



THE TVET COUNCIL  
**annual  
report**  
2011-2012

• THE ETF EXPERIENCE •



# our mission

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



TECHNICAL AND VOCATIONAL  
EDUCATION AND TRAINING (TVET) COUNCIL

# annual report

FOR THE PERIOD  
APRIL 1, 2011 – MARCH 31, 2012

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# letter of transmittal

July 12, 2013

Dr. The Honourable Esther Byer-Suckoo  
Minister of Labour  
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, 2011–March 31, 2012.

Yours faithfully  
Technical and Vocational Education and Training Council



Hensley T. Sobers, PhD  
Chairman

# council members

**Dr. Hensley T. Sobers**  
Chairman

**Ms. Millicent Small**  
Deputy Chairman

**Mr. Laurie King**  
Chief Education Officer  
ex officio

**Mr. Anthony Headley**  
Representative, Samuel Jackman Prescod Polytechnic

**Mr. Rudolph Gibbons**  
Representative, Barbados Institute of Management and  
Productivity

**Dr. Gladstone A Best**  
Representative, Barbados Community College

**Mr. Henderson Thompson**  
Barbados Vocational Training Board  
ex officio

**Mr. Ulric Sealy**  
Representative, Barbados Workers' Union

**Mr. Richard Green**  
Representative, National Union of Public Workers

**Mrs. Shelley-Ann Austin-Taylor**  
Representative, Barbados Manufacturers' Association

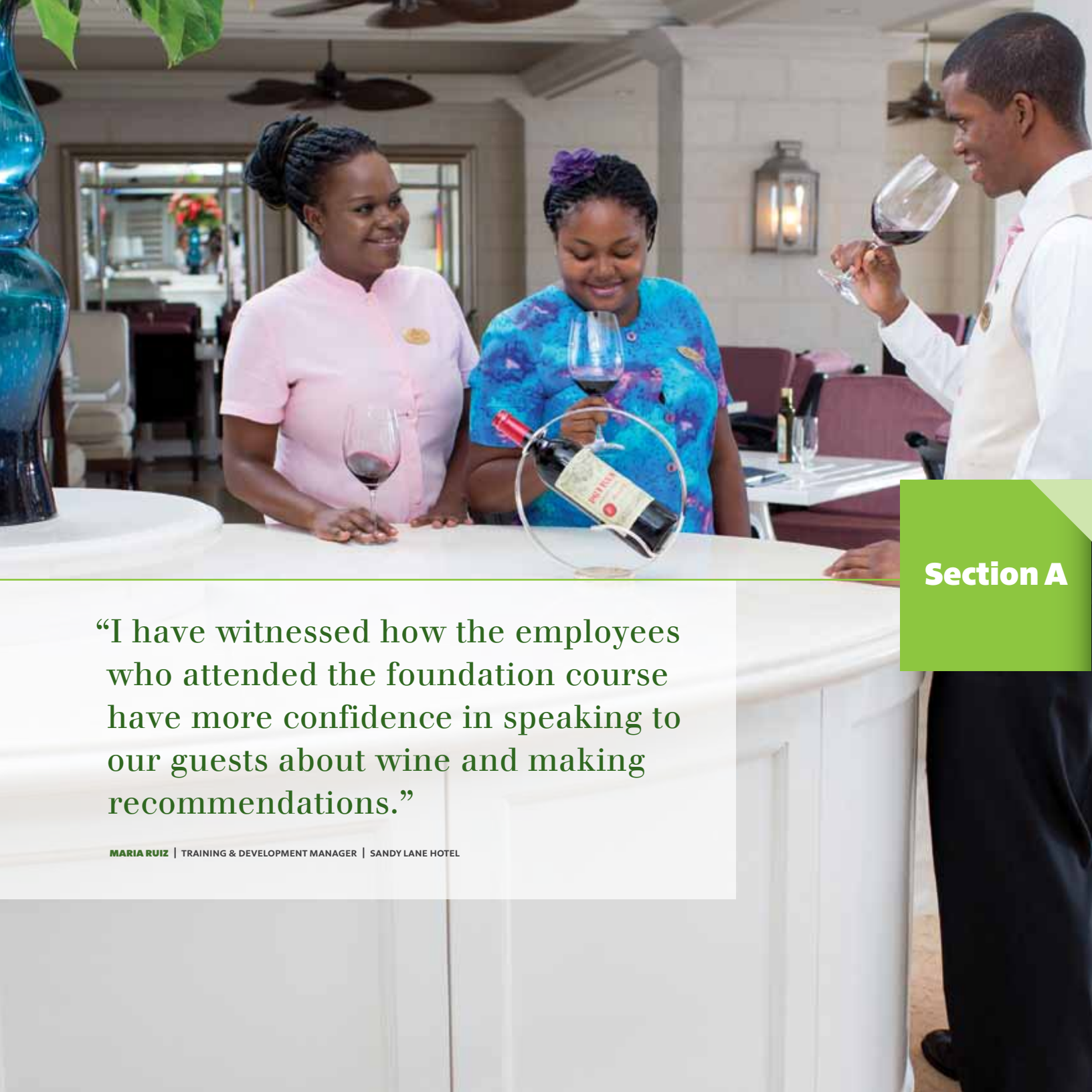
**Mr. Paul Collymore**  
Representative, Barbados Hotel and Tourism Association

**Mrs. Dawn Jemmott-Lowe**  
Representative, Barbados Employers' Confederation

**Mr. Trevor King** (until May 31, 2011)  
Executive Director, TVET Council

**Mr. Henderson Eastmond** (from September 1, 2011)  
Executive Director, TVET Council

**Mr. Martin Cox**  
Permanent Secretary, Ministry of Labour  
ex-officio



## Section A

“I have witnessed how the employees who attended the foundation course have more confidence in speaking to our guests about wine and making recommendations.”

