - The design and execution of a National Quality conference
 - Improved working relationships with internal customers
 - Operationalized relational database
 - Enhanced newsletter

STRATEGIC THEME – FINANCIAL SELF-SUSTAINABILITY

REVENUE & EXPENDITURE FY 11/12

Salient features of the **operating accounts** arising from the **Revenue & Expense Statement** for the fiscal year are as follows:

	11/12 Audited Actual (\$M)	10/11 Audited Actual (\$M)
Revenue		
Inspection and Testing	36,249,710	31,343,857
Subvention	15,262,790	8,856,593
Operating Revenue	51,512,500	40,200,450
Operating Expenses	48,388,628	42,552,289
Operating Surplus/Deficit	3,123,872	(2,351,839)
Other Income (PQSL etc.)	683,875	814,088
Net Surplus/Deficit	3,807,747	(1,537,751)
Net Non-Cash Items (Amort., Depr., Pension Plan)	5,752,901	(1,686,492)
Net Surplus for the Year	9,560,648	(3,224,242)

Operating Revenues

Relative to fiscal 2010/11, TTBS' Operating Revenue increased from \$40.2 mil., to \$51.5 mil.; a gain of 28%. This was driven by an increase in Service Revenues from \$31.3 mil., to \$36.2 mil., or \$4.9 mil., and an increase in Subvention from the Government from \$8.8 mil to \$15.3 mil., or \$6.5 mil. As Note no. 18 to the audited Financial Statements will show, "*Payments of arrears of remuneration to employees for the [Public Sector Collective Bargaining] period 2008 to 2010 in the sum of \$5,170,800 was made in November 2011*" thereby accounting for 78% of the increase in the Government's Subvention in fiscal 2011/12; further, the balance on the increase that was received in early fiscal 2011/12 was effectively for the period 2010/11 as per expected budgetary allocations.

In respect of the \$4.9 mil., or 16% increase in Service Revenues in 2011/12 relative to 2010/11, Inspection Services income accounted for 86% and Certification Services income for 11%. The main drivers of the Inspection and testing services came from the growing demand in the import distribution sector, cement importation due to the extended industrial relations unrest at Trinidad Cement Limited and the insistence of re-inspections on certain critical items e.g. electrical and other construction related goods. The demand for certification services was consequent to increased business in management system certification and the tourism certification programme.

Operating Expenses

Whilst there was an *apparent* increase in net Operating Expenses between the two periods shown of \$5.8 mil., a detailed analysis behind the expenditure Notes of No. 17 and 18 reveals the following:

- *Personnel Remuneration increased by \$3.7 mil.:* of which, approximately \$1.2 mil., is due to the 4% *salary increase* arising from the 2008/10 Public Sector Collective Agreement settlement (CAS) as previously advised; and the other \$2.5 mil., is due to more accurate *accruals* of gratuity for contract staff
- *Arrears of [Personnel] Remuneration increased by \$2.7 mil., :* of which, \$2.5 mil., is the *provision* made for settlement of the Lump Sum and Arrears of Salary arising from the 2011/13 Public Sector Collective Agreement settlement
- *General Expenditure (Goods and Services) decreased by \$0.6 mil., :* of which, the majority is due to better cost control practices

Thus net Operating Expenses really effectively decreased by \$0.4 mil., as shown by the following

<i>Total Increase in Personnel Remuneration</i>	\$ 6.4 mil (line items 1 and 2 above)
<i>Less Non-Controllable Costs in Personnel Remuneration</i>	\$ 6.2 mil (CAS, and non-cash accruals, & provisions components)
<i>Hence, Controllable Costs in Personnel Remuneration</i>	<u>\$0.2 mil</u>
<i>Decrease in General Expenditure – Controllable Costs</i>	<u>(\$0.6 mil)</u>
Hence, Effective Decrease in net Operating Expenses	(\$0.4 mil) Controllable Costs

Operating Surplus

Based on a combination of improved performance on the Service Revenue base, effective management of Controllable Costs and additional Subvention to cover the Non-Controllable salary arrears so as to honour the 2008/10 Public Sector Collective Agreement settlement, TTBS was able to produce an Operating Surplus of \$3.1 mil., relative to an Operating Deficit of \$2.3 mil., in the prior year (effectively a 233% year on year increase).

CAPITAL EXPENDITURE PROGRAMME

There were 6 projects financed using PSIP funds in FY11/12. The current projects are summarized as follows and details on each project can be found in Appendix 10.

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

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

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

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

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

Building Capability for Export-led Growth- Project designed to strengthen the Trade Institutional Infrastructure with respect to Technical Barriers to Trade in Trinidad and Tobago. Activities are planned under this project include the development of Good Regulatory Practices from a sector specific perspective, capacity building and knowledge sharing among other things.

PROCUREMENT OF RESOURCES

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

The Tenders and Finance subcommittee of the Board provide the oversight for this policy and has the authority to award contracts of not less than \$250,001 but no more than \$500,000. The

Management Tenders Committee, which meets monthly, consists of the Technical Heads and has the authority to approve purchases between \$75, 001, but no more than \$250, 000.

CONCLUSION

Organization-wide, TTBS achieved 74% of its *Mandate Effectiveness* and *Operational Efficiency Strategic Objectives* relative to Plan. With respect to the period 2010/11, and in the context of the two year continuing indeterminate bonus payment system into 2011/12⁵ that staff perceives as being inextricably linked to the Balanced Scorecard Performance Management System, the overall performance in 2011/12 held fairly constant.

In regards *Mandate Effectiveness i.e. Building the Business*, the introduction of more frequent Board and Subcommittee meetings, the advent of a rigorous and highly inclusive approach to developing a Strategic Marketing Plan in the context of the mantra of *Increased Relevance and Visibility*, and the operationalizing of a heightened and integrated approach to Conformity Assessment, resulted in much more value added delivery by the Bureau, and increased income.

In respect of *Operational Efficiency i.e. Building the Organization*, attention continued to be focused on addressing some of medium-term recommendations arising out of the Strategic Human Resource Audit completed in the preceding periods by analyzing and implementing solutions for some complex HR and IR issues relating to organizational structure, staffing, and work ethic/culture.

Financially, TTBS generated an Operating Surplus of \$3.1 mil., due in the most part to a 16% aggregated increase in Inspection and Certification services. Inspection services were driven by the growing demand in the import distribution sector, cement importation due to the extended industrial relations unrest at Trinidad Cement Limited, and the insistence of re-inspections on certain critical items e.g. electrical and other construction related goods. The heightened demand for certification services was consequent to increased business in management system certification and the tourism certification programme. Relative to 2010/11, this Operating Surplus was a turnaround from a Deficit position by the improved performance in the Service Revenue base as previously described, effective management of controllable costs and government funding of the non-controllable salary arrears arising from the settlement of the Public Sector Collective Agreement negotiation.

WAY FORWARD (OUTLOOK INTO 2012/2013)

TTBS is striving to be a world class high performance value driven learning enterprise under the mantra of *Increased Relevance and Visibility* so as to support national competitiveness and sustainable development.

Within the forthcoming year, a series of high profile projects and engagements are envisaged:

- Completion of the Strategic Marketing Plan and rollout
- Development of the new three year Strategic Plan and rollout

⁵ The 2009/10 outstanding bonus payment was eventually paid in calendar 2012 but no definitive position has since been communicated from the Ministerial Committee on future opportunities; a situation that continues to this day.

