



## **ADMINISTRATIVE REPORT**

# **2018 - 2019**

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## LIST OF ACRONYMS AND ABBREVIATIONS

NESC National Energy Skills Center

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# 1 INTRODUCTION

The National Energy Skills Center (NESC) is a non-profit institution incorporated on July 15, 1997, with the primary purpose of building the human capital in the Republic of Trinidad and Tobago. The NESC has its genesis in a Trust Deed between the Government of the Republic of Trinidad and Tobago and the Atlantic LNG Company Limited.

The NESC was created to address the demand for skilled personnel to work in the Atlantic LNG, Train 1 Project and as such, the institution opened its first campus in Mahaica, Point Fortin. The NESC was envisaged then as the solution to the need for a premier training provider to lead national training initiatives. This vision was based on the projected demand for certified craftsmen, arising out of the growth in the energy sector and consequently, the construction and related industries.

The NESC falls under the purview of the Ministry of Education. The Ministry of Education in collaboration with the Ministry of Finance, under the Public Sector Investment Programme, allocates funding for the NESC's projects. Since then, the NESC has expanded to eleven locations throughout Trinidad and Tobago.

Since its inception in 1997, the NESC has focused on:

- Establishing modern training facilities throughout Trinidad and Tobago;
- Introducing advanced level skills training programmes which meet and exceed local and international accreditation and certification requirements;
- Developing curricula that incorporate local and international industry best practices; and
- Employing experienced and qualified staff who strive to fulfil the mandate of the foundation and to satisfy all stakeholders, holistic development of trainees and apprentices through intervention by instructors and by actively seeking to place graduates into long-term sustainable jobs in industry.



## **2 VISION, MISSION AND STRATEGIC OBJECTIVES**

### **2.1 The Mandate**

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

- Training modelled around the skills expectations of plants in the energy sector and other industries;
- Apprenticeship programmes leading to journeyman certification and licensing that is aligned with the National Apprenticeship System;
- Information and Communication Technology training across Trinidad and Tobago; and
- Training opportunities to the Caribbean Vocational Qualifications participating member countries of the region.

### **2.2 The Vision and Mission**

The NESC's Vision and Mission Statements were reviewed in response to the demands of the tertiary level sector environment and the need to support the vision of the Government of Trinidad and Tobago, through the Ministry of Education, with regard to tertiary education. The vision of the Government of Trinidad and Tobago and the Ministry of Education is to "enhance the quality of life for all citizens through increased access to quality post-secondary education". The NESC's new Mission and Vision Statements were approved by the Executive Management Team of the NESC on December 20, 2016.

#### **2.2.1 Vision**

The NESC's vision is "to be the Premier Technical Training Provider in the development of a Competent, Innovative and Entrepreneurial Workforce by transforming human capital through the Application of Advance Experiential Learning Methodologies."

#### **2.2.2 Mission**

The NESC's mission is as follows: "The NESC is committed to development of the nation's human capital through Technology and Advance Teaching and Learning Methodologies. Our Faculty, Staff and Students are equipped with the skills and competencies to meet and exceed the needs of the Industrial Sector. We ensure our wellbeing by maintaining a culture of Excellence, Integrity, Teamwork and Discipline. We partner with our Stakeholders and Communities as we create Innovative, Entrepreneurial Craftsmen and Technical Professionals."

### **2.3 Goals**

The NESC's strategic goals as outlined in the Strategic Plan for the period 2015 – 2025 are as shown in **Figure 1**.

**Figure 1: Goals for the period 2015 – 2025**

GOAL 1	•Innovative and Entrepreneurial Graduates
GOAL 2	•Align Teaching and Learning to International Standards
GOAL 3	•To Provide Specialised Training Institutes
GOAL 4	•Position NESC as the Market Leader in Technical Training
GOAL 5	•Achieve Greater Financial Independence
GOAL 6	•Employer of Choice

## 2.4 Motto

The NESC's motto is "100% Successful Trainees Successfully placed in Industry".

## 2.5 Value Proposition

The NESC continues to provide the energy and energy related sector in Trinidad and Tobago with a pool of well-trained, diversified and skilled, local human resource. The NESC's core values are as follows:

- | C | R                 | E   | D | I | T |
|---|-------------------|---|---|---|---|
| • | <b>Commitment</b> | - Deep devotion, commitment and pride in all that makes up the NESC, (our people, our programmes);  |   |   |   |
| • | <b>Respect</b>    | - Consideration for the property, privacy, physical space, points of view and beliefs of others. We treat everyone with dignity while at the NESC we uphold the rules, procedures and policies of the organization; |   |   |   |
| • | <b>Excellence</b> | - Excellence through quality which surpasses ordinary standards. An attitude of doing things right the first time, every time;  |   |   |   |
| • | <b>Discipline</b> | - We commit to upholding the established organisational parameters in its efforts to positively contribute, uplift and sustain business functions;  |   |   |   |
| • | <b>Integrity</b>  | - Business is carried out with honesty, integrity and due diligence. We honour commitments and are accountable for actions, and follow through on promises and agreements; and                                      |   |   |   |
| • | <b>Teamwork</b>   | - We believe in TEAM - Together We Achieve More. We share our individual skills and talents to achieve common targets and deliverables.   |   |   |   |

## **3 ORGANISATIONAL STRUCTURE**

### **3.1 Governance Structure**

The affairs of the NESC are governed by the Board of Governors comprising the following duly appointed representatives:

- Chairman;
- Minister of Energy and Energy Affairs;
- Permanent Secretary, Ministry of Energy and Energy Affairs;
- Ansa McAl Limited;
- Atlantic LNG Company of Trinidad and Tobago;
- BHP Billiton Limited;
- Methanex Trinidad Limited;
- Methanol Holdings Trinidad Limited;
- National Gas Company of Trinidad and Tobago;
- Neal and Massy Holdings Limited (Massy);
- Nutrien (formerly PCS Nitrogen Limited); and
- SM Jaleel and Company Limited.

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

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

### **3.2 Corporate Structure – Departments, Divisions and Units**

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

- professional faculty to deliver the enhanced curricula; and
- units to take up the additional responsibilities created by the additional technology level of the training.