MARIA RUIZ | TRAINING & DEVELOPMENT MANAGER | SANDY LANE HOTEL

# chairman's review

During the past year, despite the ongoing economic challenges, we have laid the platform for launching and sustaining a series of critical interventions. These changes were designed to build a stronger framework and enabling environment for effective Competence-Based Education and Training (CBET) delivery assessment and certification. To this end, several workshops were conducted to train persons as Master Assessors, Internal Verifiers, External Verifiers, Assessors and Train-the Trainers.

Significant progress towards the goal of building awareness of the work of the Council in the community and the forging of partnerships with employers have been made. Activities responsible for this progress included the staging of the inaugural TVET Employers Recognition Awards and the WorldSkills Barbados competition. In addition, a campaign was planned to promote the uptake of the National/Caribbean Vocational Qualification (N/CVQ) by employers. Over one hundred and sixty employers will be visited in the next financial year.

As was the case last year, allocations from the Ministry of Finance and Economic Affairs to the Employment and Training Fund (ETF) were much less than what was requested by the Council and ultimately demanded by the employers for training programmes.

## OUTLOOK FOR 2012-2013

The present economic crisis is expected to be around for some time to come and the Council must find new ways to deal with the situation. Our Strategic Plan (2009-2013) has expired and we will take the opportunity to fashion a new plan in line with current realities and with the benefit of experience over the last five years.