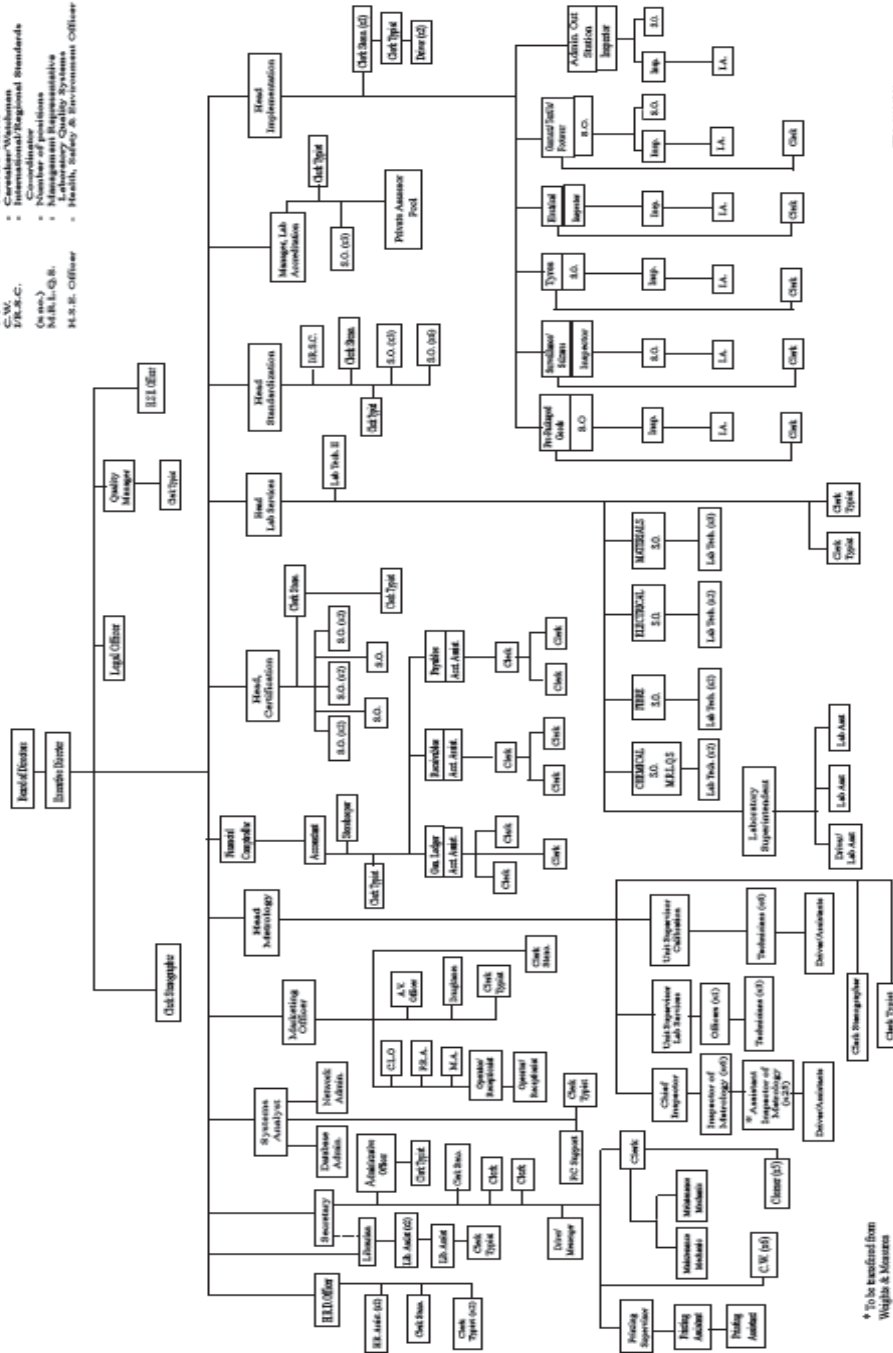
- Development and launch of the National Quality Infrastructure project
- Finalization of the Memorandum of Understanding with INMETRO (the National Metrology Institute of Brazil)
- Design and costing with full user brief of a National Metrology Institute
- Pursuance of a National Building Code
- Directorship for TTBS on COPANT – the Pan American Standards Commission
- Hosting the Inter- American Accreditation Cooperation General Assembly and Conference
- Source approval from Cabinet for the formation of a National Accreditation Body
- Development of a TTBS Conformity Assessment Policy and implementation of same for a full services integrated approach to Product Certification and Standards inspections/enforcement
- Rationalization of Organizational Structure and resolution of a series of Staff related issues
- Evolution of the Performance Management Framework in light of the above and within the context of lack of Bonus pay-outs for the past two years and indeterminate future.

APPENDICES

APPENDIX 1: ORGANIZATIONAL STRUCTURE

TRINIDAD AND TOBAGO BUREAU OF STANDARDS PRESENT ORGANIZATION CHART

- I.A.
- L.A.
- S.E.O.
- S.M.A.
- M.A.
- M.P.
- S.P.
- C.W.
- F.R.E.C.
- (as per)
- M.R.L.Q.B.
- M.S.E. Officer
- Health, Safety & Environment Officer
- Inspection Assistant
- Liaison Officer
- Public Relations Officer
- Marketing Assistant
- Inspector
- Registrar
- Caretaker/Warehouse
- International/Regional Standards
- Management Representative
- Management Representative
- Management Representative
- Health, Safety & Environment Officer



TBS-2014(3)