The departments within the NESC are as follows:

- Office of the President:
  - Health, Safety, Security and the Environment;
  - Marketing and Corporate Communications; and
  - Human Resources.
- Student Services:
  - The NESC's Campuses;

- Business Development;
- Projects and Facilities Maintenance;
- Teaching and Curriculum Development;
- Examination and Assessments;
- Quality Assurance and Registry;
- Student Affairs;
- Point Lisas Industrial Apprenticeship Programme; and
- Military Oriented Youth Programme of Apprenticeship and Re-Orientation Training.
- Financial Services:
  - Finance;
  - Purchasing; and
  - Information and Communication Technology.

### 3.3 Campus Locations

The NESC operates at eight campuses at various locations in Trinidad and Tobago as follows:

- Debe - S.S. Erin Road, Debe;
- Ste. Madeleine and Drilling Academy - Manahambre Road, Ste. Madeleine;
- Goldsborough – Cow Farm Road, Goldsborough, Tobago;
- La Brea - Vessigny Village, La Brea;
- Laventille - Eastern Main Road, Laventille;
- Mayaro – Plaisance Road, Mayaro;
- Point Lisas - Cor. Rivulet and Southern Main Roads, Couva; and
- Woodford Lodge – Factory Road, Chaguanas.

### 3.4 Services/Products Provided

The NESC is a training institution offering programmes in Automotive Services, Electrician, Information Technology, Welding, Drilling Trades, Millwright, Refrigeration and Air Condition, Heavy Equipment Trades, Building Trades, Fabricating and Instrumentation.

### 3.5 Delegated Levels of Authority

**Table 1** summarises the levels for approval of expenditure within the NESC.

**Table 1: Delegated Levels of Authority**

Description	Delegated Authority
Budgets (Capital and Operating)	Managers, Divisional Managers, President and Board of Governors.
Non-Budgeted Expenditure	The President is authorised to approve non-budgeted expenditure up to \$250,000 to a total of \$1,000,000 in aggregate. The President may appeal to the Board if the aggregate is likely to be exceeded prior to the end of the financial year. All other non-budgeted expenditure shall be approved by the Board.



<b>Description</b>	<b>Delegated Authority</b>
Budget Re-allocations	The President is authorised to approve budget re-allocations up to \$250,000. Budget re-allocations in excess of \$250,000 shall be approved by the Board.
Approved Capital Expenditure	Once approved in the budget all capital expenditure shall be authorised by the President.
Approved Operating Expenditure	Once approved in the budget, the authority limits for operating expenditure are as follows: <ul style="list-style-type: none"> <li>• President - All expenditure in excess of \$500,000;</li> <li>• Divisional Managers - \$25,000**,</li> <li>• Line Managers - \$10,000;</li> <li>• Skills and Technology Centre Coordinators - \$1,000; and</li> <li>• Officers - \$500*.</li> </ul>
Lease / Contracts	Leases and Contracts of a value up to \$500,000 shall be approved by the President. Leases and Contracts in excess of \$500,000 up to \$2,500,000 shall be approved by the Board Tender and Awards Committee. Leases and Contracts in excess of \$2,500,000 shall be approved by the Board.
Credit Facilities	Credit Facilities up to \$250,000 shall be recommended by the Divisional Manager Corporate Services and approved by the President. Credit Facilities over \$250,000 shall be recommended by the President and approved by the Board.
Receivables	Bad Debt Provisions Write-off up to \$250,000 to be approved by the President. In excess of \$250,000 to be approved by the Board.

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

\*\*The President also approves the operating expenditure in excess of \$25,000.

### **3.6 Legislative and Regulatory Framework**

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

### 3.7 Reporting Functions

The reporting functions of the NESC are detailed in **Table 2**.

**Table 2: Reporting Functions of the NESC**

Reports	Board and Sub Committees	Ministry of Education	Ministry of Finance and the Economy
Annual Administrative Reports	√	√	
Annual Financial Reports		√	√
Annual Operating Budgets	√	√	
Bi-Annual Reports on National Performance Framework		√	
Board Meeting Reports	√	√	
Monthly Financial Status Reports		√	
Monthly Public Sector Investment Programme Reports		√	√
Monthly Request for Recurrent Funding		√	√
Social Sector Investment Programme Reports	√	√	
Strategic Plan	√	√	

### 3.8 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

An analysis of the strengths, weaknesses, opportunities and threats to the NESC was conducted in the Strategic Plan for the period 2015 – 2025 is summarised in **Figure 2** and detailed in **Appendix II**.

**Figure 2: Strengths, Weaknesses, Opportunities and Threats Analysis of the NESC**

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
TRAINING	<ul style="list-style-type: none"> <li>• Strategically located campuses in Trinidad</li> <li>• Modern Facilities</li> <li>• Ample training capacity</li> <li>• Programmes focused on industry needs and human capital development</li> <li>• Competent and experienced Instructors</li> </ul>	<ul style="list-style-type: none"> <li>• Small pool of experience and certified instructors available nationally</li> <li>• Concentration of campuses in South and Central Trinidad</li> <li>• Accessibility of Campus in Tobago</li> </ul>	<ul style="list-style-type: none"> <li>• Gap in the skills training capabilities along the East West corridor</li> <li>• Government focus on re-training and up-skilling programmes</li> <li>• GATE funding for TVET programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Widespread competition for recruits among institutions</li> <li>• Reduction in PSIP and Recurrent funding to Training Institutions</li> <li>• Low Interest in Skill training among young people</li> </ul>
CURRICULA & CERTIFICATION	<ul style="list-style-type: none"> <li>• International accreditation &amp; certification</li> <li>• Curricula modeled against internationally accredited Courses</li> <li>• International partnerships in programme development and delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient curriculum development experts in-house. (Shortage of expertise in the Country)</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships in development of curriculum with other international institutions e.g. RDC, AIT, NCCER, etc.</li> <li>• Existing gaps in the industry needing to be filled by skilled workers</li> <li>• Partnership with CARICOM member States to take advantage of current free movement</li> </ul>	<ul style="list-style-type: none"> <li>• Some resistance to accept locally trained apprentices by industry</li> <li>• Outsourcing for craftsmen and journeymen by industry</li> </ul>
INTERNAL STRUCTURE & SYSTEMS	<ul style="list-style-type: none"> <li>• Effective alignment of</li> <li>• Well defined communications among personnel and Divisions</li> <li>• Functional HSE, HR, Procurement, QM, and other internal Systems and Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Office – adequacy of facility</li> <li>• Challenge to recruit quality professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Greater acceptance with the attainment of ISO 9001:2015 Quality Management System Certification</li> <li>• Expand training offerings in ICT and Engineering Technology Programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Limited pool of subject matter experts in key skills training areas nationally</li> <li>• Changes in the government training priorities</li> <li>• Economic downturn negatively impacts demand</li> </ul>
CORPORATE CULTURE	<ul style="list-style-type: none"> <li>• Committed staff</li> <li>• Staff with strong industry experience</li> <li>• Faculty creates an environment conducive to learning at campuses</li> <li>• People and goal oriented Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative challenges due to the wide geographic distribution of campuses</li> <li>• Insufficient Instructors and Coordinators pursuing self-initiated training that can lead to a higher level qualifications</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of local and international industry best practices</li> <li>• Access to senior executives of industry as serving Members of the NESC Board of Governors</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to lose staff through head-hunting by industry and competing training institutions</li> <li>• Potential to lose cohesiveness and esprit de corp amongst staff as the organisation grows</li> <li>• Pending recognition of a Representative Union</li> </ul>