**Hensley T. Sobers Ph.D.**  
Chairman



# TVET council's secretariat staff members

**Mr. Trevor King** (until May 2011)

**Mr. Henderson Eastmond**  
(from September 1, 2011)  
Executive Director

**Mr. Geoffrey Yearwood**  
Manager, Employment and Training  
Fund (ETF)

**Ms. Wendy McClean**  
Manager, Technical Services

**Ms. 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

**Ms. Marlyn Rawlins**  
Technical Officer

**Ms. Michelle Haynes**  
Senior Accountant

**Mrs. Shirleen Inniss**  
Administrative Officer

**Mrs. Samantha Jones**  
Technical Officer, Communication  
and Research

**Ms. Carol Ann Burke**  
Business Development Officer

**Ms. Antoinette Lashley**  
Secretary

**Ms. Rosline Cumberbatch**  
Assistant Accountant

**Mrs. Angela Davis**  
Clerk/Typist

**Ms. Nicole Collymore**  
Clerk/Typist

**Ms. Alicia Sealy**  
Clerk/Typist

**Mrs. Maria Price-Trotman**  
Clerk/Typist

**Ms. Carol Husbands**  
Clerk/Typist

**Mr. Felix Delice**  
Driver/Messenger

**Ms. Gale Alleyne**  
General Worker

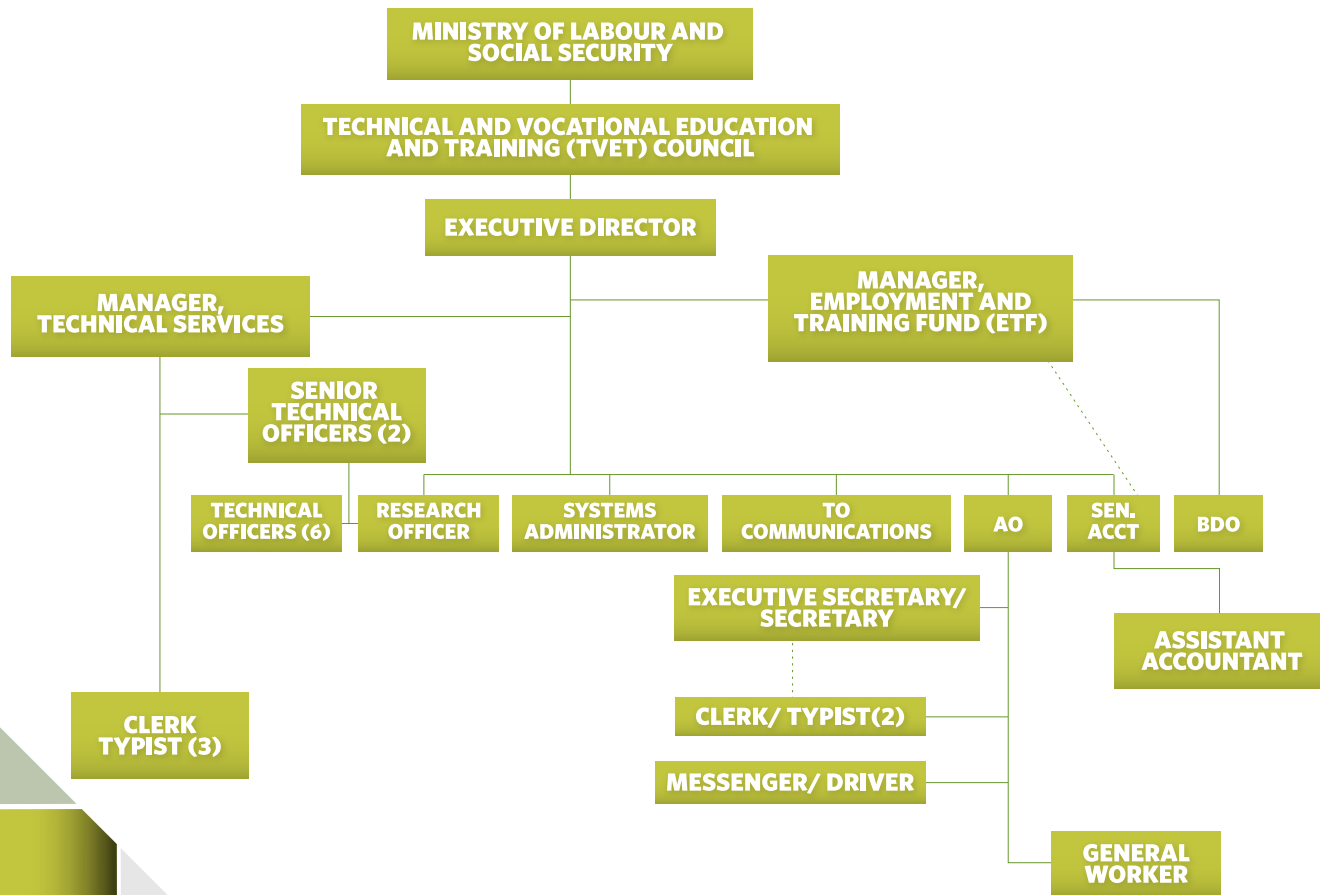
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1. The posts of Research Officer and Systems Administrator have been deferred.

2. Replace broken line between Executive Secretary and Clerk Typists boxes.

3. Replace broken line between Senior Accountant and Manager, Employment and Training Fund boxes.

# TVET council's organisational structure



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



## Section B

“Other unexpected benefits that are sometimes realized from training are the increase in staff confidence in their role, which lead to increased productivity...”

**ANDRE GIBSON** | GENERAL MANAGER | STRUCTURAL SYSTEMS LTD.

# activities of the council

## council matters

During the period under review there were twelve meetings of Council.

- Ms. Shelley Carrington acted as Alternate for Mr. Martin Cox
- Mr. Hector Belle was the Alternate for Mr. Anthony Headley
- Ms. Shelley Ann Austin-Taylor acted as Alternate for Ms. Bobbi McKay
- Mr. Andrew Cox became the Ministry of Labour representative from October 13, 2011
- Mrs. Yolande Howard acted as Alternate for Mr. Andrew Cox from October 13, 2011
- Mr. Hector Belle became the substantive SJPP representative on January 12, 2012
- Mr. Laurie King became the substantive MEHRD representative from January 12, 2012

### DECISIONS

At the May 12, 2011 meeting, Council approved the recommendation of the PR/Communications Committee of the Terms of Reference for the Consultancy Services to conduct the Public Relations Stakeholder Needs Analysis.

At its August 2011 meeting, the Council approved the recommendation of the Human Resources Committee to ratify the Staff Training and Development Policy.

The Council, at the November 10, 2011 meeting approved the recommendation of the Public Relations Committee to enter into negotiations with Kaizen Business Development Inc. with respect to the completion of the Stakeholders Needs Analysis.

At the December 8, 2011 meeting, the Council approved the recommendation that the TVET Council should proceed with obtaining membership of WorldSkills Americas for two (2) years.

The Council at the January 12, 2012 meeting approved the attendance of Ms Olivia Smith, Senior Technical Officer (Ag) and Ms Carol Ann Burke, Business Development Officer at the C-EFE/CANTA LMI Workshop scheduled for February - March 2012.

# administration

## (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 monies 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).

The ETF acts as an important incentive to promote training and the criteria for accessing funds are closely aligned to the aims and objectives of the TVET Council. ETF funds are therefore targeted at occupational areas where standards and National/Caribbean Vocational qualifications (N/CVQs) exist. If appropriate assessment processes are in place, the ETF will also require that the N/CVQ be pursued.

### Review of the Employment and Training Fund

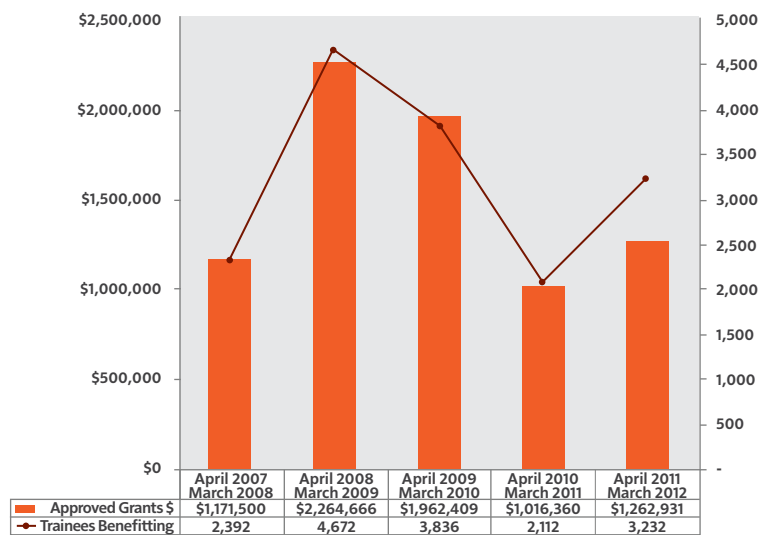
The ETF became operational in March 1997 and at March 31, 2012 a total of \$16,823,635.00 had been approved to train 34,705 persons. The total disbursements for the said period