Total # of Employees = 216

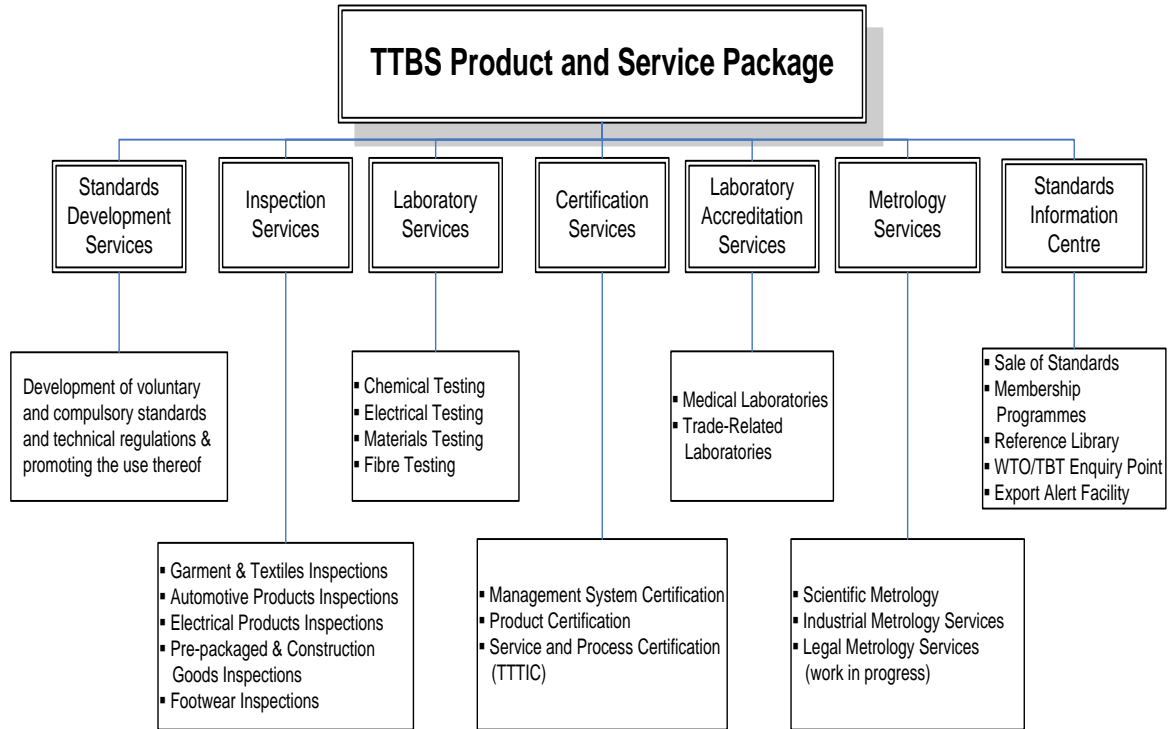
of Contract Employees = 114

of Temporary Employees = 48

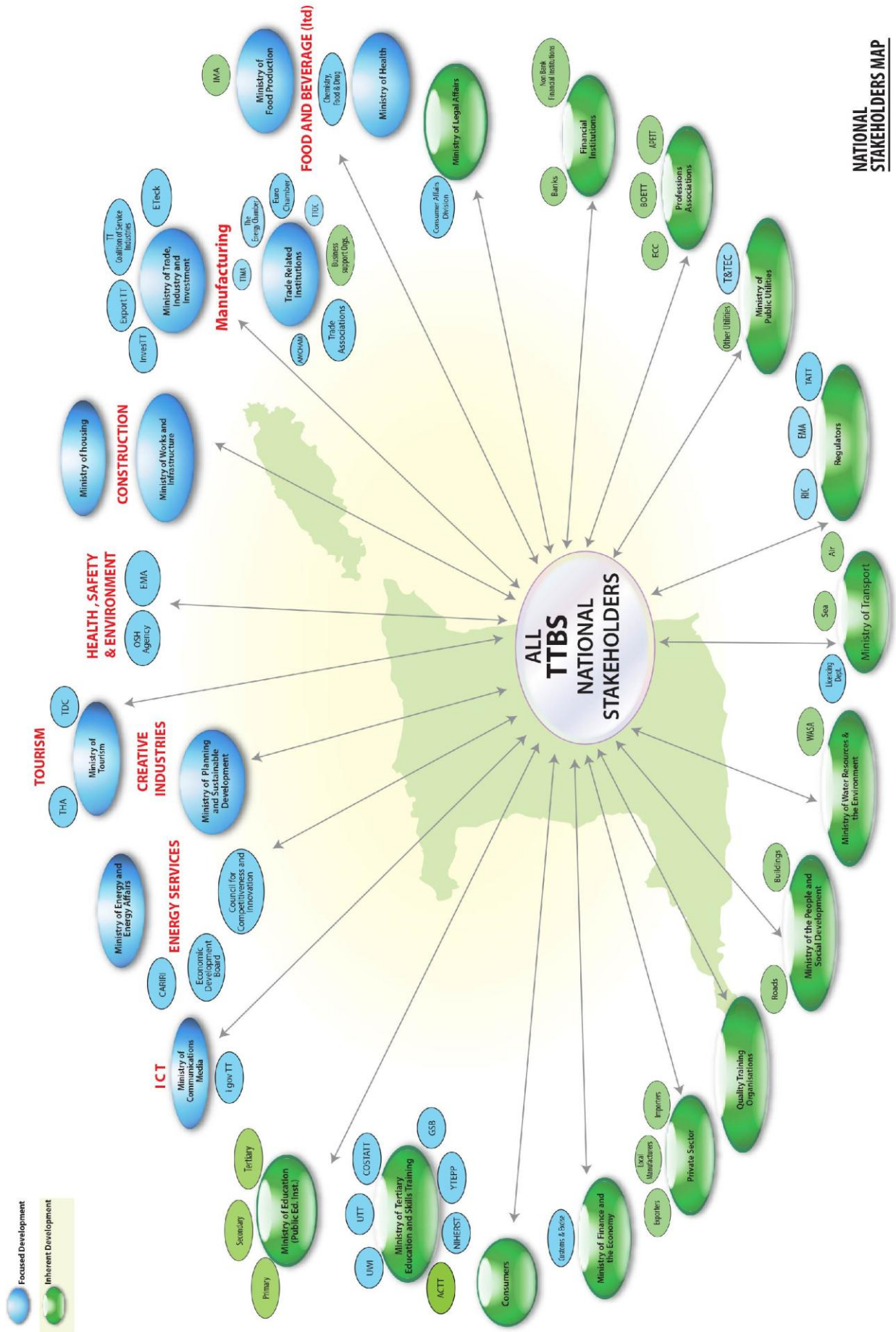
of Permanent Employees = 54

* To be included from Weights & Measures

APPENDIX 2: TTBS SERVICES PACKAGE

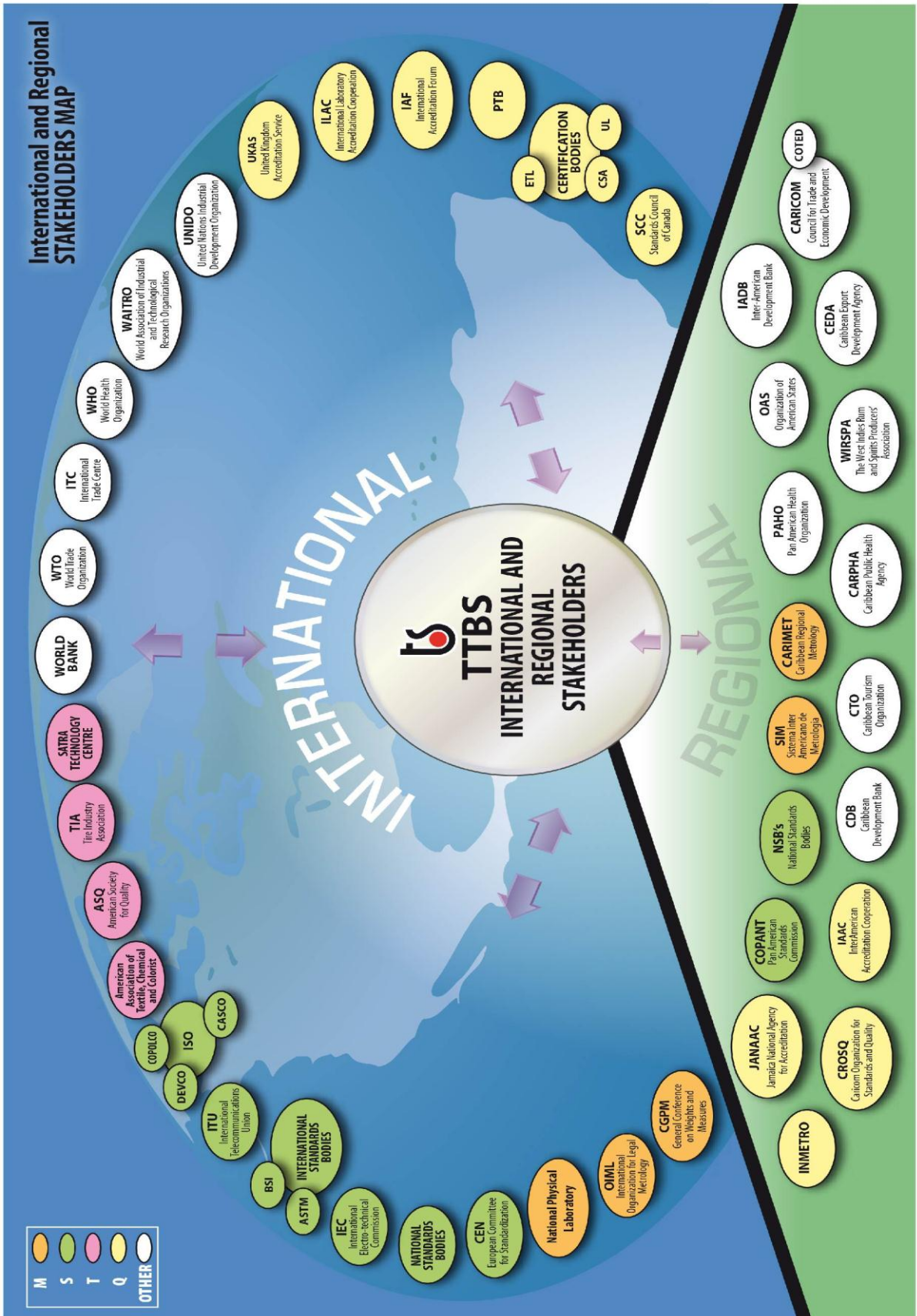


APPENDIX 3: NATIONAL STAKEHOLDER MAP



NATIONAL STAKEHOLDERS MAP

APPENDIX 4: INTERNATIONAL STAKEHOLDER MAP



APPENDIX 5: STRATEGY MATRIX

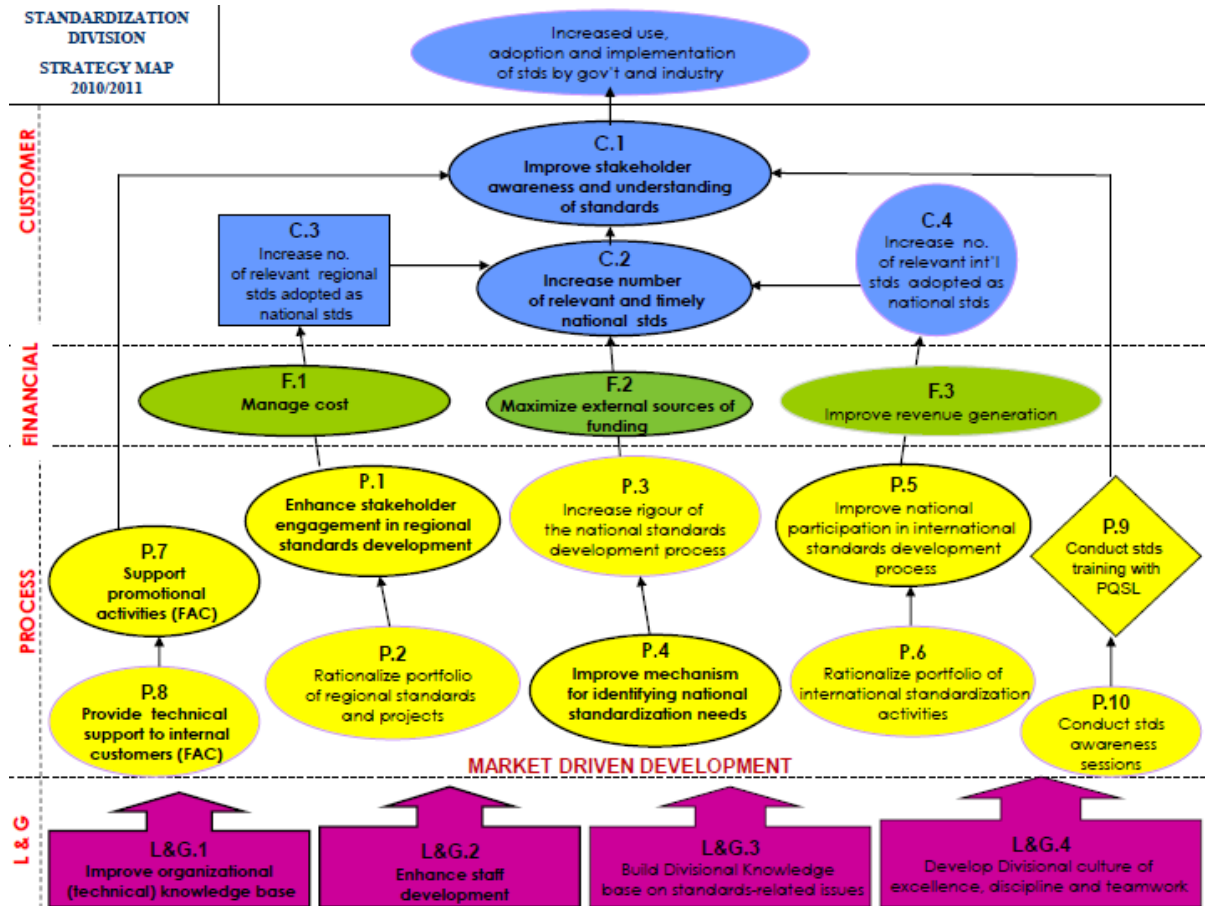
ATTACHMENT 1: TTBS STRATEGY MATRIX

COMPETITIVENESS & SUSTAINABLE DEVELOPMENT					
PILLARS OF NATIONAL DEVELOPMENT PLAN					
Diversified & knowledge intensive economy	Foreign Policy		Good Governance	People-centred Development	
STRATEGIC THEMES					
Quality & Innovation architecture	Trade Facilitation	International Participation	Stakeholder Engagement	Societal Sustainability	TTBS organizational Transformation
STRATEGIC RESULT					
Internationally accepted products, services and processes Enhanced quality in innovation	Increased quality and quantity of exports. Improved quality of goods sold locally	Heightened influence and impact of T&T in the regional and international standardization, metrology, accreditation and trade communities	Standards are widely accepted and effectively applied Quality conscious society	Sustained economic, social and environmental growth and development	A financially stable, high performance, market drive & knowledge based- learning enterprise
STRATEGIC OBJECTIVES					
Champion the development of National Quality Infrastructure (NQI)	Increase usage of standards in trade	Align international and regional participation with national goals	Increase number of effective partnerships	Enhance National Health, Safety, Security Systems	Improve Financial Performance
Participate in the development of the Regional Quality Infrastructure (RQI)	Increase utilization of conformity assessment instruments	Enhance the effectiveness and consistency of TTBS participation	Increase stakeholder involvement in standardization processes	Promote best practice in maintaining infrastructure and optimizing natural resources	Maximize Information Capital
Ensure international recognition of conformity assessment procedures	Improve Regulatory framework		Increase the level of acceptance and advocacy of the value of standards among stakeholders, customers and the general public.		Develop Organizational and Human Capital
Facilitate and promote the use					Build Brand

APPENDIX 6 – STRATEGY MAP STANDARDISATION

Name of Document: S1001-2012-01-01-02		Objectives	Performance Measure Addressed		Target D1				Target D2				Target D3				Target D4				Project Initiators	