## 4 DEVELOPMENT INITIATIVES

### 4.1 Policies

#### 4.1.1 Quality Policy

The management and staff of the NESC are committed to adhering to the principles outlined in the International Organisation for Standardisation 9001:2015 Quality Management System Standards in the provision of Technical Vocational Education and Training. The Quality Management System will inform the NESC's quality objectives and ensure faculty, staff and students are equipped with the requisite skills and competencies to satisfy applicable requirements of the teaching and learning processes. It will guide the improvement of facilities and support services in order to exceed the needs of all customers and the requirements of the industrial sector.

#### 4.1.2 Health And Safety Policy

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

### 4.2 Activities and Accomplishments

#### 4.2.1 Core Training

##### *4.2.1.1 Student Enrolment by Campus*

During the reporting period, the NESC enrolled six hundred and twenty-seven students in the eight campuses as shown in **Table 3**. This represented a decrease of 20% or one hundred and fifty-two (152) students.

**Table 3: Total Student Enrolment by Campus**

Campus	2017/2018	2018/2019
Ste. Madeleine	191	188
Point Lisas	250	240
Goldsborough	32	8
Woodford Lodge	62	77
Debe	103	70
Mayaro	47	33
La Brea	38	5
Laventille	56	6
<b>Total</b>	<b>779</b>	<b>627</b>

#### 4.2.1.2 Student Enrolment by Programme

**Table 4** provides a breakdown of student enrolment by programme during the 2018/2019 fiscal year.

**Table 4: Student Enrolment by Programme during the 2018/2019 fiscal year**

Programme	Level	2017/2018	2018/2019
<b>Diploma</b>			
Automotive Services Year 1	III	156	120
Automotive Services Year 2	III	13	51
Building Trades Year 1	III	5	0
Drilling Rig Operations Year 1	III	35	25
Drilling Rig Operations Year 2	III	27	10
Electrician Year 1	III	132	76
Electrician Year 2	III	19	20
Fabricator/Boilermaker Year 1	III	10	0
Fabricator/Boilermaker Year 2	III	4	0
Heavy Equipment Year 1	III	11	9
Heavy Equipment Year 2	III	4	2
Information Technology Network Specialist Year 1	III	24	76
Information Technology Network Specialist Year 2	III	64	34
Instrumentation Year 1	III	77	9
Millwright Year 1	III	50	11
Millwright Year 2	III	12	5
Refrigeration and Air Condition Year 1	III	26	10
Welding Year 1	III	11	47
Welding Year 2	III	17	22
<b>Diploma Total</b>		<b>697</b>	<b>527</b>
<b>Craftsman</b>			
Automotive Services	II	13	24
Domestic Electrician	II	20	22
Drilling Rig Mechanic	II	15	13
Plumbing	II	13	6
Welding	II	21	16
Air Condition and Refrigeration	II	0	5
Machine Shop	II	0	7
Pipe Fitting and Fabrication	II	0	7
<b>Craftsman Total</b>		<b>82</b>	<b>100</b>
<b>Grand Total</b>		<b>779</b>	<b>627</b>



#### 4.2.1.3 Graduation

**Table 5** provides a breakdown of student enrolment by programme during the 2018/2019 fiscal year.

**Table 5: Student Graduation by Programme during the 2018/2019 fiscal year**

Course	Level	Type of Certification	2017/2018	2018/2019
<b>Apprenticeship</b>				
Automotive Services	III	NESC Diploma	0	2
Industrial Mechanical Maintenance	III	NESC Diploma	0	2
Heavy Equipment Technician	III	NESC Diploma	5	1
<b>Sub-Total - Apprenticeship</b>			<b>5</b>	<b>5</b>
<b>Diploma</b>				
Automotive Services	III	NESC Diploma	2	22
Drilling Rig Operations	III	NESC Diploma	11	10
Electrician	III	NESC Diploma	5	21
Fabricator-Boilermaker	III	NESC Diploma	0	2
Information Technology Network Specialist	III	NESC Diploma	35	16
Millwright	III	NESC Diploma	0	1
Welding	III	NESC Diploma	3	9
<b>Sub Total – Diploma</b>			<b>56</b>	<b>81</b>
<b>Craftsman</b>				
Automotive Services	II	Certificate	2	5
Building Trades - Plumbing	II	Certificate	2	1
Domestic Electrician	II	Certificate	8	12
Machine Shop	II	Certificate	0	2
Drilling Rig Mechanic	II	Certificate	8	8
Pipe Fitting and Fabrication	II	Certificate	0	3
Welding	II	Certificate	5	6
<b>Sub Total - Craftsman</b>			<b>25</b>	<b>37</b>
<b>Grand Total</b>			<b>86</b>	<b>123</b>

## 4.2.2 Special Projects

The NESC engaged in special projects during the reporting period as detailed hereunder.

### 4.2.2.1 Hybrid Technology Training Programme

The NESC partnered with Ultra Lubricants in October 2018 to offer a Hybrid Technology Training programme. The course was designed to provide participants with the knowledge necessary to successfully diagnose and service hybrid vehicles. Over ninety-five persons were trained at the Point Lisas, Ste Madeleine, Debe and Woodford Lodge Campuses. Upon successful completion of this course, attendees would have participated in the most advanced and comprehensive technical training programme offered locally and gained understanding in areas such as hybrid safety, tools and equipment; hybrid power trains and operation and maintenance of serviceable components.