has been \$14,836,641 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 was at its 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 (5) years:

Appendix 4: Grants Approved and trainees served for the period April 2007 to March 2012



## Accomplishments

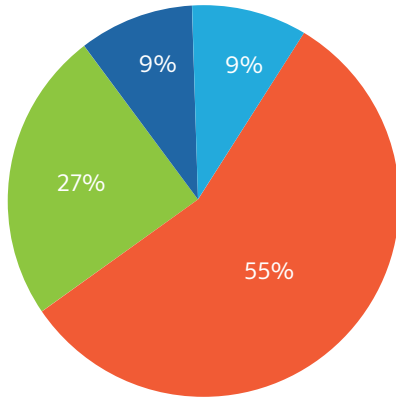
The ETF's available funds for programming during the year April 2011 to March 2012 included a cash balance of \$1,904,936.00 at April 01, 2011, a \$700,000.00 transfer from the Ministry of Finance and \$3,326.00 from interest on bank savings during the year. These funds (\$2,608,262.00) were used to:

- Finance new contracts for FY 2011/12 that were completed in the year.
- Make part payments on new contracts that were not completed in the year (FY2011/12).
- Pay outstanding balances on contracts that were started before FY 2011/12 but completed in FY 2011/12.
- Make part payments on contracts that were started before FY 2011/12 and were still uncompleted at the end of FY 2011/12.

## Approvals

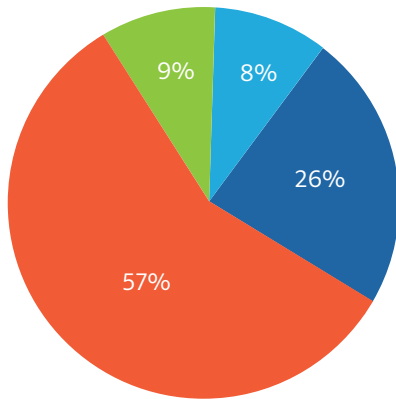
The Council approved \$1,262,931.00 and signed fifty-five (55) contracts to train 3,232 persons during the year. The distribution of the funding between the employers, training institutions and business associations is shown below:

ORGANISATIONS	CONTRACTS	\$	TRAINEES
Business Associations	5	\$ 141,983.00	850
Employers	30	\$ 541,515.00	1,851
Private Training Institutions	15	\$ 456,347.00	271
Public Training Institutions	5	\$ 123,086.00	260
<b>Grand Total</b>	<b>55</b>	<b>\$ 1,262,931.00</b>	<b>3,232</b>



### contracts

- Business Associations
- Employers
- Private Training Institutions
- Public Training Institutions



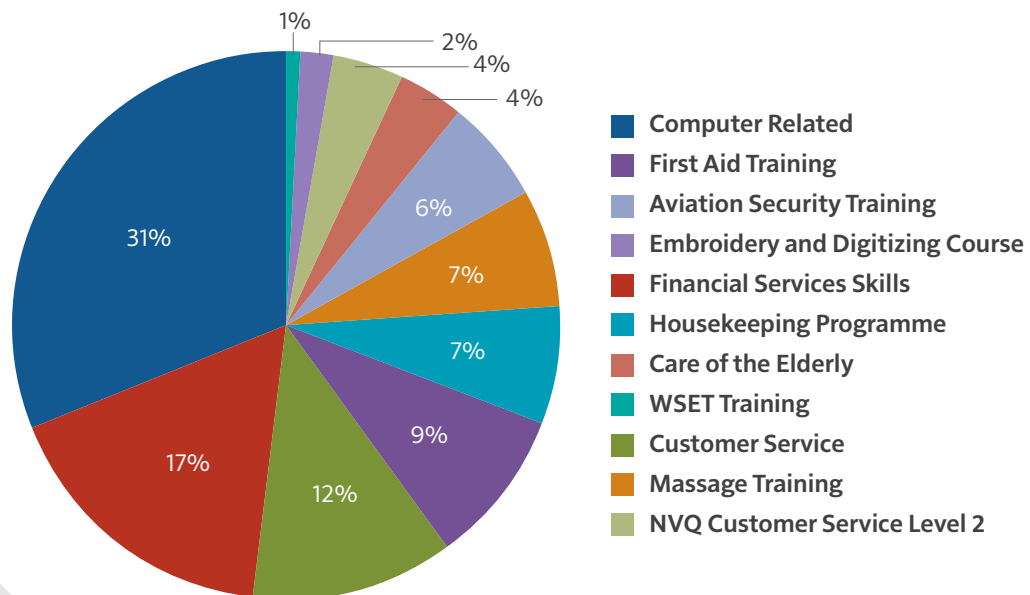
### trainees

- Business Associations
- Employers
- Private Training Institutions
- Public Training Institutions

