



TVET- key to a world class workforce

ANNUAL REPORT
2010-2011



MISSION STATEMENT

To develop a competent and competitive workforce in Barbados
and the wider Caribbean.

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LETTER OF TRANSMITTAL

June 12, 2012

Dr. The Honourable Esther Byer-Suckoo
Minister of Labour and Social Security
Thro' The Permanent Secretary
Ministry of Labour and Social Security
3rd Floor, West Wing
Warrens Office Complex
Warrens
ST. MICHAEL

Dear Madam,

In pursuance of Section 12 of the Technical and Vocational Education and Training Council Act 1993-11, I have the honour to submit the Annual Report for the period April 1, 2010 – March 31, 2011.

Yours faithfully
Technical and Vocational Education and Training Council



Hensley T. Sobers, PhD
Chairman

COUNCIL MEMBERS

Dr. Hensley T. Sobers

Representative, Barbados Employers' Confederation
Chairman

Mr. Ulric Sealy

Representative, Barbados Workers' Union
Member

Mr. Laurie King

Chief Education Officer
Member, ex officio

Mr. Rudolph Gibbons

Representative, Barbados Institute of Management and Productivity
Member

Dr. Gladstone A Best

Representative, Barbados Community College
Member

Mr. Anthony Headley

Representative, Samuel Jackman Prescod Polytechnic
Member

Mr. Richard Green

Representative, National Union of Public Workers
Member

Ms. Merna Jordan

Representative, Barbados Vocational Training Board
Member, ex officio

Ms. Shelly-Ann Austin-Taylor

Representative, Barbados Manufacturers' Association
Member

Mrs. Susan Springer

Representative, Barbados Hotel and Tourism Association
Member

Mr. Trevor King

Executive Director, TVET Council
Member

Mr. Martin Cox

Permanent Secretary, Ministry of Labour
Member, ex-officio

SECTION A



CHAIRMAN'S REVIEW

On behalf of the membership of the Technical and Vocational Education and Training (TVET) Council, I have the honour to present the report for the year April 1, 2010 to March 31, 2011.

During the year under review, we have made progress in confronting the challenges of improving quality and developing partnerships among all relevant stakeholders of TVET.

Efforts were made to enhance quality in the multiple settings where TVET takes place through the promotion of the competence based education, training and assessment (CBETA) methodology. There was also the training of assessors and verifiers that was aimed at professionalizing TVET staff and improving the teaching and learning processes.

We have signed memoranda of understanding with the Barbados Vocational Training Board, the Samuel Jackman Prescod Polytechnic and the Barbados Community College. These partnerships should facilitate the progression of TVET learners to higher levels of the qualifications system.

Our operations over the last year have again been impacted by the significant fall off in the level of funding. As a result, the total amount of training grants approved under the Employment and Training Fund (ETF) was \$1,016,360.00 as compared with \$1,962,409.00 for the previous year. We also had to adjust some of the targets in our strategic plan.

Outlook For 2011-2012

As economic uncertainty and diminishing resources continue, it is imperative that all stakeholders work together to ensure that TVET caters to the needs of members of society to enter or re-enter the world of work. We will therefore concentrate our efforts on advocating for TVET by raising the public profile and attractiveness of TVET among stakeholders and underlining the essential role that TVET plays in promoting economic prosperity.

Acknowledgement

I am pleased to acknowledge the contribution of my fellow Council Members and the staff of the secretariat during the past year. I also wish to acknowledge the continued support of the Government of Barbados to the work of the Council.



Hensley T. Sobers, Ph.D
Chairman

SECRETARIAT STAFF MEMBERS

Mr. Trevor King

Executive Director

Mr. Geoffrey Yearwood

Manager, Employment and
Training Fund (ETF)

Miss Wendy McClean

Manager, Technical Services

Miss Debra Hope

Senior Technical Officer

Ms Olivia Smith

Technical Officer

Mrs. Arleen Murrell-Crichlow

Technical Officer

Ms. Dawn Gill

Technical Officer

Mrs. Andrea Harding-Waithe

Technical Officer

Mr. Paul Puckerin

Technical Officer

Miss Michelle Haynes

Senior Accountant

Mrs. Samantha Jones

Technical Officer, Communication
and Research

Ms. Gloria Jones

Administrative Officer (April 2010)

Mrs. Shirleen Inniss

Administrative Officer (from May 1, 2010)

Miss Carol Ann Burke

Business Development Officer

Miss Antoinette Lashley

Secretary

Ms. Rosline Cumberbatch

Assistant Accountant

Mrs. Angela Davis

Clerk/Typist

Ms. Mayvest Rose

Clerk/Typist

Miss Nicole Collymore

Clerk/Typist

Miss Alicia Sealy

Clerk/Typist

Mrs. Maria Price-Trotman

Clerk/Typist

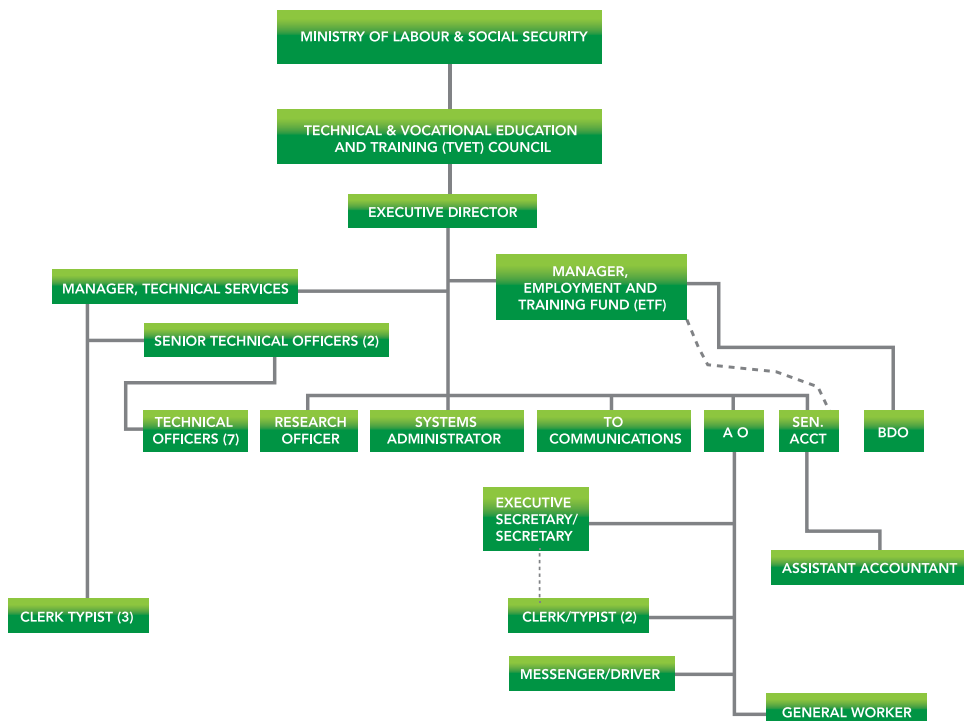
Mr. Felix Delice

Driver/Messenger

Miss Gale Alleyne

General Worker

ORGANISATIONAL STRUCTURE



Chairman of the TVET Council Dr. Hensley Sobers (eighth from left) and staff of the Council's secretariat.