**Figure 3: Hybrid Technology Training Session**



### 4.2.2.2 NESC/ Perenco Graduation

The NESC once again celebrated its long-standing partnership with Perenco TT (formerly Repsol). In the month of November 2018, the two organisations jointly hosted a graduation ceremony at NESC's Mayaro Campus, for forty-eight persons who successfully completed customised training programmes in Building Construction Technology, Basic Electrical Installation and Shielded Metal Arc Welding (Level I)-4F c/s.

**Figure 4: Graduating class 2018**



#### *4.2.2.3 East Port of Spain Development Company Limited*

In January 2019, the NESC partnered with the East Port of Spain Development Company Limited in the second cycle of its Education to Production Construction Skills Based Training Programme. This programme consisted of a number of modules including a three-month programme in Heavy Equipment Operations, all of which were delivered by the NESC.

#### *4.2.2.4 Bursary Sponsorship*

The NESC was pleased to have been one of the Donors of the University of the West Indies Campus Committee for Undergraduate Awards. The ‘NESC Youth Energy Bursary’ was opened to all nationals of Trinidad and Tobago who were graduates of the NESC. The first recipient is Ms. Gaitri Gajadhar, a final year psychology student at the University of the West Indies and an NESC Welding Graduate.

**Figure 5: NESC Sponsored Youth Energy Bursary**



#### *4.2.2.5 Partnering with the Energy Chamber and Methanex*

In February 2019, the NESC, in collaboration with the Energy Chamber of Trinidad and Tobago and Methanex Trinidad Limited, hosted an orientation session for participants of a Competency Assessment Initiative targeting eighty ‘transient’ or seasonal employees of DAMUS and Weldfab. The competency assessments conducted by the NESC provided successful participants with a Level II NESC certificate in Plant Fitting and Fabrication, demonstrating to potential employers that the graduate is both capable and qualified to undertake plant fitting and fabrication works in the industry.

**Figure 6: Orientation Session**



#### *4.2.2.6 Accreditation Certification*

In April 2019, the NESC received its Certificate of Accreditation from the Accreditation Council of Trinidad and Tobago. The NESC was officially listed amongst the fourteen accredited institutions in the country.

**Figure 7: The NESC Receives Accreditation**



#### *4.2.2.7 Competency Assessment Certification*

In May 2019, the NESC in collaboration with the Energy Chamber of Trinidad and Tobago and Methanex Trinidad Limited facilitated a three-week period of competency assessments. Sixty-five persons were successfully assessed in the area of Plant Fitting and Fabrication and received a NESC Level II certificate via Prior Learning Assessment Recognition on May 3, 2019. This process was a collaborative effort among NESC, Methanex and the Energy Chamber, with participation from Damus and Weldfab. This certification demonstrates that the graduate is both capable and qualified to undertake plant fitting and fabrication works in the industry.

**Figure 8: Prior Learning Assessment Recognition Certification**



#### *4.2.2.8 Training of Compressed Natural Gas Technicians*

In May 2019, the NESC, in partnership with NGC CNG Company Limited (a subsidiary of the National Gas Company of Trinidad and Tobago Limited) and Ansa Automotive, delivered a Compressed Natural Gas Installation and Maintenance Apprenticeship Programme. Participants were trained to understand the installation, operation, diagnosis and maintenance of Compressed Natural Gas systems on gasoline and diesel vehicles.

**Figure 9: Compressed Natural Gas Installation and Maintenance Apprenticeship Programme Graduates**



#### *4.2.2.9 Girls in Coveralls*

In July 2019, the NESC launched its ‘Girls in Coveralls’ event aimed at introducing young girls from ages 16 and over to careers in what is traditionally considered male dominated fields. The young participants were taken on a tour of the Point Lisas Campus and were introduced to each skill area by demonstrations from the instructors. Participants were also allowed to take part in simple demonstrations under the watchful supervision of the instructors.

**Figure 10: Girls in Coveralls Participants**





#### 4.2.2.10 *Carifesta*

In August 2019, the NESC's Point Lisas Campus carpark and auditorium were transformed into a "Cultural Village" by the Ministry of Community Development, Culture and the Arts who used the venue to host one of the significant Carifesta events, the 'Caroni East Indian Experience'. NESC's auditorium was the venue for a Community Development Partnership Forum and later in the day, a cultural show, bringing together various aspects of the rich culture of the community.

**Figure 11: Carifesta hosted at NESC**



#### 4.2.2.11 *Training in Valves, Valve Servicing and Installation*

In September 2019, the NESC delivered its Valves, Valve Servicing and Installation Programme to fourteen (contractors who participated in a safety incentive scholarship at Methanex Trinidad. Participants were taught the fundamentals of valve handling, installation safety, valve types, designs and their applications. A total of twenty scholarships were awarded by Methanex Trinidad to its contractors to attend a professional enhancement short course at the NESC.

**Figure 12: Valves, Valve Servicing and Installation Programme Participants**



#### *4.2.2.12 Collaboration with the Institution of Occupational Safety and Health*

In September 2019, the NESC hosted a Hybrid Safety Workshop with over twenty participants/members of the Institution of Occupational Safety and Health Caribbean Branch, at NESC's Point Lisas Campus. Following a presentation by NESC instructors, participants were given a tour of the automotive workshop and viewed a hybrid vehicle. The workshop provided insight into this developing technology in the automotive field. The NESC and Institution of Occupational Safety and Health had several meetings with the intention to strengthen its strategic collaborative interest.

**Figure 13: Hybrid Safety Workshop**



## 5 FINANCIAL OPERATIONS

### 5.1 Budget Formulation

The NESC is funded through contributions from its members. The NESC also receives funding from the Government through recurrent subventions and Public Sector Investment Programme for special projects and programmes, the ratio of Government to Members contribution is 91%: 9%.

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

Each year the NESC'S financials are audited by an independent auditor, whose report is presented to the Board of Governors. This year the financials were audited by Ernst and Young Global Limited on April 27, 2020. All the figures represented in this report, are reflective of the NESC's audited financial report.