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

	Grants	%	No of Trainees	%
Computer Related	\$ 392,095.00	31.0	339	10.5
Financial Services skills	\$ 215,579.00	17.1	807	25.0
Customer Service	\$ 159,383.00	12.6	552	17.1
First Aid Training	\$ 116,495.00	9.2	420	13.0
Housekeeping Programme	\$ 83,557.00	6.6	323	10.0
Massage Training	\$ 83,350.00	6.6	20	0.6
Aviation Security Training	\$ 78,907.00	6.2	104	3.2
Care of the Elderly	\$ 48,387.00	3.8	25	0.8
NVQ Customer Service Level 2	\$ 46,736.00	3.7	30	0.9
Embroidery and Digitizing Course	\$ 24,375.00	1.9	20	0.6
WSET Training	\$ 19,600.00	1.6	53	1.6
	<b>\$ 1,262,931.00</b>		<b>3,232</b>	

## training





### **Disbursements**

Total disbursements were \$1,097,324.00 for the four (4) uses of funds outlined above.

The statistical and narrative types of information associated with each category of disbursements for the Financial Year 2011/12 are as follows:

#### **New contracts for FY 2011/12 (Completed)**

Seventeen (17) new contracts were completed during the year. Six hundred and four (604) persons were trained and \$347,442.00 was disbursed for these contracts.

#### **New contracts for FY 2011/12 (Uncompleted)**

Thirty-eight (38) 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 \$318,013.00. The total disbursement for the financial year on new contracts therefore, stood at \$665,455.00.

#### **Contracts prior to FY 2011/12 (Completed)**

Twenty-six (26) contracts that were awarded previous to financial year 2011/12 were completed in the year. \$410,284.00 was disbursed in the year for these contracts and the training of 1,324 persons brought to an end. The main areas of training were: Microsoft Office Specialist (MOS), Customer Service, Food and Beverage, Performance Management, QuickBooks Accounting, Industrial Relations, Cosmetology, Holistic Massage, Competence Based Education and Training (CBET) Methodology, CompTIA Network+, Executive Diploma in Management Skills and Care of the Older Adult.

#### **Contracts prior to FY 2011/12 (Uncompleted)**

Disbursements were also made on two (2) contracts that were awarded in the previous year(s) but remain uncompleted at the end of the year under review. The contracts are with the Barbados Small Business Association for training in Enterprise productivity and Quality Management Solutions and the Barbados Institute for Management and Productivity (BIMAP) for training towards the Certified Internet Web (CIW) Designer designation. \$21,585.00 was disbursed on these contracts. These two (2) contracts are to train 105 persons. Total disbursements on prior years contracts (completed and uncompleted) for the year was \$431,869.00.

#### **Fund Balance**

At the end of Financial Year 2010/11 the Employment and Training Fund (ETF) had a cash balance of \$1,535,846.35. Commitments for approved and signed contracts were \$1,117,070.00. There was therefore a fund balance of \$418,776.35 available for new contracts at the start of the next Financial Year 2012/13.

## Success Stories

### **SANDY LANE HOTEL**

In August 2011, we partnered with the Wine and Spirit Education Trust (WSET) to provide the Foundation, Intermediate and Advanced certifications for our Food & Beverage (F&B) employees at Sandy Lane. Sandy Lane has an extensive selection of fine wines and spirits. It is important for us to continuously educate our employees in this area. WSET courses provided our employees with the information they need to form a foundation on Wine knowledge. I have witnessed how the employees who attended the foundation course have more confidence in speaking to our guests about wine and making recommendations. In addition, the waiters learned the art of tasting wine on a professional level. Two of the employees attended an external wine tasting last month

and mentioned to me how comfortable they felt because they learned the proper way to conduct yourself at a tasting. The session also covered aspects of storage which will assist us as we receive our new selection of wines at Sandy Lane. We have a new project of labeling and storing all these wines properly. WSET Foundation and Intermediate covered these topics extensively.

Since the session and after attaining the results, we have promoted one of our waiters to a sommelier. He has demonstrated true confidence in wine knowledge and his selling abilities.

The F&B Employees at Sandy Lane are very thankful for the opportunity that the Resort and TVET were able to provide for them. Those who passed the courses are very proud of their achievements which have created a sense of pride in their work and their professionalism.

### **Maria Ruiz**

Training & Development Manager  
Sandy Lane Hotel

### **GODDARD ENTERPRISES LTD.**

Most Managers indicated that the Management Skills Certificate programme is a very useful programme for the Goddard Group and has helped to empower the middle managers and supervisors in the Group who have benefited from this programme. It has helped them to become more critical thinkers who are more willing to make decisions. Also, they are more focused on providing solutions or alternatives to challenges facing the organisation. New ideas and innovations have also been implemented to help to improve the respective businesses.