¹ The posts of Research Officer and Systems Administrator have been deferred.

SECTION B

Activities of the Council



1.0 COUNCIL MATTERS

During the period under review there were twelve meetings of Council and one special meeting which was held on October 25th, 2010.

- Ms Millicent Small joined the Council as Deputy Chairman from August 2010
- Mr. Paul Collymore represented the BHTA from August 2010 while Mrs. Susan Springer was listed as the Alternate for this organization
- Ms Millicent Small acted as Chairman during the period October 6 – 13th, 2010
- Mr. Henderson Thompson represented the BVTB from December 2010
- Ms Dawn Jemmitt-Lowe represented the BEC from December 2010
- Dr. Sylvia Hackett and Ms Barbara Babb-Cadogan acted as Alternates for Dr. Gladstone Best
- Ms Shelley Carrington acted as Alternate for Mr. Martin Cox, Permanent Secretary Ministry of Labour
- Mr. Ricardo Norville and Ms Harriet Sealy also acted as Alternates for Mr. Martin Cox, Permanent Secretary, Ministry of Labour
- Mr. Geoffrey Yearwood acted for Mr. Trevor King, who proceeded on pre-retirement leave, from January 1st, 2011.

Sub Committees

Dr. Gladstone Best joined the ETF Evaluation Sub-Committee from November 2010

The PR Sub Committee was formed at the No. 9/2010 meeting of Council held on 9th September 2010. Members nominated were as follows:

- Ms Millicent Small – Chairman
- Ms Shelley-Ann Austin-Taylor – Member
- Mr. Richard Green – Member
- Miss Merna Jordan – Member
- Mrs. Samantha Jones - Member

Activities/Decisions

Dr. the Hon. Esther Byer-Suckoo, newly appointed Minister of Labour and Social Security met with Council at Meeting No. 5/2010 held on May 13th, 2010.

A special meeting of Council took place on October 25th, 2010 and the following decisions were made:

- TVET Council should seek membership of WorldSkills International
- Barbados should have a delegation attend the WorldSkills Competition scheduled for London in October 2011.
- Barbados should hold a National Skills Competition under the aegis of the TVET Council

Mr. Alan Kay, Consultant with the Inter American Development Bank (IADB) on the Human Resource Development Strategy met with Council members at Meeting No. 1/2011 held on January 13th, 2011.

Decisions

At the 4/2010 Council Meeting held on April 15th, 2010, the Council ratified the draft Auditor's Reports for the financial periods 2007-2008 and 2008-2009.

At the 4/2010 Council meeting held on April 15th, 2010 the Council ratified the recommendation to approve the TVET Council's General Terms and Conditions of Service, subject to editorial changes.

At the 5/2010 Council meeting held on May 13th, 2010 the Council made a decision that the TVET Council should attend the WorldSkills International General Assembly in Jamaica scheduled for October 3rd – 10th, 2010.

At the 6/2010 meeting of Council held on June 17th, 2010 the Council ratified the recommendation by the HR Committee to approve the Performance Management System Operating Guidelines.

At the 12/2010 meeting of Council held on December 9th, 2010 the Council ratified the recommendation of the HR Committee to approve the Administrative Procedures Manual.

At the 12/2010 meeting of Council held on December 9th, 2010, the Council approved the Terms of Reference for the Public Relations/Communications Sub-Committee.

At the No. 2/2011 meeting held on February 10th, 2011, the Council approved the proposal for a TVET Employers' Recognition Awards.



Supervisory staff from CGM Gallagher Insurance Brokers (Barbados) Limited shown at the end of the Enhancing Management Potential training programme. Also pictured (standing right) Trainer with Catalyst Consultants Norma Shorey-Bryan and (seated left) unit Head HR and General Services, Karissa Beharry-Shepherd.



The Semaj International School of Cosmetology and Trichology: A student completes a facial as part of continuous assessment for the competence-based, ETF-funded training course



ETF-funded International Therapy Examination Council (ITEC) training and certification: Principal of the the Personal Body Health Care Clinic and School of Holistic Therapies, Patricia Berry-Greenidge (right), provides guidance to a student.



A cross section of the trainees enrolled in the Barbados Elderly Care Association's (BECA) 2010 - 2011 ETF-funded Care of the Elderly course for Health Care Assistants.

2.0 SECRETARIAT MATTERS

(A) THE EMPLOYMENT AND TRAINING FUND (ETF)

Section 13 of the Technical and Vocational Education and Training (TVET) Council Act, 1993-11 established the Employment and Training Fund (ETF) to provide for the promotion, and support of training and skills upgrading in the labour force.

The ETF programme provides grants to employers and employers' associations to subsidise the costs incurred in training and retraining of their employees or members in accordance with the criteria established by the Council. Grants are also awarded to training institutions to support customized training programmes in accordance with national priorities, including training for self employed persons and unemployed persons.

The resources of the ETF are moneys made available out of the training levy established by the Occupational Training Act. The training levy is set at 1.0% of taxable wages. Employers who access the ETF funds for training are required to submit a Clearance Certificate from the National Insurance Scheme (NIS).

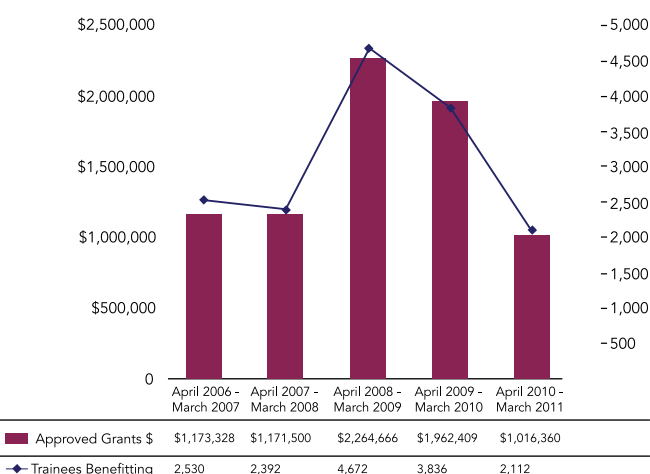
Review Of The Employment And Training Fund

The ETF became operational in March 1997, and at March 31, 2011 a total of \$ 15,585,919.00 had been approved to train 31,473 persons. Total disbursements for the period has been \$13,745,316 or 88% of the amount approved.