### 5.2 Income and Expenditure

#### 5.2.1 Recurrent

**Table 6** shows the NESC's total recurrent income and expenditure for the 2018/2019 fiscal year. It can be observed that total income decreased by 10% when compared to the previous fiscal year, a decrease of \$6,021,711. It can also be observed that total expenditure decreased by 10% when compared to the previous fiscal year, a decrease of \$6,054,346. This resulted in a surplus earned by the NESC of \$2,458,136 in the 2018/2019 fiscal year.

**Table 6: NESC Total Recurrent Income and Expenditure for the 2018/2019 fiscal year**

	Year to date		
	Fiscal 2017/2018	Fiscal 2018/2019	Variance (Year-on- Year)
<b>Income</b>	<b>TTS</b>	<b>TTS</b>	<b>TTS</b>
*Subvention and Donations from Government	37,685,286	31,725,760	(5,959,526)
Atlantic LNG, Methanol Holdings and Other Operating Contributions	3,262,415	1,423,724	(1,838,691)
Tuition Fees	15,308,899	17,418,601	2,109,702
Investment Income	2,465,884	2,842,972	377,088
Other Income	2,841,300	2,131,016	(710,284)
<b>Total Income</b>	<b>61,563,784</b>	<b>55,542,073</b>	<b>(6,021,711)</b>
<b>Expenditure</b>	<b>TTS</b>	<b>TTS</b>	<b>TTS</b>
Personnel Expenditure	26,229,052	23,930,046	(2,299,006)
Goods, Services and Other Expenses	19,950,047	17,344,532	(2,605,515)
Point Lisas Industrial Apprenticeship Programme Recurrent	3,895,103	3,472,529	(422,574)
Drilling School Recurrent	2,424,496	1,772,241	(652,255)
Woodford Lodge Recurrent and Stipend	2,458,008	2,343,554	(114,454)
MYPART Recurrent and Stipend	4,181,577	4,221,035	39,458
<b>Total Expenditure</b>	<b>59,138,283</b>	<b>53,083,937</b>	<b>(6,054,346)</b>
<b>Surplus</b>	<b>2,425,501</b>	<b>2,458,136</b>	<b>32,635</b>

**NOTE:**

\*Stipend funding is not included in the NESC's Operating Contribution as it is an incentive administered on the Government's behalf by the NESC. In this regard, Subvention and Donations of \$31,725,760 does not include stipend funding of \$427,560 since stipend funds received from the Ministry is held in a liability account for disbursement to students as per their attendance record over the stated period.

\*\*Funding received under the Government Assistance for Tuition Expenses programme for the period 2018/2019 was \$10,852,500.

**5.2.2 Public Sector Investment Programme**

Public Sector Investment Programme estimates are submitted to the Ministry of Education based on the NESC's Board approval. For that reason, the funds allocated to the NESC are distributed based on the priority of projects; however, where necessary, the NESC will re-prioritise projects/programmes, in accordance with levels of allocations received, granting approval from the Ministry of Education.

The total funding received under Public Sector Investment Programme for the 2018/2019 fiscal year was \$1,765,732.42 and the NESC's actual expenditure totalled \$1,590,014.19 as shown in **Table 7**.

**Table 7: NESC's Actual Public Sector Investment Programme Income and Expenditure**

<b>Project Name</b>	<b>Actual Funds Received TT\$</b>	<b>Actual Expenditure TT\$</b>	<b>Variances TT\$</b>
Upgrade to the NESC Skills and Technology Centre in Goldsborough, Tobago	316,071	82,648	233,423
Ste Madeleine Technology Centre	-	956,820	(956,820)
Relocation of NESC's Head Office and the Brechin Castle Technology Centre	615,507	-	615,507
Construction of a Drilling School	-	550,546	(550,546)
La Brea Technology Centre	361,048	-	361,048
Establishment of Workforce Assessment Centre in NESC	332,480	-	332,480
Upgrade of the NESC Laventille Skills and Technology Centre	140,625	-	140,625
<b>Total</b>	<b>1,765,732</b>	<b>1,590,014</b>	<b>175,718</b>

### 5.3 Debt Policy

The NESC's debt policy relates to all open accounts receivables with late or delinquent payment activity. The purpose is to ensure that actions and methods for processing late or delinquent payments, provision for bad and doubtful accounts and write offs are handled in a timely and effective manner to ensure maximum collections and an optimum accounts receivable turnover ratio. This procedure applies to the Accounts Receivable Section involved in the collection of past due accounts. As far as it is required, the Business Development Department would be utilised to assist in the collection of debts. Accountability for collection of all debts resides with the Accounts Receivable Section. The Accounts Receivable Section also reviews records of its clients to determine the explanations for non-payment prior to commencing the collection process.

### 5.4 Investment Policy

The NESC receives contributed capital from its industry partners. The NESC manages the Trust Fund resulting from these contributions and the investment income generated, therefore is a significant source of funds for the provision of training in meeting the Center's Mission.

### 5.5 Internal Audit Functions

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



## 6 HUMAN RESOURCES DEPARTMENTAL PLAN

### 6.1 Organisational Establishment

The NESC has a total of two hundred and thirty-two (232) employees: three executive managers, twenty-one managers, thirty-one supervisors, eighty instructors and ninety-seven general support staff.

### 6.2 Categories of Employees

**Table 8** shows the breakdown of employees by category at the NESC.

**Table 8: Category of Employees**

Category	Number of Persons
Permanent	124
Contract	69
Temporary	39
<b>Total</b>	<b>232</b>

### 6.3 Career Path Systems

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

The career path takes into consideration, the employee's personal and professional plans along with the quarterly/annual steps he/she will need to take in order to attain the desired destination. These steps may include job promotions, lateral moves, inter-department transfers and relevant skill development through training, coaching and mentoring. Given the current establishment of the NESC, it is cognisant upon the employee to actively pursue his/her career development by making use of the education assistance programme provided by the organisation.

### 6.4 Performance Assessment/Management Strategies

It is the policy of the NESC to continually appraise and assess the performance of all employees. The method used, allows their strengths and accomplishments to be recognised. At the same time, the NESC will identify any weaknesses and will take corrective measures, where necessary, through the use of training programmes and/or employee counselling.