It has provided the Middle Managers/supervisors attending with a more strategic approach to business as it relates to understanding the operations of the business from a broader perspective and not just from the perspective of one's own department. It has raised awareness with regard to the cost of doing business and the need to focus on cost reduction/savings in the companies - like controlling overtime and reducing the wage bill generally, paying more attention to gross profits and gross margins and the accuracy of pricing.

They have also improved their supervisory skills generally with regard to things like Recruitment and Performance Appraisals; and have gained more confidence in making decisions, improving efficiencies in their departments and in dealing with staff and disciplinary issues.

#### **Sue Lynch**

Group HR Manager

### **STRUCTURAL SYSTEMS LTD.**

The main objective of the training was to bring our six (6) engineers and draftpersons up to date with the latest version of the detailing software we use called StruCAD. Our team was made aware of numerous improvements made to the software in the new version release, StruCAD 16.

These improvements have made contributions to the department's efficiency as well as quality control. Other unexpected benefits that are sometimes realized from training are the increase in staff confidence in their role, which lead to increased productivity, along with increased morale, were also realized from this training.

#### **Andre Gibson**

General Manager

## **(B) THE TECHNICAL DIVISION**

### **Introduction**

In keeping with regional and international policies on skills development, the objective driving the activities of the TVET Council during the year was the establishment of a stronger framework and enabling environment for effective Competence-based Education and Training (CBET) delivery, assessment and certification so as to achieve the Council's mission to develop a competent and competitive workforce in Barbados and the wider Caribbean.

To achieve its objectives, the Technical Department undertook the following activities:

- Delivered two inaugural competition-based events aimed at promoting skills development and rewarding investment in TVET.
- Convened a tripartite meeting of stakeholders to heighten awareness of the importance of TVET/ Skills policies.
- Sought to identify occupational sector needs and

develop the necessary occupational standards, in accordance with the National Training Plan.

- Provided guidance and support to the Ministry of Education and Human Resource Development, training institutions, organizations and secondary schools in the development and implementation of CBET programmes.
- Conducted several training workshops to continue the development of a cadre of technical resource personnel.
- Developed a plan for expanding the uptake of National/Caribbean Vocational Qualifications (N/ CVQs) which included: a target of visiting one hundred and sixty (160) organisations during the year 2012-2013 to promote the N/CVQs with a view to these organisations becoming assessment centres; and improved service delivery models to provide enhanced support in the form of access to technical assistance, financial support from the Employment Training Fund (ETF), and TVET Council managed assessment and internal verification services.

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

An NVQ in Marketing Level 3 was developed and approved, bringing the total number of NVQs approved to twenty-three (23). In addition, work continued on the following occupational standards and qualifications:

- Business and Administration Level 2
- Coaching for Sports Level 3
- Human Resources Management Level 3

- Travel and Tourism Services (Tour Representative) Level 2
- Information and Communications Technology Level 2
- Information and Communication Technology Level 3
- Production for Television Level 3
- Renewable/Alternative Energy
- Guidance and Counselling – Career Planning Level 3
- Core Skills

### **Caribbean Vocational Qualifications (CVQs)**

Nine (9) Caribbean Vocational Qualifications were validated and approved for local use during the review period:

- Barbering Level 1
- Barbering Level 2
- Brick Block Laying/Rendering Level 2
- Furniture Finishing Level 1
- Furniture Making Level 2
- Massage Therapy Level 3
- Massage Therapy Level 4
- Plumbing Level 2
- Rigging Level 1

This brought the total number of CVQs approved for local delivery to twenty-seven (27).

### **Promotion and Award of N/ CVQs**

#### **Promotion and Guidance**

The TVET Council in collaboration with the Ministry of Education and Human Resource Development (MEHRD) launched the ‘CVQ in Secondary Schools’ at the Lloyd Erskine Sandiford Centre on October 28, 2011. The Council

met on several occasions with the Ministry of Education and Human Resources Development (MEHRD) to provide guidance on the implementation of the Caribbean Vocational Qualification (CVQ) in secondary schools. This included a one (1) day assessment materials development workshop for secondary school teachers in May and two assessment planning workshops held in October and November 2011.

The Council also provided technical assistance to the Barbados Employers’ Confederation with the revision of its training programme ‘Stepping into Supervision and Management’. The revised programme was mapped to the national occupational standards for Management.

Promotional activities during the year included:

- Six (6) presentations promoting TVET as ‘The Door to Opportunity’ delivered at the Garrison and Deighton Griffith Secondary Schools and the Lodge School, reaching one hundred and seventy-six (176) students; and
- N/ CVQ promotional presentations delivered to nineteen (19) private and public sector organisations.

#### **Approval of Assessment Centres**

The TVET Council facilitated a robust system of approving and monitoring N/ CVQ assessment centres. During the review period, St. Leonard’s Boys’, Princess Margaret, St. Lucy and St. George Secondary Schools received approval to operate as assessment centres for the CVQ in Secondary Schools programme. St. Lucy Secondary School also received qualification approval for three occupational

areas: Electrical Installation, Carpentry and Masonry.

Centre approval was granted to Professional Security Training College and Career Development Institute; while the Samuel Jackman Prescod Polytechnic was approved to offer CVQs in Plumbing and Cosmetology.