The financial year April 2008 to March 2009 represented the period when the amount of funds approved and the number of persons trained were at their highest level since the ETF began its operations. In subsequent years however, the Fund's programme activities had to be scaled back following reduced budget allocations.

The following chart shows the trend for the grants approved and persons trained over the last five years:

GRANTS APPROVED AND TRAINEES SERVED FOR THE PERIOD APRIL 2006 TO MARCH 2011



Accomplishments

The ETF's available funds for programming during the fiscal year 2010/11 included a cash balance of \$2,420,306 at 01 April 2010, a \$700,000 transfer from the Ministry of Finance and \$4,368 from interest on bank savings during the year. These funds (\$ 3,124,674) were used to:

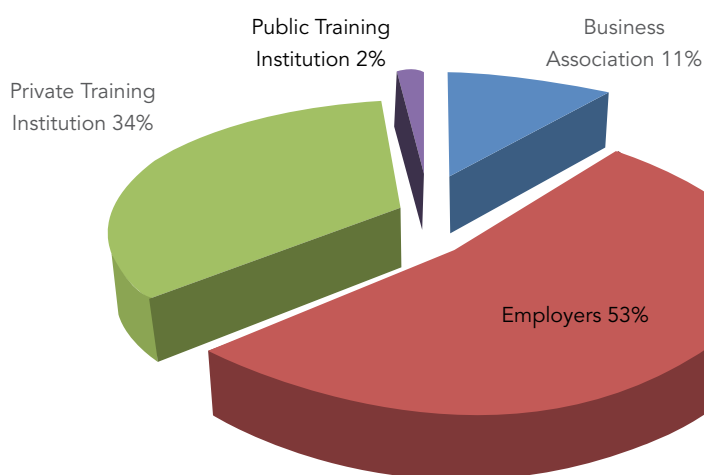
- Finance new contracts for FY 2010/11 that were completed in the year
- Make part payments on new contracts that were not completed in the year (FY2010/11)
- Pay outstanding balances on contracts that were started before FY 2010/11 but completed in FY 2010/11
- Make part payments on contracts that were started before FY 2010/11 and were still uncompleted at the end of FY 2010/11.

Approvals

The Council approved \$1,016,360.00 and signed fifty-five (55) contracts to train 2,112 persons during the year. The distribution of the funding between the employers, training institutions and associations is shown below:

CONTRACTS APPROVED

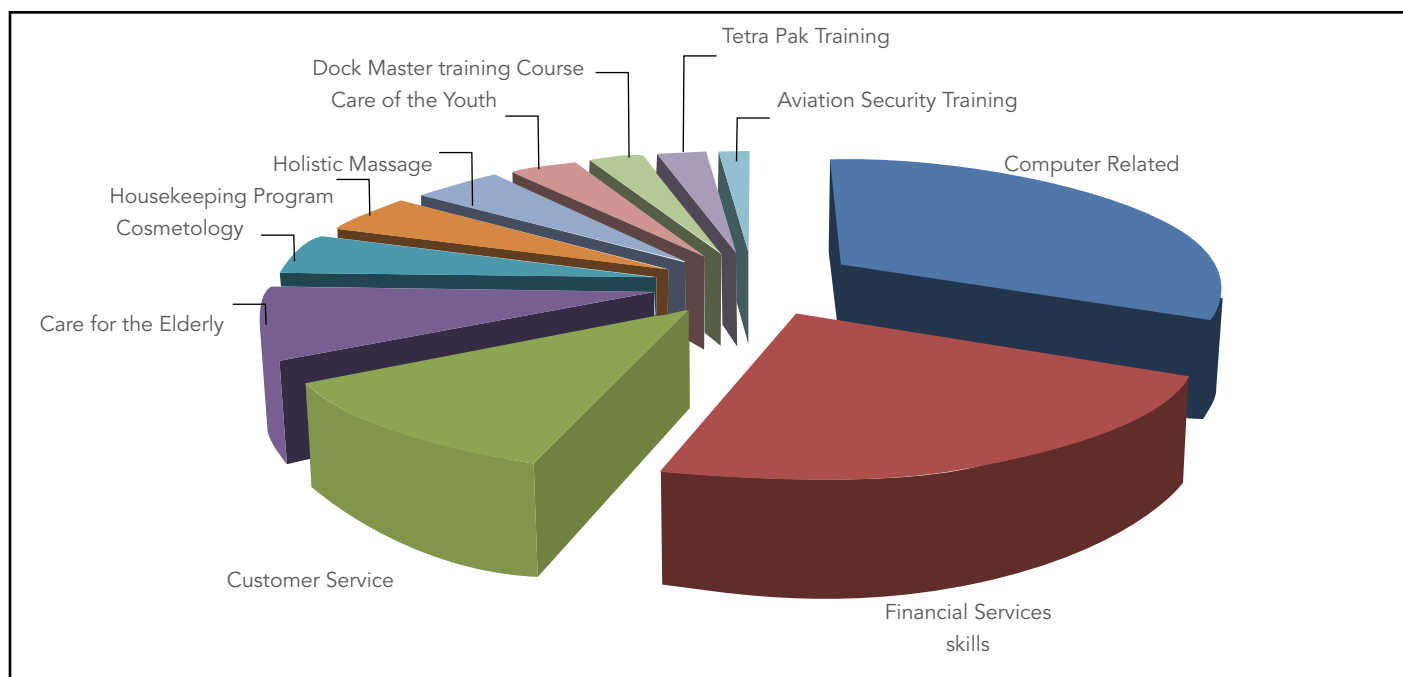
For the Financial Year 2010/11



A wide array of courses was supported. However, most of the funds were allocated to the following types of courses:

Main Courses Funded	Grants	%	No of Trainees	%
Computer Related	321,831.00	31.7	384	18.2
Financial Services skills	230,666.00	22.7	792	37.5
Customer Service	120,918.00	11.9	473	22.4
Care of the Elderly	88,691.00	8.7	50	2.4
Cosmetology	48,941.00	4.8	14	0.7
Housekeeping Programme	48,128.00	4.7	40	1.9
Holistic Massage	44,672.00	4.4	10	0.5
Care of the Youth	33,300.00	3.3	20	0.9
Dock Master training Course	27,750.00	2.7	30	1.4
Tetra Pak Training	25,469.00	2.5	6	0.3
Aviation Security Training	16,000.00	1.6	118	5.6
	\$1,016,360.00		2,112	

MAIN COURSES FUNDED



Disbursements

Total disbursements were \$ 1,269,698.00 for the four (4) uses of funds outlined above.

The statistical and narrative types of information associated with category of disbursement for the Financial Year 2010/11 are as follows:

New contracts for FY 2010/11 (completed)

Twenty-one (21) new contracts were completed during the year. Seven hundred and nine persons were trained and \$ 295,450 was disbursed for these contracts.