Performance appraisals are conducted at least once every twelve months for all-permanent/full time staff and at least once during the probation. However, appraisers evaluate their subordinates at regular intervals during the year, based on established performance standards and provide their employees with regular feedback about their performance. The setting of standards is worked out between appraiser and appraisee and approved by the respective Manager/Supervisor.

The information contained in the performance evaluation documents and discussed during the appraisal interview is regarded and treated as confidential.

## **6.5 Promotion-Selection Procedures**

It is the policy of the NESC to assist, encourage and train employees so that they may aim for the highest position within the organisation. All new and vacant positions are filled by individuals who are assessed to be capable of discharging the duties and responsibilities of the position in accordance with the required standard. The NESC, may promote an employee to a higher position without advertising that position, if there is a suitable individual available within the company. An employee will be considered suitable if he/she satisfies the criteria for promotion as follows:

- qualifications;
- potential i.e., proven ability to perform at the higher level;
- experience; and
- general suitability, for example, professional attitude, communication skills, effectiveness in developing subordinates.

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

## **6.6 Employee Support Services**

The NESC acknowledges that its most valuable resource is its human resources and sometimes personal problems, even when not related to the job, can have a damaging impact on the employee's quality of life and the ability to perform his/her job. The NESC provides an Employee Assistance Programme through the use of Petrotrin Employee Assistance Programme Services Limited.

These counselling services are limited to the employees of the NESC. At times, the session may require the attendance of respective family members. This is limited to the three sessions provided to the employee of the NESC. Any additional sessions needed by the employee or any sessions for their family members must be arranged by the employee, independent of the NESC.

There are four avenues by which persons enter the programme:

- voluntary or self-referrals;
- informal supervisory referrals;
- formal supervisory referrals; or
- mandatory referrals.

To access the Employee Assistance Programme, the employee or supervisor must contact either the Senior Manager, Human Resources or the Human Resource Officer advising of the need and once the arrangements have been made, the Employee Assistance Programme counsellor at

Petrotrin Employee Assistance Programme Services Limited will be provided with the employee's contact information for them to set up his/her appointment.

## **6.7 Training**

The NESC sponsors training and development for its employees in order to meet operational requirements for new, improved or different skills, technologies or capacities. Priority is given to training activities that are relevant to the NESC's operations, and to the professional and career development of its personnel.

Supervisor's review, on a regular basis, the performance of their employees against their operational development requirements and determine where training is needed to improve performance.

All training needs are communicated to the Human Resources Department for necessary action. Recommendations as to possible sources of training can also be submitted to the Human Resource department, particularly with respect to technical specialities

## **7 PROCUREMENT PROCEDURES**

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

- adhere to proper procurement as it relates to the setting of standards and objectives identified in the Public Procurement and Disposal of Public Property Act, 2015, as amended, when procurement is undertaken using public money;
- conform to Health, Safety and Environment Standards and all relevant and applicable local and international Legislation, Regulations and Requirements;
- abide by generally acceptable Accounting Principles;
- develop, maintain and continuously improve its Procurement Processes to satisfy NESC's Quality Management System requirements;
- operate in accordance with the provisions outlined in the By Laws of the NESC as they relate to the procurement function; and
- ensuring that all those participating in the NESC's procurement or disposal process makes specific declaration that ensures the procurement and disposal process has no actual, perceived or potential conflict of interest.

### **7.1 Open Tender**

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

- when the company's list of registered contractors/vendors does not cater for a particular type of goods, works or services adequately;
- where it is competitively more advantageous; or
- any other circumstances as directed by the President or Chief Procurement Office.

### **7.2 Selective Tender**

Selective Tendering is the process where Tenders are invited from NESC's list of registered Contractor/Vendors or where justified, Contractors/Vendors specifically approved by the President and/or Chief Procurement Officer. The submission of completed bids in the selective tendering process shall conform to the Seal Bidding criteria where the Tenderer or Representative shall deposit the sealed bid, which is appropriately labelled, into the named tender box after signing the Bid Submission Log in the presence of NESC personnel.

For selective tendering a minimum number of three invitees shall be set to allow adequate competition in the procurement process.

## 8 PUBLIC AND COMMUNITY RELATIONS

### 8.1 Community Relations Events

#### 8.1.1 PETROTRIN Exhibition

In November 2018, the NESC participated in the PETROTRIN's Employee Assistance Programme provider (PEAPSL Consultancy Limited) to host an exhibition for employees and stakeholders in the lead up to the closure of the organisation. The exhibition saw participation from a variety of organisations that provided material and guidance to employees to assist them during the transition period.

**Figure 14: PETROTRIN Exhibition Participants**



#### 8.1.2 Charity Event

In December 2018, NESC employees donated to families who were affected by the flooding which occurred in October 2018. Six beds were donated to the New Testament Church in Cunupia, who assisted in reaching the affected families. In addition, twenty-one hampers were also distributed to various organisations and families in need during the Christmas season.

**Figure 15: NESC Charity Delivery**





### 8.1.3 NESC Debe Campus Outreach Initiative

In April 2019, the NESC Debe Campus students volunteered their time at the Haven of Hope Home for Children in Woodland. They interacted with the kids through various fun activities, such as cricket, football and a game of Pictionary. The group also provided drinks and snacks during the events. Additionally, one of the Information Technology Network Specialist students and her mother donated footwear for all of the kids housed at the orphanage.

The objectives of this outreach initiative were to offer support and care to children whilst providing them with an opportunity to interact with person from the wider community. The initiative also provided a platform for NESC students to continue the practice of volunteerism and giving back to society.

### 8.1.4 Medical Outreach

In September 2019, the NESC La Brea Campus was the venue of the United States Navy Ship Comfort Medical Outreach. The United States Navy Ship Comfort is a Mercy-class hospital ship of the United States Navy. Persons were screened for a variety of medical ailments and those requiring surgical procedures were referred to the United States Navy Ship Comfort Ship. In addition, several companies were on hand providing information on their products and services.

**Figure 16: NESC Accommodates United States Navy Ship**



## 8.2 Client and Public Access To Services

In an effort to make information on its programme offerings accessible to the public, the NESC utilises several public relations strategies and approaches to promotions and information sharing. This year, these strategies were consistent with the theme ‘Class2Career’ (with the overall message that NESC programmes lead to sustainable jobs and careers in the industry).