In total six (6) organisations were granted centre approval and two (2) received qualification approval. This brought the total number of approved assessment centres to eleven (11). During the course of the year four (4) of those organisations were actively delivering N/CVQs, while the others were either in the process of obtaining qualification approval and finalising preparations to commence delivery.

### N/CVQs Awarded

In the 2011-2012 review period, training and/or assessment was conducted for six (6) qualifications:

- Amenity Horticulture
- Assessment
- Carpentry

- Customer Service
- Electrical Installation
- Masonry

Twenty-seven (27) N/CVQ certificates and three (3) unit statements of competence were awarded to candidates to recognise their achievement as follows:

- Amenity Horticulture Level 1: Eleven (11) candidates for the full award and one (1) for unit recognition
- Assessment Level 4: Sixteen (16) candidates for the full award and two (2) for unit recognition.



**WINNERS IN THE INAUGURAL WORLDSKILLS BARBADOS COMPETITION 2012:**  
**(FROM LEFT) CULINARY ARTS - SADÉ ATKINS (BVTB); AUTOMOTIVE TECHNOLOGY - TEVIN CALLENDER (SJPP); HAIR DRESSING - CLESITA MOORE (BVTB), WHO ALSO WON BEST OVERALL COMPETITOR; BEAUTY THERAPY - DANIKA HAYNES (SJPP), AND FASHION TECHNOLOGY - NATASHA MURRELL (SJPP).**

### Training of Technical Resource Personnel

Ten (10) training workshops were coordinated during the year aimed at developing technical resource persons and building capacity to deliver competence-based education, training, assessment and certification within the TVET system.

Workshop	Participants	No. of Contact Hours	Date	No. of Persons Participating	Facilitator(s)
Master Assessor	Certified Assessors	12	June, 2011	7	Ms. Debra Hope, Senior Technical Officer - TVET Council
Assessment	Potential N/CVQ Assessors	39	April - May, 2011	20	Dr. H. Jemmott and A. Coward - Barbados Community College
Assessment	Secondary School Teachers	39	September - November, 2011	25	Dr. H. Jemmott and A. Coward - Barbados Community College
Assessment	Secondary School Teachers	39	February - March, 2012	24	Dr. H. Jemmott and A. Coward - Barbados Community College
CBET for Instructors	Secondary School Teachers	39	January, 2012	24	Drs. H. Jemmott and A. Coward, Barbados Community College
Train-the-Trainer	Trainers and HR personnel	33	March - May, 2011	23	Drs. H. Jemmott and A. Coward, Barbados Community College
Train-the-Trainer	Trainers and HR personnel	33	October-December, 2011	17	Drs. H. Jemmott and A. Coward, Barbados Community College
External Verification	Potential External Verifiers	20	July, 2011	18	Ms. Debra Hope, Senior Technical Officer - TVET Council
Internal Verification	Potential Internal Verifiers	8	July, 2011	8	Ms. Debra Hope, Senior Technical Officer - TVET Council
Internal Verification	Potential Internal Verifiers	8	February, 2012	7	Ms. Olivia Smith, Senior Technical Officer (Ag.) - TVET Council

## Workforce Development

### TVET EMPLOYERS RECOGNITION AWARDS

- The Inaugural TVET Employers Recognition Awards Ceremony took place at the Accra Beach Hotel on February 29, 2012. The Council recognised six (6) small and medium size businesses from the productive and services sector for their contributions to workforce development through the training of employees and the provision of job attachments to young people. Dr. The Honorable Esther Byer-Suckoo, Minister of Labour and Social Security presented the awards.

### WORLDSKILLS BARBADOS

- Barbados became the 56th member of WorldSkills International (WSI) a not for profit membership association open to agencies or bodies which have a responsibility for promoting vocational education and training in their respective countries/regions. WSI provides a unique means of exchange and comparison of world-class competency standards in the industrial trades and service sectors of the global economy.



**WINNERS AND FINALISTS AT THE TVET EMPLOYERS RECOGNITION AWARDS CEREMONY**  
PICTURED WITH PROJECT COORDINATOR TECHNICAL OFFICER ANDREA HARDING-WAITH (FRONT ROW, LEFT), TVET COUNCIL'S CHAIRMAN DR. HENSLEY SOBERS (FRONT ROW, FOURTH FROM LEFT), MINISTER OF LABOUR AND SOCIAL SECURITY DR. ESTHER BYER SUCKOO (FRONT ROW FOURTH FROM RIGHT) AND MINISTER OF INDUSTRY, SMALL BUSINESS AND RURAL DEVELOPMENT DENIS KELLMAN (FRONT ROW, SECOND FROM RIGHT).

- The TVET Council in March 2012 went on to host the Inaugural WorldSkills Barbados Competition which took place from March 7 to 9, 2012 at the Samuel Jackman Prescod Polytechnic and the Hospitality Institute – Pommarine Hotel. There were five hundred (500) attendees; twenty-seven (27) finalists; and fifteen (15) awardees achieving gold, silver and bronze medals in the fields of Beauty Therapy, Hairdressing, Automotive Technology, Culinary Arts and Fashion Technology.