New contracts for FY 2010/11 (uncompleted)

Thirty-four (34) new contracts were uncompleted at the end of the financial year under review. However, partial payment was made on these contracts to the value of \$328,434. The total disbursement for the financial year on new contracts therefore, stood at \$623,884.

Contracts prior to FY 2010/11 (completed)

Fifty-four (54) contracts that were awarded previous to financial year 2010/11 were completed in the year. \$559,087 was disbursed in the year for these contracts and the training of 2,589 persons brought to an end. The main areas of training were: customer service, cosmetology, basic first aid, occupational health and safety, Quickbooks accounting, Microsoft Excel, Microsoft Certified System Engineers, CompTIA Network +, Executive Diploma in Management Skills and Care of the Older Adult.

Contracts prior to FY 2010/11 (uncompleted)

Disbursements were also made on five (5) contracts that were awarded in the previous year(s) but remain uncompleted at the end of the year under review. The contracts are with Coral Reef Club (food and beverage, performance management); Barbados Shipping and Trading Co.Ltd. (Executive Diploma in Management); BIMAP (2 contracts) for Quickbooks and industrial relations for small businesses; and Barbados Community College (Carlstedt Protocol Training Workshop) \$86,727.00 was disbursed on these contracts. Total disbursements on prior years' contracts (completed and uncompleted) for the year was \$645,814.00. These contracts are to train 525 persons.

Fund Balance

At the end of Financial Year 2010/11, the Employment and Training Fund (ETF) had a cash balance of \$1,904,936. Commitments for approved and signed contracts were \$953,605. There was therefore a balance of \$951,331 available for new contracts at the start of the next Financial Year 2011/12.



TVET Council signs Memoranda of Understanding with the Barbados Vocational Training Board and the Samuel Jackman Prescod Polytechnic (top) and the Barbados Community College (bottom).

(B) THE TECHNICAL DIVISION**Overview**

The on-going development of a competent and competitive workforce through competence-based education, training and certification continued to be the driving philosophy behind the operations of the TVET Council during the year. Emphasis was placed on creating an enabling environment and this involved outreach to stakeholders, the development of strategic partnerships, training of resource personnel and shaping policy through contributing to the formulation of the Barbados Human Resource Development Strategy 2011-2016. Its vision is an efficient, well coordinated, knowledge led, demand-driven human resource development system responsive to global conditions and Barbadian aspirations. The strategy has five pillars and the TVET Council is expected to play a pivotal role in the implementation of Pillar 2: Development of an internationally recognised national qualifications framework.

Development of Occupational Standards and National Vocational Qualifications (NVQs) Barbados

During the year, the Standards Approval Committee approved two new National Vocational Qualifications (NVQs): Business Administration Level 1 and Entertainment and Events Technology Level 1. This brought the total NVQs developed to twenty-two (22). In addition, work started or continued on developing NVQs for the areas below:

- Human Resource Management Level 3
- Using Information and Communication Technology Levels 2 and 3
- Marketing Level 3
- Production for Television Level 3
- Travel and Tourism Services Level 2
- Core Skills

Promotion and Implementation of N/CVQ Programme

Memoranda of Understanding were signed with the Barbados Vocational Training Board and the Samuel Jackman Prescod Polytechnic in June 2010; and with the Barbados Community College in November 2010 to formalise arrangements with the TVET Council to collaborate on the promotion and development of competence-based education and training (CBET) in general and the delivery of N/CVQs in particular.

In an effort to raise awareness among stakeholders about the value of N/CVQs and encourage uptake, promotional presentations were delivered to twenty-one (21) organisations.

During the year the Barbados Vocational Training Board was approved as an N/CVQ assessment centre and also received qualification approval to offer the NVQ in Bar Service Level 1 and selected Units of the NVQ in Food and Drink Service Level 1. Additionally, there was progress with the implementation of the CVQ in secondary schools. The Ministry of Education and Human Resource Development with technical assistance from the TVET Council proceeded with plans to pilot CVQs at five (5) secondary schools. Facilities audits were conducted at St. Leonard's Boys', St. George Secondary, Princess Margaret Secondary, St. Lucy Secondary and the Grantley Adams Memorial School as these institutions prepared to deliver Level 1 CVQs in Carpentry, Electrical Installation and Masonry.

NVQs Awarded

During the year there were four centres actively delivering NVQs. These were the National Sports Council, Nature Care, Sandy Lane Hotel and the Samuel Jackman Prescod Polytechnic. A combined total of twenty-one (21) candidates from these centres achieved NVQs in Amenity Horticulture Level 1.

In the area of assessor training and certification, the National Council on Technical and Vocational Education and Training (NCTVET), Jamaica continued to assist the TVET Council in building capacity and certified ten (10) persons with the NVQJ

in Assessment Level 4. Two (2) TVET Council Technical Officers were included in that number.

Training of Resource Personnel

The TVET Council continued its capacity - building drive by coordinating nine (9) training workshops with the purpose of developing a cadre of technical resource persons to facilitate the implementation of competence-based training programmes, occupational standards and NVQs.

The workshops held were as follows:

Workshop	Participants	No. of Contact Hours	Date	No. of persons certified	Facilitator
Facilities Audit	TVETC Staff and Potential Facilities Auditors	40	June 07 – 11, 2010	15	Mr. Orlando Hewitt and Ms. Nicole Manning NCTVET, Jamaica
External Verification	Potential External Verifiers	32	July 19 – 28, 2010	3	Ms. Debra Hope Senior Technical Officer TVET Council
Internal Verification	Potential Internal Verifiers	6	December 07 and 08, 2010	5	Ms. Debra Hope Senior Technical Officer TVET Council
Assessment	Potential N/CVQ Assessors	40	November 08 – December 06, 2010	17 (Trained)	Drs. H. Jemmott and A. Coward, Barbados Community College
CBET Curriculum Design and Development	Institution-based Instructors	18	June 22 – 24, 2010	25	Ms. Kay Skeete Barbados Community College
CBET Instructor Training	Institution-based Instructors	40	May 26 – June 18, 2010	16	Drs. H. Jemmott and A. Coward, Barbados Community College
CBET Instructor Training	Institution-based Instructors	40	September 14 – October 28, 2010	7	Drs. H. Jemmott and A. Coward, Barbados Community College
CBET Instructor Training	Institution-based Instructors	40	January 14 – March 18, 2011	9	Drs. H. Jemmott and A. Coward, Barbados Community College
Train-the-Trainer	Trainers and HR Personnel	30	May 04 – 31, 2010	18	Drs. H. Jemmott and A. Coward, Barbados Community College



A cross section of participants who attended the Facilities Audit Training which took place June 7-14, 2010.