The La Brea, Mayaro and Debe Campuses hosted Open Days at their campuses. NESC Instructors were also required to provide assistance in promoting programmes. Some instructors accompanied other staff on recruitment drives and assisted in event marketing. Other staff members were also encouraged to promote programmes. Programme information was readily available via internal messages and social media platforms.

The NESC maintains a presence on several social media platforms including Facebook, Instagram and LinkedIn. For the 2018/2019 Recruitment Drive, there was a focus on the theme “Class to Careers” which included videos highlighting careers relating to the various programmes.

### **8.3 Strategic Partnerships**

The following companies were engaged by the NESC for business purposes during the reporting period:

- ANSA Automotive Limited;
- Atlantic LNG Company of Trinidad and Tobago;
- British Gas Trinidad and Tobago;
- Civilian Conservation Corps;
- Caribbean Gas Chemical Limited;
- DAMUS Limited;
- Dumore Enterprises Limited;
- East Port of Spain Development Company Limited;
- JSL International Limited;
- Lake Asphalt of Trinidad and Tobago (1978) Limited;
- Massy Automotive Components Limited;
- Mason Hall Secondary;
- Massy Energy;
- Ministry of Community Development, Culture and the Arts;
- Ministry of Education-Guyana;
- Naparima College;
- NGC CNG Company Limited;
- Office of the President Republic of Trinidad and Tobago;
- Penal Debe Regional Corporation;
- Perenco Trinidad and Tobago Limited;
- Ramco Industries Limited;
- Sacoda Serv Limited;
- Trinidad and Tobago National Petroleum Marketing Company Limited;
- Trinidad Generation Unlimited;
- Trinidad and Tobago Defence Force Reserves;
- University of Trinidad and Tobago;
- University of the West Indies-Open Campus; and
- Vehicle Management Corporation of Trinidad and Tobago.

## 9 CONCLUSION

The NESC has achieved several milestones during this reporting period. The NESC was successful in attaining its Certificate of Accreditation from the Accreditation Council of Trinidad and Tobago, placing the institution among fourteen Accredited Institutions in Trinidad and Tobago, of which only two are technical institutions. The NESC is very proud of this achievement as this is indicative of the NESC's unwavering commitment to providing the best in technical/vocational skills training and the institution's commitment to excellence.

The NESC continues to partner with the Energy Industry in providing avenues for customised training through its Business Development department. The NESC was pleased to offer Hybrid Technology Training programme where over ninety-five persons were trained and where successful graduates would have participated in the most advanced and comprehensive technical training programme offered locally.

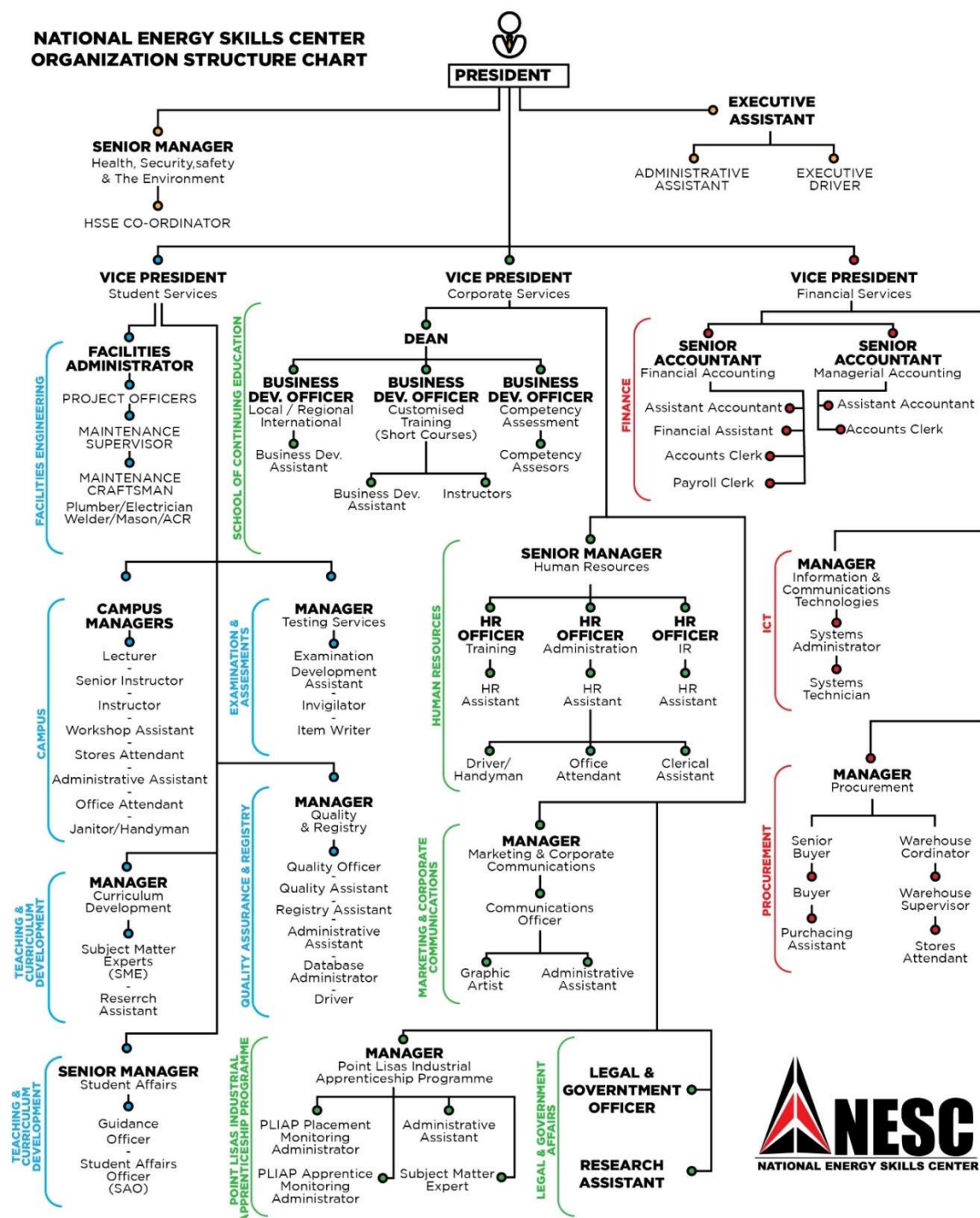
NESC continues to make inroads in expanding and broadening its horizons. The NESC is also pleased to have been one of the donors of the University of the West Indies' Campus Committee for Undergraduate Awards, making the 'NESC Youth Energy Award' open to all nationals of Trinidad and Tobago who are graduates of the NESC.