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct		
CUSTOMER	E1	Improve Director awareness and understanding of standards	#	3	0				1							0				0	Project Review, Training (Public, Private), Workshops, Brief, Working groups, RTI, Strategy Clubs, Accessibility Clubs, Planning Clubs	
	E2	Continuously provide relevant and timely national standards	#	21	17							0										Focus on a number of Codes which involve significantly more work, also national staff complement (one official left in long term study sabbatical)
PROVIDER	F1	Manage costs	%	100	100						100					100					over budget, 0% achieved	
	F2	Improve Asset Utilization	%	100	100																	20% (2x) Completion of assets re-assessment 100% (x3) in Month - Quarterly review to ensure that re-assessment is in use 75% (x3) Asset Quality review to ensure the re-assessment is in use 100% (x3) Asset - capacity of costs and avoided 100% (x3) Asset - capacity avoided 100% (x3) Asset - capacity avoided 100% (x3) Asset - capacity avoided 100% (x3) Asset - capacity avoided
PROCESS	G1	Investigate where sources of funding	%	100	100																Page 2-3	
	G2	High regional participation with national goals and initiatives	%	100	100																Sailed contracts from like stakeholders for all CRCO2 standards included for contract except food-related and agriculture related	
	G3	increase scope of data into process	%	100	100																50% - Conduct preliminary waste analysis of success length of proposed standard 40% - Conduct project planning with stakeholders involvement 30% - Conduct project tracking system 20% - Implement data link to be standard 100% - Prepare 2 release report reports on the implementation of the project management system	
LEARNING & LEADERSHIP	H1	increase range of standards in value	%	100	100																0%	Develop education of participants 20% - Credits and full survey feedback 30% - Conduct survey 75% - Remove feedback and credits 100% - Analyse data 100% - Develop report
	H2	Enhance the effectiveness and consistency of 7/100 participation in international standardisation	#	0	0											1	2	3	4	5	6	At least one meeting to be held for each National Member Committee (1)
	L02	Develop human capital	#	0	0																	Conduct the development of 7/100 for remaining members of staff

APPENDIX 7 - SCORECARD STANDARDISATION



APPENDIX 8 TRAINING ARRANGEMENTS

The development of human capital through training and various types of interventions was critical this year given the organization's need for *increased relevance and visibility*. Some of the training interventions undertaken are outlined below.