TVET Guidance and Promotion

The TVET Council initiated a programme to promote technical and vocational education and training as an avenue for advancement to young people. A TVET Youth Promotion programme was executed with the ultimate goal of increasing the participation of young people in technical and vocational education and training (TVET). Twenty-six (26) presentations were delivered to five hundred and fifty-four (554) students in secondary schools. In addition, the TVET Council, in collaboration with the Youth Development Programme of the Division of Youth Affairs, produced a DVD promoting vocational training and skills. A brochure was also published, promoting TVET as the 'Door to Opportunity'.

Contribution to Regional Workforce Development Initiatives

The TVET Council continued to be an active member of the Caribbean Association for National Training Agencies (CANTA). Meetings of the Association were attended by the Executive Director and Manager, Technical Services in April and August 2010 and the Council submitted two Country reports. The Manager, Technical Services also served as Treasurer and Chair of the Quality Assurance Committee (QAC) during the period. The QAC achieved the drafting of a procedure for the authorization of additional national training agencies to award CVQs and commenced work on a policy document for Prior Learning Assessment and Recognition (PLAR).

(C) PUBLIC RELATIONS AND PROMOTION PROGRAMME

For the year under review, the Council's public relations and promotion programme continued to place emphasis on supporting the Technical Section in the effort to inform stakeholders in the Technical and Vocational Education and Training (TVET) system about competence-based TVET leading to National/Caribbean Vocational Qualifications (N/CVQs). The aim was to increase the awareness, knowledge, understanding and the support of the key stakeholder groups – e.g. training providers, employers, human resource managers and line managers – with regard to standards, their purpose, benefits and how to use them in workforce training.

The main activities of the 2010 – 2011 Public Relations and Promotion work programme included:

- Promotion of competence-based TVET
- Provision of PR support with the launch of the CVQ in Secondary Schools pilot programme.
- Commencement of projects to increase awareness of the role and functions of the Council: Redevelopment of the Council's website and the conduct of a Public Relations/ Communication Stakeholder Needs Analysis.

Promotion of Competence-Based TVET

The main goal of the competence-based TVET promotion was to provide information aimed at increasing the awareness, knowledge and understanding of the competence-based education and training (CBET) concept among key stakeholders and target publics. The key message was the benefits of using occupational standards for education/training, assessment and certification. The following activities were undertaken throughout the period under consideration:

- The Council continued to make effective use of INSIDE TVET, the full page advertorial published monthly in the Daily Nation, since it is one of the primary channels over which the organisation has control. In particular, stories focussed on the activities of the Council which served to strengthen relationships with key stakeholders. Activities highlighted included the signing of Memoranda of Understanding with our

public training institution partners, competence-based training workshops conducted in collaboration with the Barbados Community College and the Barbados Accreditation Council, respectively, and participation in the Third Annual Labour Seminar, ASSESSING SKILLS NEEDS: Planning for the Future, which was hosted by the Ministry of Labour and Immigration's Manpower Research and Statistical Unit (MRSU). Stories also focused on training providers who used occupational standards to deliver customised competence-based training, assessment and certification programmes.

- The Council's four main brochures were redesigned to update and refine the messages about the organisation's mandate to promote competence-based TVET through functions such as the development of occupational standards, N/CVQs and the promotion of workforce training through management of the Employment and Training Fund. A decision was taken to use more work-related, photographic images to help communicate visually the purpose of the TVET system in equipping learners with the skills, knowledge and competence to perform occupational roles.

CVQ Implementation in Pilot Secondary Schools

- The Council and the Caribbean Examinations Council (CXC) sat on a CVQ Implementation Steering Committee set up by the Ministry of Education and Human Resource Development (MEHRD) to oversee the introduction of CVQs in secondary schools as part of a pilot programme. As part of its contribution to the steering committee's PR sub-committee, the TVETC collaborated on the completion of a PR/Communication strategy aimed at sensitising target publics about the addition of the qualification to the local education landscape.



Photos clockwise from top: Facilitators and graduates of the Introduction to Dynamic Supervisory Management training workshop sponsored by the Caribbean Tourism Organisation and the TVET Council through the ETF; Students of the Parkinson Memorial School visit the TVET Council's booth at the school's Career Showcase in February 2011.



Delegates attending a CANTA meeting in Grenada in March 2011.

Increase Awareness of the Role and Functions of TVET Council

The TVET Council's Strategic Plan for 2009 – 2013 states that the Council will seek to increase the awareness of its role and functions by 50% during the plan period. The Strategic Plan called for the redevelopment of the Council's website and the implementation of a comprehensive image development programme based on the survey of existing perceptions and the identification of the priority needs of the Council's stakeholders.

As part of the execution of the Strategic Plan, Terms of Reference were developed and approved for the two projects and a Request for Proposals issued for the website redevelopment. Six proposals were submitted and the Council's newly established Public Relations Committee reviewed them and recommended that Vision Nova be awarded the contract to redevelop the Council's website. The decision was ratified by the Council and contractual arrangements commenced towards the end of the financial year.

(D) REGIONAL RELATIONS

The Council continued to work with its regional counterparts to enhance workforce development efforts aimed at facilitating regional integration and the strengthening of regional competitiveness. The Council contributed to and/or participated in the following activities for the year under review.

Caribbean Association of National Training Agencies (CANTA)

- Mr. Trevor King, Executive Director and Ms. Wendy McClean, Manager, Technical Services attended a two-day CANTA meeting in Trinidad on August 24 – 25, 2010.
- Ms. Wendy McClean, Manager, Technical Services and Ms Debra Hope, Senior Technical Officer attended a two-day CANTA meeting in Grenada on March 17 – 18, 2011.

2.1 HR/ADMINISTRATION

(A) STRATEGIC PLAN/HUMAN RESOURCES MANAGEMENT

Introduction

The main focus of the Administrative/HR Department during the period under review was to complete the objectives set out for the Department under the strategic priority areas outlined in the Strategic Plan.

The main objective under this priority area was to develop a comprehensive HRM/HRD system by the end of the plan period and the key results included the following:

- Implement a performance management system
- Recruit a complement of two (2) persons to establish a dedicated HR function
- Develop and Implement HR and General Office Policies and Procedures
- Implement a Comprehensive Staff Training and Development Programme

The Consultants, Messrs Harding and Proute of Organizational Renewal Consultants were engaged in October 2009 with the mandate to develop the following policies/policy documents:

- Recognition and Rewards Policy
- Training Needs Analysis
- Training Policy
- Modified version of the PRDS (PMS)
- Succession Plan

GENERAL OFFICE POLICIES AND PROCEDURES:

General Terms and Conditions of Service

As can be seen from the above list, initially the Consultants were not engaged to assist with the development of the Council's General Terms and Conditions of Service. However,

they were subsequently requested to assist with this document after they completed the Reward and Recognition policy and prior to developing the other policies and so the schedule for completion of the HR policy documents was revised.