The NESC recognises and applauds the efforts of the stakeholders in their commitment to nation building. The institution also acknowledges the hard work and continued dedication of all the staff members.

NESC continues to be guided by its core values, mission and vision statements; striving for excellence and endeavouring its best to instil same in the students. The NESC continues to be committed to providing a formidable, highly trained, highly skilled workforce and to raising the standards in skills training within the region and beyond.

## 10 APPENDICES

### 10.1 Appendix I – NESC’s Organisational Chart



## 10.2 Appendix II – NESC’s Strengths, Weaknesses, Opportunities and Threats Analysis

Factors	Strengths	Weaknesses	Opportunities	Threats
Training	<ul style="list-style-type: none"> <li>• Campuses strategically located to service Energy and Petrochemical industries.</li> <li>• Modern Facilities, workshops and equipment.</li> <li>• Ample training capacity with potential to accommodate expanded offerings.</li> <li>• Programmes focused on industry needs and human capital development.</li> <li>• Competent and experienced Instructors.</li> <li>• Training modelled along accepted international specifications.</li> <li>• A major provider of skilled craftsmen in Trinidad and Tobago.</li> </ul>	<ul style="list-style-type: none"> <li>• Small pool of experienced and certified instructors available nationally.</li> <li>• Concentration of campuses in South and Central Trinidad.</li> <li>• Goldsborough Campus presents accessibility problems to general population of Tobago.</li> </ul>	<ul style="list-style-type: none"> <li>• Gap in the skills training capabilities along the East West corridor.</li> <li>• Caribbean Vocational Qualification level III technology courses.</li> <li>• Affiliation with Government National Apprenticeship System.</li> <li>• Government’s focus on Information and Communication Technology and human capital development provides an opportunity to expand offerings.</li> <li>• Increased exposure of nationals to sound recording and music technology.</li> <li>• Long-term demand for customised industry specific training.</li> <li>• Government focus on re-training and up-</li> </ul>	<ul style="list-style-type: none"> <li>• Widespread competition for recruits among institutions; including tertiary institutions.</li> <li>• Reduction in Public Sector Improvement Programme and Recurrent funding to Training Institutions.</li> <li>• Low Interest in Skill training among young people.</li> <li>• Availability of cost-effective premises for expansion of campuses.</li> <li>• Relatively high cost of skills training.</li> </ul>

Factors	Strengths	Weaknesses	Opportunities	Threats
			skilling programmes. • Government Assistance for Tuition Expenses funding for Technical and Vocational Education Training programmes.	
Curricula and Certification	<ul style="list-style-type: none"> <li>• International accreditation and certification.</li> <li>• Curricula modelled against internationally accredited Courses.</li> <li>• International partnerships in programme development and delivery.</li> <li>• Access to international industry subject matter experts.</li> <li>• Opportunities for graduates from Secondary Schools and other Technical and Vocational Education and Training providers to articulate into</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient curriculum development experts in-house. (Shortage of expertise in the Country.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships in development of curriculum with other international institutions.</li> <li>• Existing gaps in the industry needing to be filled by skilled workers.</li> <li>• Partnership with CARICOM member States to take advantage of current free movement.</li> </ul>	<ul style="list-style-type: none"> <li>• Some resistance to accept locally trained apprentices by industry.</li> <li>• Outsourcing for craftsmen and journeymen by industry.</li> <li>• Employment of under qualified and low wage workers.</li> </ul>



Factors	Strengths	Weaknesses	Opportunities	Threats
	NESC training.			
Internal Structure and Systems	<ul style="list-style-type: none"> <li>• Effective alignment of strategic plan to goals, objectives and work programmes.</li> <li>• Well defined communications among personnel and Divisions.</li> <li>• Functional Health Safety and Environment, Human Resources, Procurement, Quality Management, Code of Conduct and other internal Systems and Procedures.</li> <li>• Staff and Management meet on a regular basis to review the organisation's performance and to establish new targets.</li> <li>• Relevant and timely marketing and promotional initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Property Issues - Delay in obtaining legal title.</li> <li>• Administrative Office – adequacy of facility.</li> <li>• Challenge to recruit quality professionals.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of effective WAN communications for linking all centres.</li> <li>• Greater acceptance with the attainment of ISO 9001:2015 Quality Management System Certification.</li> <li>• Expand training offerings in Information and Communication Technology and Engineering Technology Programmes.</li> <li>• Environment conducive to learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited pool of subject matter experts in key skills training areas nationally.</li> <li>• Changes in the government training priorities.</li> <li>• Prevailing economic conditions may lead to a fall in demand for skilled personnel locally and internationally.</li> </ul>

Factors	Strengths	Weaknesses	Opportunities	Threats
Corporate Culture	<ul style="list-style-type: none"> <li>• Mode of operations dictated by private sector practices.</li> <li>• Staff committed to the organisation, its mandate, values and to teamwork.</li> <li>• Staff with strong industry experience.</li> <li>• Coordinators and Instructors engender an environment conducive to learning and excellence at campuses.</li> <li>• Personnel are encouraged to link individual goals to NESC goals in the furtherance of individual careers.</li> <li>• People and goal-oriented Leadership.</li> <li>• Governance Structure - Board comprise top industry leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• Some administrative challenges due to the wide geographic distribution of campuses.</li> <li>• Insufficient Instructors and Coordinators pursuing self-initiated training that can lead to a higher-level qualification.</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of local and international industry best practices.</li> <li>• Access to senior executives of industry as serving Members of the NESC Board of Governors.</li> <li>• Linkage with senior personnel in industry and training institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to lose staff through head-hunting by industry and competing training institutions.</li> <li>• Potential to lose cohesiveness and <i>esprit de corp</i> amongst staff as the organisation grows.</li> <li>• Pending recognition of a Representative Union.</li> </ul>



Corner Rivulet and Southern Main Roads  
Couva

Telephone: 868 636 8315

Fax: 868 636 8542

[info@nesc.edu.tt](mailto:info@nesc.edu.tt)