Technical training to support Building the Business

Electricity and magnetism to support Calibration activities
Electrical energy meters management
Thermometry
Automatic Weighing machines management
Estimation of measurement uncertainty
Documentation of Quality Management Systems (QMS) for Accreditation Bodies
Malcolm Baldrige Quality Awards and Annual Review participation
Tourism – International Technical Committee Participation
Export Alert and World Trade Organization (WTO) Trade Relations
Graphic of the Americas Exposition and Conference
Project Monitoring and Evaluation in the Public Sector
Experience Exchange on Best Practices in Accreditation
Accounts Receivable Management Training & Workshop
Practical Graphic Design
Microsoft SharePoint 2010 Designer
An Internship Programme at CENAM (Mexico's Metrology Institute)
ISO Environmental Footprint Training
Power Transformer Testing Workshop
Regional Training on Marketing and Promotion of International Standards
Occupational Safety and Health Management in the Enterprise
WTO Committee Meetings on Technical Barriers of Trade
Checking the Net Contents of Packaged Goods workshop
Conference on Precision Electromagnetic Measurements
2012 National Conference on Weights and Measures Annual Meeting
2012 Workshop and Symposium of the National Conference of Standards Laboratories International
IAAC General Assembly Conference - T&T Host
ISO International Workshop on Water: Global water Challenges
Natural Gas Triangular Cooperation Project
ISO General Assembly
WTO Law Policy – Interface with Economic Partnership Agreement
EMS Lead Auditor – Training
ISO 9001:2008 QMS Lead Auditor

Training to support Building the Organization

Protocol Master Class
Maintaining a Microsoft SQL Server 2008 database
Selecting Suppliers and Managing Performance
Bid Evaluation Essentials
Corporate Governance
Marketing and Communication Forum
Commercial Mediation & Arbitration Workshop
Strategic Human Resource (HR) Management Annual conference

Effective Business Writing for Professionals
The Professional Certificate in Supervisory Management
Effective Time Management for Business Professionals Seminar
Strategic Corporate Communications
Critical HR Records Management
Managing Relationships with Trade Unions
Technical and Report Writing
Root Cause Analysis & Problem Solving Training

APPENDIX 9: PSIP ANNUAL REPORT

CROSQ	Caribbean Regional Organization For Standards And Quality
HSE	Health, Safety And The Environment
HVAC	Heating, Ventilation, Air Conditioning
IAAC	Inter-American Accreditation Cooperation
ICT	Information And Communication Technology
ISO	International Organization For Standardization
PQSL	Premier Quality Services Limited
RQI	Regional Quality Infrastructure
SCC	Standards Council of Canada
TTBS	Trinidad And Tobago Bureau Of Standards
UNECE	United Nations Economic Commission For Europe
WTO	World Trade Organization

PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD	
UPGRADE OF TTBS BUILDING	Description: This project seeks to provide facilities of an acceptable standard for existing staff, new personnel and new equipment resulting from the Bureau's expanding mandate	1. HSE Works <i>a. Electrical Works</i>	Phase 1 works completed.	Phase 2 to be done in 2011-12
	Time Frame: Oct 2003-Sept 2013	<i>b. Replacement of Carpet and Tiling – PQSL</i>	Procurement documentation was submitted and is awaiting approval from Executive Director.	To be completed in 2011-12
		<i>c. Replacement of Carpet and Tiling – Implementation Division</i>	Completed	
		<i>d. HVAC System – AC Ducting replacement</i>	Completed	
		2. Internal Facilities Expansion	The order for the mobile shelving was placed and TTBS is awaiting delivery.	To be installed in November 2011.
	Success Level: 80%	<i>a. Upgrade of Information Centre</i>		
		<i>b. Upgrade HR Offices</i>	The IT Unit moved to what was the space held by the HR Unit. The procurement of modular furniture has been deferred to 2011-12.	To be completed in 2011-12.
		<i>c. New Meeting Room</i>	Completed	
<i>d. New Laboratory Accreditation Offices</i>		Completed		

	PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
		<i>e. Records Unit</i>	The order for the mobile shelving was placed and TTBS is awaiting delivery.	To be installed in December 2011.
		<i>f. 2009-10 Provision of office space - Laboratory Services</i>	Additional furniture for 4 persons procured.	
PROCUREMENT OF TESTING EQUIPMENT AND MATERIALS	<p>Description:</p> <p>This project seeks to facilitate trade and increase competitiveness of manufacturers by the provision of testing and verification services supported by qualified and competent technical personnel and appropriate calibrated equipment.</p> <p>The project also seeks to expand the testing regime required for the regulatory activities mandated by the Standards Act No. 18 of 1997, to improve the quality of goods on the market and to ensure the health and safety of the national population</p> <p>Time Frame:</p> <p>Oct 2003-Sept 2013</p> <p>Success Level:</p> <p>65%</p>	<p>1. Testing the Safety and Performance of Electrical Products</p> <p><i>a. Purchase of Equipment and materials</i></p>	<p>The Electrical Laboratory is in the process of procuring two water baths for the testing of armored cable – from Mecalfab for the supply of a cooling water bath system and from Metal Industries Limited (MIC) for the supply of a hot water bath system. The contractual arrangements are being finalized with the suppliers of the water baths.</p>	To be completed in 2011-12
		<i>b. Infrastructural works</i>	Phase 1 work completed on cable testing room.	To be completed in 2011-12
		<i>c. Training of standards officers, technicians</i>	<p>Training of Laboratory Technicians and Assistants done on:</p> <ul style="list-style-type: none"> ○ Introduction to Cable Standard TTS/BS6004 ○ Cables Labelling and Measurement ○ 2nd sequence battery testing. <p>Technician Doodnath Singh visited the British Standards Institute (BSI) and British Approvals Service on Electrical Cables (BASEC) testing facilities in the United Kingdom as part of a study tour on the testing of electrical cables and compact fluorescent light bulbs.</p> <p>Further training is to be accessed on the testing of compact fluorescent light bulbs.</p>	To be completed in 2011-12
		<p>2. Testing of Materials</p> <p><i>Purchase of Equipment and materials</i></p>	<p>The Materials Laboratory purchased the following pieces of equipment for the stated purposes.</p> <ul style="list-style-type: none"> ○ A held X-Ray Fluorescent (XRF) machine and one software application package for screening testing of metals in toys, jewellery etc. ○ A portable workstation and soil environment test kit for testing of 	To be completed in 2011-12

	PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
			<p>soil bulk samples.</p> <p>The supplier Instron indicated that 100 N load-cell will be ready for shipment to Trinidad beginning of October 2011.</p> <p>The procurement documentation for the purchase of Sample Preparation Equipment (Plastics/Rubber/Insulation) has been sent to the Management Tenders Committee for approval. The next meeting will be held in October.</p>	
		<i>b. Training of standards officers, technicians</i>	Five persons were trained in the use of the hand-held XRF.	
		<p>4. Testing of Fibre Products and Footwear</p> <p><i>a. Purchase of Equipment and materials</i></p>	<p>SATRA Impact Tester commissioned</p> <p>The Fibre Laboratory purchased the following pieces of equipment for the stated purposes:</p> <ul style="list-style-type: none"> • A load cell for the use in tensile testing of fabrics. 	
		<i>b. Training of standards officers, technicians</i>	Nine members of staff were trained in the use of the Impact Tester	
		<i>c. Infrastructure works</i>	Completion of the Conditioning Room in Fibre Products Laboratory	
PROVIDING RELIABILITY TO QUALITY INFRASTRUCTURE	<p>Description:</p> <p>This project seeks strengthen and harmonize the national Measurement, Standards, Testing and Quality (MSTQ) infrastructure within the regional framework towards international recognition.</p> <p>Time Frame:</p> <p>Oct 2003-Sept 2013</p> <p>Success Level: 90%</p>	<p>Component 1: Assuring traceability in metrology through regional cooperation</p> <p><i>a. Meetings</i></p>	<p>All activities were completed.</p> <p>Mr. Theodore Reddock represented TTBS as Head of CARIMET for this period and attended CROSQ-RQI meetings as required.</p>	Project activity continue into 2011-2012.
		<i>b. Training</i>	TTBS participated in the SIM CARIMET training workshop on Water and Electricity Meters in Guyana	
		<p>Component 2: Development of regional calibration, testing and</p>	Five persons represented TTBS at the Caribbean Cooperation for Accreditation (CCA) and RQI3 Project Planning Meeting held in Barbados	Project activity continue into 2011-2012.

PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
	<p>verification services.</p> <p><i>a. Workshops/ Meetings</i></p>	<p>meeting was to:</p> <ul style="list-style-type: none"> •discuss the 3-year operational plan for the development of the CCA Programme; •discuss the annual operational plan for the RQI Project Part 3; and •prepare strategic project document for submission by CARICOM for the 10th EDF for technical development for the implementation of the EPA. <p>The Harmonization Meeting with JANAAC occurred on 05 – 09 September 2011 in Jamaica. All policies, processes, procedures and fees were discussed in the meeting and the areas were equivalent.</p>	
	<p><i>b. Training for Accreditation Body/National Experts</i></p>	<p>Two officers attended a JANAAC Assessor Training Programme in Jamaica which was facilitated by JANAAC and CROSQ-CLAS Project. The Workshop was on training laboratories to be Proficiency Testing Providers for the country and region by extension for Water Testing. This will support the work of TTLABS and Chemical Metrology efforts within Trinidad and Tobago.</p> <p>TTBS participated in the 5-day Laboratory Management Workshop organised by CROSQ. It was an opportunity to understand the requirements for the management of laboratories.</p> <p>TTLABS hosted two training programme for laboratories in understanding ISO/IEC 17025: 2005 – General requirements for quality and competence in testing and calibration laboratories.</p> <p>The documents for the Perez Guerrero Trust Fund Project were updated and submitted to MTI which forwarded them to the Ministry of Planning, Economic Restructuring and Gender Affairs for submission to the UNDP</p>	<p>Project activity continue into 2011-2012.</p>

PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
	<i>c. Assessment of Laboratories</i>	One new laboratory was accredited this year and the other four retained their accreditation status.	
	<i>d. Participation in inter comparisons and proficiency testing schemes</i>	<p>TTLABS facilitated two DigitalPT Test Events. Five (5) laboratories participated including some of those under the Ministry of Health.</p> <p>The Rum PT project was submitted and discussed at the Laboratory Sub-Committee of IAAC to ensure that the development of the system will be sustainable. The session allowed for modifications of the initial plan. These adjustments will allow for the Bureau, through Metrology and Laboratory Services Divisions, to become a proficiency testing provider as well as the production of a certified reference material for rum, for the Caribbean region, the first for the region and impacting on trade. The document needs to be amended to facilitate the recommendations</p>	
	<p>Component 3: Development of regional accreditation structure</p> <p><i>1. National Certification Body (Accreditation of Certification Division)</i></p>	<p>Four (4) Members of the Certification Division attended a two (2) day training session at the National Certification Body of Jamaica (NCBJ) where they were trained on the Requirements of ISO 17021 and NCBJ's system to satisfy those requirements.</p> <p>Two officers have participated in the ISO 14001 Lead Auditor Training.</p> <p>One officer participated in the ISO 9001 Lead Auditor Training.</p> <p>The management system required by ISO 17021 has not been fully established as yet.</p>	Project activity continue into 2011-2012.
	<i>2a. Institutional Framework - National Laboratory Accreditation Body</i>	TTLABS hosted Ms. Anne Grændsen and Ms. Giselle Guevarra as the Pre Peer Evaluation team which assessed the Unit in preparation for their application for international recognition by ILAC. The findings were submitted in a report based on the KPI Report originally submitted by TTLABS. There eighteen (18) findings identified	Project activity continue into 2011-2012.

PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
		<p>which in the main were addressed under two (2) major topics. The first was the impartiality of the accreditation body cannot be demonstrated with the current structure with it residing within the Bureau. The conflict of interest is great. The second is the number of staff employed within the department (three at the time of the evaluation) is very limited. Resources are spread very thin in this process.</p> <p>TTLABS is in the process of finalizing its business plan (one of the requirements of ISO 17011) for submission to the TTBS Board of Directors in 2012.</p>	
	<p><i>b. Attendance at Meetings/ Conferences</i></p>	<p>TTLABS attended a planning meeting hosted by PAHO Office in Trinidad from 26 – 29 June 2011. The intent of this programme is to establish plans for getting legislation in member states for accreditation of medical laboratories as well as a possible establishment of a stepwise approach to accreditation for the laboratories.</p> <p>TTLABS attended the “<i>Energy Efficiencies & Renewable Energy: Challenges for Quality Infrastructure Institutions in Latin America and the Caribbean</i>” project planning meeting in Petropolis, Brazil hosted by PTB at INMETRO, Xerém, Brasil. The findings from this meeting were that the project will address the following areas:</p> <ul style="list-style-type: none"> ❖ Grids – generation to usage ❖ Renewable Energy – solar thermal panels ❖ Energy Efficiency – domestic appliances <p>TTLABS attended the Best Accreditation Practices Workshop and IAAC General Assembly Meetings in Quito, Ecuador on 19 – 26 August 2011. The General Assembly Meetings were successful and TTLABS are members of the Laboratory Sub-Committee, the Documentation Sub-Committee, Promotions Sub-Committee and the Mutual Recognition Arrangement Committee,</p>	

PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
		as well.	
	<i>c. Promotion</i>	<p>The half-day session for the regulators of Trinidad and Tobago commemorating World Accreditation Day celebrations was held on Thursday 09 June 2011. The theme for this year was <i>"Supporting the work of regulators"</i>. The participants left with a view of how accreditation helps their mandates as well as being an advocate for accreditation and quality within their individual areas.</p> <p>This was addressed in the Best Accreditation Practices Workshop in Bogota, Colombia and the CROSQ Marketing Workshop in St Lucia. These workshops allowed for the development of a project plan to engage stakeholders so that a Recognition or Technical Arrangement can be made between the Accreditation Body and its stakeholders</p>	
	<p>Component 4: Implementation of standards and technical regulations</p> <p><i>a. Standards development</i></p>	Two officers participated in the ISO TC 228 (Tourism) meeting being held in Italy in order to increase our awareness and participation in the development of International Standards for tourism.	Project activity continue into 2011-2012.
	<i>b. Training</i>	The Standardization Division successfully hosted a Training Workshop on Capacity Building in Good Regulatory Practices (GRP) and Regulatory Impact Assessment (RIA), in collaboration with the CROSQ	
	<i>c. Awareness, Communication and Promotion</i>	<p>The Standardization Division successfully hosted a Consultation on the CARICOM regional standard CRS 14, Good management practices for micro, small and medium enterprises was developed by CROSQ to assist micro, small and medium-sized enterprises (MSMEs) in the implementation of an integrated management system covering environmental, quality and also occupational safety and health.</p> <p>The Standardization Division hosted a stakeholder consultation on the draft</p>	

	PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
			<p>CARICOM regional standard CRS 13, Code of practice for organically produced foods which is being developed by CROSO. The consultation was intended to raise awareness of the requirements of the draft regional standard and obtain stakeholder feedback.</p> <p>The Standardization Division held two consultation for SMEs to educate vehicle rental operators from Tobago of the requirements of the CROSO Regional Standard, CRS 12:2010, Specification for Short term vehicle rentals.</p>	
		<i>Component 5: Coordination of national quality infrastructure</i>	TTBS submitted "The Development and Implementation of a National Quality Policy for Trinidad and Tobago" and "National Quality Infrastructure – A Vision for Trinidad and Tobago", to MTI for consideration.	Project activity continue into 2011-2012.
CENTRAL SERVICES	<p>Description: This project seeks to facilitate the provision of technical and other supporting infrastructure for TTBS' operations.</p> <p>Time Frame: Oct 2003-Sept 2013</p> <p>Success Level: 70%</p>	<i>1. Automated Information Management System Phase 3</i>	<p>The project within the Implementation Division to ensure that all financial information for the fiscal year 2010-2011 is entered in the AIMS solution so that a complete financial report could be generated at the end of the fiscal year, is near completion.</p> <p>ICT hardware and software was acquired and installed.</p> <p>Integration into ASYCUDA was halted and revised to integration into SEW. TTBS has been working with MTI and the SEW team to resolve any outstanding issues.</p>	Project activity continue into 2011-2012.
		<i>2. Upgrade of ICT Infrastructure</i>	Procurement documents for the purchase of an improved Firewall and Server rack power and cooling system were prepared for submission to the Management Tenders Committee	Project activity continue into 2011-2012
		<i>3. Upgrade of TTBS Website</i>	A proposal for the redesign of the website was solicited from the service provider which provides the hosting and maintenance services for TTBS which was subsequently accepted. The procurement documents have been submitted to the Accounting Unit for processing.	Project activity continue into 2011-2012.

	PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
			<p>The change of the front end user interface and well as the back end of the database of the Export Alert! Programme from Standards Council of Canada(SCC) is still outstanding.</p> <p>The integration with Scotia Bank which is the only local financial provider which facilitates E-Commerce is still outstanding.</p>	<p>To follow up with SCC.</p> <p>To follow up with Scotia Bank.</p>
		4. Project Management Information System	<p>Eight (8) persons were trained in the use of Microsoft Project as a scheduling tool.</p> <p>The team is exploring the use of Microsoft Sharepoint and other ICT based tools to facilitate the collaboration, collection, storage and dissemination of information to and by project teams and by extension the rest of the organization.</p>	Project activity continue into 2011-2012.
IMPLEMENTATION OF METROLOGY ACT	<p>Description:</p> <p>1. Implementation of the Metrology Act through the development and establishment of the National Metrology System and the establishment of the international systems of Units as the National System of Units locally</p> <p>2. Improvement in the Competitiveness of T&T due to the effect of application of Metrology. Improvement in the quality of life due to visible improvements in the fairness of trade and the reliability of measurements</p> <p>Time Frame: Oct 2003-Sept 2015</p>		<p>The proclamation of the Metrology Act remains outstanding. The early proclamation was an assumption of this project. This has had a detrimental effect on all the mandatory activities that were anticipated and which should have already commenced. It has also affected the status of preliminary arrangements that were made.</p>	<p>TTBS continues to work with Ministry of Trade and Industry and Ministry of Legal Affairs towards the proclamation of the Act.</p> <p>Project activities continues into 2011-2012.</p>
		1. Develop and Implement SI System programme	<p>The fact finding visit of Dr Juan Carlos Mateus Sanchez of INMETRO Brazil was conducted quite successfully. All the planned aspects of the Electrical Energy measurement study programme were completed successfully. This includes the initial audit of T&TEC's metering facility and field metering programme.</p> <p>The work to get the Act and Regulations ready for proclamation has been completed but the Act was still not proclaimed.</p> <p>Application for international recognition of Mass Measurement Calibration and Measurement Capability (CMC) was not completed.</p>	Project activities continue into 2011-2012.

PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
<p>Success Level:</p> <p>%</p>	<p>2. Purchasing of Equipment</p>	<p>Time Displays and Digital wall clocks for dissemination of time standard in house were procured and installed.</p> <p>Commissioning of the mobile fuel dispenser verification unit was completed.</p> <p>TTBS has purchased the following equipment in the development of the temperature standard as part of the development of the temperature calibration system:</p> <ul style="list-style-type: none"> • ISOTECH Microtech Resistance Bridge • Mercury Fixed Point Cell • Annealing furnace <p>Purchasing documents for the acquisition of the following equipment have been submitted for approval</p> <ul style="list-style-type: none"> • Temperature standard/calibration. <ul style="list-style-type: none"> • ISOTECH Standard Platinum Resistance Thermometers (SPRTs) with NIST traceability calibration. • Fluke Scientific Probes with calibration certificates. • Tinsley Wilkins standard resistors. • Cole Palmer Hammer forged Aluminum Dewar flask 	<p>Project activities continue into 2011-2012.</p>
	<p>3. Recruitment and Training</p>	<p>Two officers participated in a training workshop in Grenada on “Estimation of Measurement Uncertainty for the Calibration of Weighting Instruments”.</p> <p>Two officers, participated in training at INMETRO Brazil in the Science of Electrical Meters.</p> <p>One officer participated in a SIM/CROSQ sponsored training programme in Guyana Electrical Energy Meters and Meters for Potable Water.</p> <p>Two officers participated in a one week programme at INMETRO Brazil which was focused on measurement of liquid volumes including Meters for Potable Water.</p> <p>Two officers participated in CROSQ/CLAS training programme “Utilising proficiency testing as a tool for Laboratory Improvement.” The</p>	<p>Project activities continue into 2011-2012.</p>

PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
		<p>officers managed a proficiency testing scheme on Waste Water analysis.</p> <p>An in house training programme was staged on the 24th and 25th of February to expose legal metrology inspectors to the limitations and powers vested in them under the Metrology Act 18 of 2004.</p> <p>Two officers participated in training attachments in the Czech Republic. The attachments were in Pressure and Dimensions respectively.</p> <p>Two officers participated in a training attachment at INMETRO in Brazil on March 19-26 to develop competencies in automatic weighing machines.</p> <p>One officer travelled to Jamaica in March to hand deliver the Intercomparison samples and participate in a two day training attachment on mass calibration.</p> <p>Two officers participated in a training attachment in Rio de Janeiro, Brazil at INMETRO. The training encompassed measurement of prepackaged goods.</p> <p>Two officers participated in a training attachment INTI in Argentina on Temperature Measurement.</p> <p>One officer attended an Inter-Laboratory Comparison/ Proficiency Testing on Non Weighing Instruments held in Jamaica.</p> <p>All members of the Metrology staff (24 persons) were trained in Uncertainty and Evaluation of weighing machines.</p> <p>As part of the project "Capitalisation of thematic best practice developed during implementation of technical assistance projects for intermediary organisations in the Caribbean & Pacific regions", the European Commission and ACE International Consultants hosted a workshop which was held on the 22nd and 23rd of September 2011 in Brussels, Belgium where one of TTBS officers</p>	

PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
		<p>participated. The workshop was used to share the identified best practices concerning Intermediary Organisations capacity building. The workshop was also used to share with the stakeholder and beneficiaries' best practices which have been identified in the course of intervention in different areas over the past nine years such as Tourism, EPA, Business Service, Matchmaking the public and private stakeholder's dialogue.</p>	
	<p>4. Public Outreach</p>	<p>Two laboratories (CARIRI and Angostura Limited) participated in a SIM Chemical Metrology Working Group proficiency testing programme on Heavy Metals in Water which was piloted by the National Research Council of Canada (NRC). This also included their attendance at the SIM Chemical Metrology Working Group Meetings to present their results and participate in a training programme in uncertainty measurements.</p> <p>Trinidad and Tobago joined the rest of the world in the celebration of World Metrology Day which in 2011 celebrates the contribution made to the world by the Science of Chemistry. The United Nations Educational Scientific and Cultural Organisation along with the International Union of Pure and Applied Chemists IUPAC have designated 2011 The International Year of Chemistry (IYC 2011). The world Metrology fraternity also embraced this theme and on May 20th the Trinidad and Tobago Bureau of Standards celebrated World Metrology Day with the printing of an advertorial message and poster display at our head offices. The theme was "Chemical measurements for our life, our future".</p> <p>Staging of Chemical Metrology Seminar - the decision was taken to push the date of the Chemical Metrology Seminar back from October 5th to November 22nd to accommodate the participation of an international expert Dr Robert Kaarls from Holland.</p>	<p>Project activities continue into 2010-2011.</p>

	PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
			Activities related to the proclamation of the act could not be completed.	
		5. Infrastructural Works	The planned repairs of the AC Unit have taken place. The coils were replaced in the North Unit which was non-functional.	
BUILDING CAPABILITY FOR SUSTAINING EXPORT-LED GROWTH IN TRINIDAD AND TOBAGO BY STRENGTHENING THE TRADE INSTITUTIONAL INFRASTRUCTURE FOR TECHNICAL BARRIERS TO TRADE	<p>Description:</p> <p>The project is intended to assist the organization to fulfill the requirements of the TBT Chapters of trade agreements by developing an enabling environment through improved infrastructure and increased competence and capability in four main areas:</p> <ul style="list-style-type: none"> Addressing gaps in the legislative framework to improve compliance with the requirements of the TBT Agreement; Strengthening the administrative framework for the National Coordinating Mechanism; Facilitating export-led growth in sectors identified for development; Increasing the understanding of issues related to TBTs on trade through communication and networking with key stakeholders <p>Time Frame:</p> <p>Oct 2010-Sept 2015</p>	<p>1. Legal Framework</p> <p><i>a. Promote the concept of a National GRP framework</i></p>	<ul style="list-style-type: none"> TTBS hosted an advanced Workshop on Good Regulatory Practice. Participants included representatives from the Ministry of Trade and Industry and the Ministry of Public Administration. Draft GRP Paper developed. 	Project activities continue into 2011-2012.
		<p>2. Administrative and Infrastructure Framework</p> <p><i>a. Build cadre of trained personnel to ensure continued compliance with the requirements of the TBT Agreement</i></p>	<ul style="list-style-type: none"> One person participated in a training attachment to Standards Council Canada to observe how their trade function operates and determine a model for TTBS operations. One person participated in the WTO sponsored advanced training programme on "Technical Barriers to Trade" One person participated in the UNECE Workshop in Geneva on "Risk Management in Regulatory Systems" and "Promoting Regulatory Cooperation in Conformity Assessment" 	Project activities continue into 2011-2012.
		<p><i>b. Formalize Trade Support Unit at TTBS</i></p>	<ul style="list-style-type: none"> TTBS participated in TT-Panama and CARICOM – Canada trade negotiations Completed the review of the section of Trinidad and Tobago's Trade Policy under TTBS responsibility for MTI 	Project activities continue into 2011-2012.
		<p><i>c. Strengthen the WTO Enquiry Point</i></p>	<ul style="list-style-type: none"> Two persons participated in a training attachment to Standards Council Canada to obtain training on the running of their enquiry point and the Export Alert programme. 	Project activities continue into 2011-2012.
		<p><i>d. Conduct economic analysis of the effect of TBTs</i></p>	<ul style="list-style-type: none"> The International Trade Center study on Non Tariff Barriers began in September 2011. Results are expected in 2012. 	
		<p>3. Export Competitiveness</p> <p><i>Conduct Export Competitiveness Study on the Government Targeted Industry Areas</i></p>	<ul style="list-style-type: none"> The Pre-requisite for this is the completion of the study by the ITC 	Project activities continue into 2011-2012.

PROJECT DETAILS	RELATED ACTIVITIES (2010-2011)	COMMENTS/ PROBLEMS	WAY FORWARD
	<p>4. Communication and Networking</p> <p><i>a. Foster relationships at the national, regional and international level with stakeholders including the business community, other regulatory agencies and the Government.</i></p>	<ul style="list-style-type: none"> ○ TTBS participated in the “European trade of goods, services and information and communication technologies (ICT) - Validation Workshop.” hosted by the TTCIC. ○ TTBS participated in a workshop “Bridging the Standards Divide” sponsored by the SCC. The workshop was a fact finding activity aimed at determining capacity building needs in order to determine development activities to be undertaken by Canada. 	<p>Project activities continue into 2011-2012.</p>
	<p><i>b. Conduct Education and public outreach activities for affected stakeholders</i></p>	<ul style="list-style-type: none"> ○ Two articles were published in the Newsday on Market Access vs Access to Markets ○ TTBS participated in a workshop on “International Trade Agreements and The Importance Of Standards In Enhancing SME Competitiveness” held at the Cascadia Hotel. The workshop was in collaboration with CROSQ, TTMA and TTCSI and the Caribbean Export Development Agency TTBS gave a presentation on the Enquiry Point and Export Alert and on Chemical Metrology to the TTMA. The magazine “Building Trust” which explains Standardization and Conformity Assessment disciplines, showing their interconnectivity to a National Quality Infrastructure also was given to the TTMA. 	<p>Project activities continue into 2011-2012.</p>
	<p>5. Project Administration</p> <p><i>a. Establish Project Implementation Unit</i></p>	<ul style="list-style-type: none"> ○ One Project Assistant recruited. ○ Administrative arrangements for the formation of the Project Implementation Unit have not been completed as scheduled. 	<p>Project activities continue into 2011-2012.</p>

Projects	Y/E 30 Sept 2011(2010-2011)	
	PSIP funding Released \$	PSIP funding Expended (Including commitments)\$
Upgrade of TTBS Building	550,000	617,888
Procurement of Testing Material & Equipment	1,500,000	818,532
Providing Reliability to Quality Infrastructure	600,000	720,401
Central Services- TTBS	600,000	166,728
Implementation of the Metrology Act 2004	600,000	1,277,584
Building Capability For Sustaining Export-Led Growth In Trinidad And Tobago By Strengthening The Trade Institutional Infrastructure For Technical Barriers To Trade (TBT)	500,000	467,173
TOTAL	4,350,000	3,387,993
*Excess expended funds are from residual balances from previous year.		