The General Terms and Conditions of Service document of the TVET Council was approved at the No.4/2010 meeting of the Council, which took place on April 15th, 2010. Subsequently, Mr. Leonard Shorey was engaged to proof read the document.

The document was then printed and circulated to all members of staff of the Council in September 2010.

Administrative Procedures Manual

The Administrative Procedures Manual was developed by Consultant Ms Melva Yarde with the assistance of TVET Council's Administrative Officer, Gloria Jones. The document was approved at the 12/2010 Council Meeting which took place on December 8th, 2010. It was decided to reproduce the document in-house and it was subsequently circulated to all members of staff at the January 2011 staff meeting. A brief orientation on the document was presented by the Administrative Officer at that meeting.

This document provided a summary of the various departments of the Council and their specific responsibilities as well as the administrative procedures for the Council. It also included a Health and Safety Policy as well as an ICT policy.

HR POLICIES

Training Needs Analysis

The first draft of the Training Needs Analysis was submitted in February 2011 by Messrs Harding and Proute after they had interviewed all members of staff individually in August 2010.

Modified version of the PRDS (TVET COUNCIL PMS)

The TVET Council Performance Management System was approved by the TVET Council at its 6/2010 meeting held on June 17th, 2010. The Consultants then delivered a presentation on the system for all members of staff on October 22nd, 2010 at the Savannah Hotel. The Pilot of the PMS started in January 2011 with meetings between Supervisors and reportees to complete the Performance Expectations Worksheets.



Retired Administrative Officer Gloria Jones is presented with a gift by Gale Alleyne during her June 18, 2010 retirement function.

(B) PERSONNEL MATTERS

Appointments/Resignations/Retirements/Acting

Retirements

- Ms Gloria Jones retired with effect from May 1st, 2010.
- Mr. Trevor King proceeded on pre-retirement leave with effect from January 1st, 2011

Appointments

- Mrs. Shirleen Inniss joined the TVET Council with effect from May 1st, 2010

Resignation

- Mr. Andrew Skeete resigned from the TVET Council with effect from October 1st, 2010

Acting

- Mr. Geoffrey Yearwood acted as Executive Director during the period January 1st – March 31st, 2011.
- Miss Michelle Haynes acted as Manager, Employment Training Fund during the period February 1st – March 31st, 2011
- Miss Rosline Cumberbatch acted as Senior Accountant during the period February 1st – March 31st, 2011



Ms. Jones is presented with a gift by Executive Director Trevor King.

Seminars/Workshops/Training

Staff development which ensures that members of staff acquire requisite skills and knowledge, is considered a critical component of effective job performance and the achievement of the goals and objectives of the TVET Council. As a result, the Council ensured that a wide cross-section of its staff attended relevant conferences, seminars, and workshops as follows:

Conferences/Seminars

- Mr. Geoffrey Yearwood and Miss Wendy McClean attended a Seminar hosted by the Public Investment Unit, Investment Division, Ministry of Finance, Investment, Telecommunications and Energy on May 27, 2010 at the Lloyd Erskine Sandiford Centre.
- Mr. Trevor King and Miss Wendy McClean attended a meeting of the Caribbean Association of National Training Agencies (CANTA) on August 23-26, 2010.
- Miss Wendy McClean and Mrs. Andrea Harding-Waithe attended WorldSkills International General Assembly and the Jamaica Skills Competition, held in Jamaica from October 3 – 7, 2010 in Jamaica.

Training Workshops

- In anticipation of a Registry Procedures Manual a number of Clerk/Typists were sent to the Registry Procedures Course hosted by Training Administration Division as follows:
- Miss Nicole Collymore attended the Registry Procedures Course hosted by Training Administration Division during the period July 19 – 23, 2010.
- Miss Antoinette Lashley and Miss Alicia Sealy participated in a Registry Procedures course hosted by Training Administration Division during the period February 7-10, 2011.
- As a result of his continuous interaction with all members of staff as well as overseas consultants and visitors to the Council

it was felt that Mr. Felix Delice, Messenger Driver would benefit from the Communication and Interpersonal Skills Workshop organised by the Training Administration Division. This course was held on September 20th – 22nd, 2010.

- In preparation for the implementation of the TVET Council's Performance Management System, Consultants Messrs. Freddie Harding and Tony Proute made a presentation to all staff on the System on October 22nd, 2010 at the Savannah Hotel.
- Mr. Paul Puckerin, Technical Officer, participated in an Effective Presentation Skills course hosted by Training Administration Division during the period February 7-11, 2011. This course
- Mr. Paul Puckerin participated in a Public Service Document Preparation course hosted by Training Administration Division during the period March 14-21, 2011.

SECTION C



FINANCE

- In the Estimates for the Financial year ending March 31, 2011, \$1,776,907.00 was allocated to the TVET Council and \$700,000.0 was allocated to the Employment and Training Fund (ETF).
- Actual Funds received from the Ministry of Finance were \$1,776,579.85 for the TVET Council and a total of \$691,887.29 was transferred from Savings to make up the budget.
- The Employment and Training Fund received the allocated amount of \$700,000.00 in full and \$450,000.00 was transferred from the ETF Savings to make up the budget.
- Interest on Bank Savings and Emergency Loans totaled \$6,267.00.
- Audited financial as at March 31, 2011 are appended to this report.



Instructor Training in Competence-based Training and Assessment: St. Lucy Secondary School Teacher Nigel Griffith is presented with his certificate by BCC's Deputy Principal Dr. Sylvia Hackett.

SECTION D

Audited Financial Statements





M. E. Murrell & Co.

Public Accountants

Established 1960

Affiliate of International Association of Practising Accountants



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Report of the Auditors To the Council

We have audited the accompanying financial statements of the **Technical and Vocational Educational and Training Council** which comprise the balance sheet as of **March 31, 2011** and the Statements of Revenue and Expenditure, Statement of General Fund and Statement of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the **Technical and Vocational Educational and Training Council** as of **March 31, 2011** and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Bridgetown, Barbados

October 14, 2011

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

BALANCE SHEET

As at March 31, 2011

(Expressed in Barbados Dollars)

	<u>2011</u>	<u>2010</u>
Assets		
Current Assets		
Cash and cash equivalents	2,588,798	3,609,501
Accounts receivable	54,026	106,746
Car loans and training loans receivable	64,850	115,163
Prepayments	<u>7,629</u>	<u>5,364</u>
	2,715,303	3,836,774
Non-Current Assets		
Fixed assets (see note 3)	<u>97,252</u>	<u>120,219</u>
Total Assets	<u>\$ 2,812,555</u>	<u>\$ 3,956,993</u>
Liabilities and Funds		
Liabilities		
Accounts payable & accrued expenses (see note 4)	1,333,959	1,589,272
Deferred revenue (see note 2e)	<u>14,921</u>	<u>14,921</u>
	<u>1,348,880</u>	<u>1,604,193</u>
Funds		
General fund	514,122	1,092,341
Employment and training fund	<u>949,553</u>	<u>1,260,459</u>
	<u>1,463,675</u>	<u>2,352,800</u>
Total Liabilities and Funds	<u>\$ 2,812,555</u>	<u>\$ 3,956,993</u>

The accompanying notes form an integral part of these financial statements.

Approved on behalf of the Council on October 14, 2011.

 Chairman
  Executive Director

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

STATEMENT OF GENERAL FUND & EMPLOYMENT AND TRAINING FUND

For the year ended March 31, 2011

(Expressed in Barbados Dollars)

	General Fund	Employment & Training Fund	Total
Balance at March 31, 2009	\$ 1,725,471	\$ 1,687,995	\$ 3,413,466
Fund net income for year 2010	44,593	213,830	258,423
Transfer from savings account	(677,723)	- -	(677,723)
Transfer: ETF commitments	- -	(641,366)	(641,366)
Balance at March 31, 2010	1,092,341	1,260,459	2,352,800
Fund net income for year 2011	113,668	530,484	644,152
Transfer: Savings account (see note 7)	(691,887)	(450,000)	(1,141,887)
Transfer: ETF commitments	- -	(391,390)	(391,390)
Balance at March 31, 2011	\$ 514,122	\$ 949,553	\$ 1,463,675

The accompanying notes form an integral part of these financial statements.

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

STATEMENT OF REVENUE AND EXPENDITURE

For the year ended March 31, 2011

(Expressed in Barbados Dollars)

	<u>2011</u>	<u>2010</u>
Revenue		
General fund (page 33)	2,471,566	2,439,672
Employment and training fund (page 34)	<u>1,154,368</u>	<u>1,467,720</u>
	3,625,934	3,907,392
Expenditure		
General Fund (page 33)	2,357,898	2,395,079
Employment and training fund (page 34)	<u>623,884</u>	<u>1,253,890</u>
	2,981,782	3,649,969
Surplus of revenue over expenditure	\$ <u>644,152</u>	\$ <u>258,423</u>

The accompanying notes form an integral part of these financial statements.

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

STATEMENT OF REVENUE AND EXPENDITURE – GENERAL FUND

For the year ended March 31, 2011

(Expressed in Barbados Dollars)

	<u>2011</u>	<u>2010</u>
Revenue		
Government of Barbados grant (see note 5)	1,776,580	1,754,728
Savings supplemental transfer	691,887	677,723
Workshop and course fees	1,200	4,200
Interest on bank savings	1,862	3,021
Interest on Emergency loans	<u>37</u>	<u> </u>
	<u>2,471,566</u>	<u>2,439,672</u>
Less: Expenditure		
Statutory emoluments	1,354,163	1,338,477
Operating expenses (page 36)	375,122	437,777
Rental of property	175,982	166,503
Retiring benefits	105,793	74,488
National insurance contributions	82,427	82,008
Maintenance of property (page 36)	81,535	94,634
Utilities	74,640	65,744
Supplies and materials	39,953	43,771
Professional services	30,634	75,477
Pensions	12,536	- -
Subscriptions and contributions	12,112	2,512
Travel	9,447	7,979
Library	<u>3,554</u>	<u>5,709</u>
Total Expenditure	<u>2,357,898</u>	<u>2,395,079</u>
Fund net income	<u>\$ 113,668</u>	<u>\$ 44,593</u>

The accompanying notes form an integral part of these financial statements.

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

STATEMENT OF REVENUE AND EXPENDITURE – EMPLOYMENT AND TRAINING FUND

For the year ended March 31, 2011

(Expressed in Barbados Dollars)

	<u>2011</u>	<u>2010</u>
Revenue		
Government of Barbados grant (see note 5)	700,000	1,462,500
Savings supplemental transfer	450,000	- -
Interest on bank savings	<u>4,368</u>	<u>5,220</u>
	1,154,368	1,467,720
Less: Expenditure		
Training grants disbursed (see note 6)	<u>(623,884)</u>	<u>(1,253,890)</u>
Fund net income	\$ <u>530,484</u>	\$ <u>213,830</u>

The accompanying notes form an integral part of these financial statements.

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

STATEMENT OF GENERAL FUND AND EMPLOYMENT AND TRAINING FUND

For the year ended March 31, 2011

(Expressed in Barbados Dollars)

	<u>2011</u>	<u>2010</u>
Cash Flows from Operating Activities		
Surplus of revenue over expenditure	644,152	258,423
Adjustments for: Depreciation	36,827	39,207
Interest income	(6,230)	(8,241)
Operating income before working capital changes	674,749	289,389
Add/(less) changes in non-cash working capital accounts		
(Increase)/decrease in accounts receivable	52,720	(38,194)
Car loans and training loans receivable	50,313	(32,083)
Prepayments	(2,265)	(3,654)
Increase/(decrease) in accounts payable	(255,313)	(125,230)
Net cash from Operating Activities	<u>520,204</u>	<u>90,228</u>
Cash Flows from Investing Activities		
Interest received	6,230	8,241
Purchase of furniture & equipment – (net)	(13,860)	(35,189)
Net cash used in Investing Activities	<u>(7,630)</u>	<u>(26,948)</u>
Cash flows from financing activities		
Net transfer from savings account	(1,533,277)	(1,319,088)
Net decrease in cash	(1,020,703)	(1,255,808)
Cash – beginning of year	<u>3,609,501</u>	<u>4,865,309</u>
Cash – end of year	<u>\$ 2,588,798</u>	<u>\$ 3,609,501</u>
<u>Cash Comprises:</u>		
TVET Council – cash balance	683,862	1,189,195
Employment and Training Fund – cash balance	<u>1,904,936</u>	<u>2,420,306</u>
	<u>\$ 2,588,798</u>	<u>\$ 3,609,501</u>

The accompanying notes form an integral part of these financial statements.

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

GENERAL FUND – EXPENDITURE ANALYSIS

For the year ended March 31, 2011

(Expressed in Barbados Dollars)

	<u>2011</u>	<u>2010</u>
Maintenance of property:		
Maintenance of fixed assets	61,967	83,631
Office maintenance	9,819	8,582
Insurance	<u>9,749</u>	<u>2,421</u>
Total (see page 33)	<u>\$ 81,535</u>	<u>\$ 94,634</u>
Operating expenses:		
Promotions/advertising	99,232	95,519
Council members' fees	42,558	37,217
National skills training competition	40,000	-
Training - standards and NVQ'S	39,608	60,086
Conferences and meetings	37,691	19,466
Depreciation expense	36,827	39,207
Council hospitality	20,692	33,598
Development of occupational standards	13,509	12,226
Personnel training	12,635	26,597
Assessor and verifier fees	11,962	-
Miscellaneous	11,249	4,651
CBET project	6,000	-
Printing & newsletter	1,822	21,016
Other office expenses	1,337	6,829
Fifteenth anniversary celebrations	-	74,728
Professional fees	<u>-</u>	<u>6,637</u>
Total (see page 33)	<u>\$ 375,122</u>	<u>\$ 437,777</u>

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2011

(Expressed in Barbados Dollars)

1. Incorporation and Principal Activity

The Technical and Vocational Education and Training Council is a statutory corporation enacted by the Parliament of Barbados on July 29, 1993 and is governed by the Technical and Vocational Education and Training Council Act 1993-11.

The principal purpose of the Council is to provide advice on policy, prepare plans and establish standards for technical and vocational education at the tertiary level in accordance with national policies and economic needs.

The council also operates the Employment and Training Fund through which grants are made available to local businesses for the support and provision of technical and vocational education and training.

2. Significant Accounting Policies

These financial statements have been prepared in accordance with International Financial Reporting Standards. Significant accounting policies adopted by the Council are as follows:

Basis of Accounting

The financial statements have been prepared in accordance with the historical cost convention and are expressed in Barbados dollars.

Revenue Recognition

Grant revenue is recognized on a cash basis since the Council is not entitled to receive any budget allocations not remitted prior to the year-end.

Use of Estimates

Preparation of financial statements in conformity with International Financial Reporting Standards requires management to make estimates and assumptions that affect amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

Depreciation

Fixed Assets are originally recorded at cost. Depreciation is applied on the straight-line basis to write off the cost of the assets over their estimated useful lives at the following annual rates:

Computer Equipment 25%, Furniture and Fixtures 10%, Vehicle 20%

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2011

(Expressed in Barbados Dollars)

2. Significant Accounting Policies, continued

(e) Deferred Revenue

Deferred revenue represents the net book value of assets donated to the Council and is being recognized as Donated Revenue on a systematic basis over the useful lives of the assets to which it relates. Prior to 1998, the value of donated assets was shown as a capital fund.

3. Fixed Assets

	<u>Computer Equipment</u>	<u>Furniture & Equipment</u>	<u>Motor Vehicle</u>	<u>Total 2011</u>	<u>Total 2010</u>
Cost					
Beginning of year	193,112	200,791	30,083	423,986	402,328
Additions	6,439	7,421	- -	13,860	35,189
Disposals	(3,192)	(1,732)	- -	(4,924)	(13,531)
	<u>196,359</u>	<u>206,480</u>	<u>30,083</u>	<u>432,922</u>	<u>423,986</u>
Accumulated Depreciation					
Beginning of year	150,596	123,088	30,083	303,767	278,091
Charge for year	21,978	14,849	- -	36,827	37,998
Disposals	(3,192)	(1,732)	- -	(4,924)	(12,323)
	<u>169,382</u>	<u>136,205</u>	<u>- -</u>	<u>335,670</u>	<u>303,767</u>
Net Book Value	<u>\$ 26,977</u>	<u>\$ 70,275</u>	<u>\$ - -</u>	<u>\$ 97,252</u>	<u>\$ 120,219</u>

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2011

(Expressed in Barbados Dollars)

4. Accounts Payable & Accrued Expenses

This consists primarily of amounts payable under contract to various beneficiaries of grants approved from the Employment and Training Fund (ETF). Balances outstanding fall under the following contract periods:

	<u>2011</u>	<u>2010</u>
2006-2007	66,251	73,037
2007-2008	78,879	82,254
2008-2009	176,507	352,116
2009-2010	239,492	700,622
2010-2011	<u>392,476</u>	<u>- -</u>
	953,605	1,208,029
Other – professional and consultancy fees	<u>380,354</u>	<u>381,242</u>
Year end balance	<u>\$ 1,333,959</u>	<u>\$ 1,589,271</u>

(i) Accounts Payable

Amounts pertaining to ETF contracts listed (2006-2011) are disbursed over a period of time as determined by the terms and conditions of each contract.

5. Government of Barbados Grants

The Government of Barbados, under the Ministry of Labour, approved and provided grants as follows:

	<u>2011</u>	<u>2010</u>
TVET General Fund	1,776,580	1,754,728
ETF Fund	<u>700,000</u>	<u>1,462,500</u>
	<u>\$ 2,476,580</u>	<u>\$ 3,217,228</u>

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2011

(Expressed in Barbados Dollars)

6. Training Grants Disbursed

The amounts disbursed relates to contracts of several years:

During the current financial year, training grants in the amount of \$1,016,360 were approved and \$1,269,698 (2010: \$2,156,698) disbursed.

	<u>2011</u>	<u>2010</u>
2006-2007	6,786	99,759
2007-2008	3,375	76,112
2008-2009	174,948	726,938
2009-2010	460,705	1,253,889
2010-2011	<u>623,884</u>	<u>-</u>
Total Disbursed	<u>\$ 1,269,698</u>	<u>\$ 2,156,698</u>

The Employment and Training Fund awarded fifty five (55) contracts at a cost of \$1,016,360, to train two thousand, one hundred and twelve (2112) persons during the financial year 2010 – 2011.

The funds supported training in Photovoltaic Electrical Installation; Competence Based Education and Training (CBET) Methodology; A High Achievers programme which led to the award of the Executive Diploma in Management; Customer Service; Information Technology and related computer disciplines; specialized training for Aviation Security Personnel and training in the Cosmetology industry.

Of the funds awarded fifty three (53%) was utilized by employers, thirty four (34%) by private training institutions; eleven (11%) by business associations and two (2%) by public training institutions.

7. Savings Supplemental Transfer Current Account \$691,887.

This figure represents funds transferred from the General Fund account to offset the operating cost of the fund for the year under review.

Savings Supplemental Transfer Capital Account \$450,000.

This figure represents funds transferred from the Employment and Training Fund account to offset the operating cost of the fund for the year under review.

TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING COUNCIL

NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2011

(Expressed in Barbados Dollars)

8. Financial Instruments

Financial assets of the Council comprise cash and car loans receivable. Financial liabilities comprise accounts payable and accrued expenses.

(a) Credit Risk

Credit risk arises from the possibility that counterparties may default on their obligations to the Council. The Council's exposure to credit risk is indicated by the carrying amount of its assets.

The majority of the Council's assets consist of cash placed with one reputable bank, thereby minimizing credit risk.

(b) Fair Value

The fair values of the Council's financial assets and liabilities approximate their carrying values at the balance sheet date.

(c) Interest Rate Risk

Differences in contractual re-pricing or maturity dates and changes in interest rates may expose the Council to interest rate risk. The Council's exposure to such risk is limited to variations in bank deposit interest rates. However, interest earned on savings does not form a material source of revenue.

9. Comparative Figures

Certain of the comparative figures have been restated in order to comply with this years financial statement presentation.





TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET) COUNCIL

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