### SKILLS POLICIES SEMINAR

- The Technical and Vocational Education and Training (TVET) Council in collaboration with the Ministry of Labour and Social Security, the Barbados Vocational Training Board and the Caribbean Examinations Council, hosted an Information Seminar on Promoting Effective Skills Policies in Barbados on November 3, 2011 at the Warrens Office Complex. The seminar was mandated by the International Labour Organization to heighten the awareness of the importance of TVET /Skills Policies and provided a forum for meaningful and constructive discussions on TVET /Skills policies development, implementation, continuity and challenges. Twenty-two (22) stakeholders from government, the private sector and trade unions attended.



## **(C) PUBLIC RELATIONS AND PROMOTION PROGRAMME**

For the year under review, the focus of the Council's public relations and promotion programme was the implementation of the two strategic projects aimed at increasing awareness of the role and functions of the organisation. Critical support was also provided to the Technical Section with the delivery of two key projects aimed at strengthening stakeholder involvement in the development of a competence-based Technical and Vocational Education and Training (TVET) system in Barbados. The main purpose of all four projects was the promotion of competence-based TVET leading to National/Caribbean Vocational Qualifications (N/CVQs) through the increased awareness, knowledge, understanding and support of the important stakeholder groups – e.g. training providers, employers, human resource managers/line managers, employees, learners and parents.

The main activities of the 2011 – 2012 Public Relations and Promotion work programme included:

- Implementation of projects to increase awareness of the role and functions of the Council:
  - Redevelopment of the Council's website
  - Conduct of a Public Relations/Communication Stakeholder Needs Analysis.
- Promotion of competence-based TVET
- Provision of PR support for the TVET Employers Recognition Awards and the WorldSkills Barbados (WSB) Competition.

### **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.

In May 2011, the Council awarded Vision Nova the contract to redevelop the Council's website. Planning meetings were held and during the months of June to August 2011 focus groups were held with the Council's internal and external stakeholders as part of a Needs Assessment conducted to guide the web development process.

The Needs Assessment Report was submitted by Vision Nova in September 2011 and the consultants were also given the opportunity to meet with the Council's new Executive Director Mr. Henderson Eastmond who shared with them his vision for the new website. By the end of the 2011 – 2012 Financial Year the Information Architecture was submitted and approved and meetings to identify content to be developed commenced. The next phase of the project will entail the development of content and the design of the website.

In response to a Request for Proposals issued in July 2011 for the conduct of a PR/Communication Stakeholder Needs Analysis, five proposals were submitted to the Council. The Public Relations Committee reviewed them and recommended that Kaizen Business Development Inc be awarded the contract to conduct the research. The decision

was ratified by the Council and the Barbados Vocational Training Board's Council representative, Director of Training Mr. Henderson Thompson, indicated that organisation's desire to collaborate on the research. Contractual arrangements with Kaizen and the BVTB commenced towards the end of the Financial Year.

### **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. The main focus of the advertorials was training, assessing and certifying to occupational standards both in training institutions and on-the-job as well as highlighting TVET Council activities that promoted training, assessing and certifying to occupational standards (i.e. N/CVQ programme). Twelve (12) Advertorials were produced for the Financial Year 2011 - 2012: ten (10) one-page advertorials and two (2) two-page advertorials.

- The Council collaborated with the Ministry of Education and Human Resource Development (MEHRD) and the Caribbean Examinations Council (CXC) to facilitate the production of a 15-minute TV programme titled CVQs in Secondary Schools through the Barbados Government Information Service (BGIS). The programme which aired in June 2011 on CBC-TV 8 was also shown at MEHRD's launch of the CVQs in Secondary Schools and was posted to BGIS' website.

### **Provision of PR Support for the TVET Employers Recognition Awards**

- The TVET Employers Recognition Awards commenced in August 2011 with a media launch at the Savannah Hotel that signalled the roll out of a month of advertising via the press, radio and a Barbados National Bank Flash Ad. The TVET ER Awards website was also launched: [www.tevtcouncil.com.bb/EmployersAwards](http://www.tevtcouncil.com.bb/EmployersAwards).
- The Awards Ceremony which took place at the Accra Beach Hotel was streamed live via the TVET Council's and the Caribbean Examination Council's (CXC) websites compliments of CXC. The ceremony

included video citations of the winners, DVDs of which were presented to them as part of their prizes.

### **Provision of PR Support for the WorldSkills Barbados (WSB) Competition**

- The September launching ceremony of the WorldSkills Barbados Competition signaled the start of PR/Promotion activities in support of the event. Activities included publicity from the media coverage of the launching ceremony, the January 2012 launch of the Competition's website [www.worldskillsbarbados.org.bb](http://www.worldskillsbarbados.org.bb), video features, radio interviews, promotional activities in the press and through alternative media and production of a publication. Promotional activities included radio, TV, print and internet advertisements provided compliments of sponsorship by the media houses including Barbados Today, Nation Publishing Co. Ltd, Caribbean Broadcasting Corporation and StarCom Network. Promotion was also facilitated by sponsors the Barbados Government Information Service (BGIS) and the Olympic Theatres website.
- The WorldSkills Barbados Competition's Awards and Closing Ceremony was streamed live with the support and cooperation of Merville Lynch Productions, the Samuel Jackman Prescod Polytechnic (SJPP) and Vision Nova, competition sponsors.

## **(D) REGIONAL RELATIONS**

### **Regional Workforce Development Initiatives**

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:

- As part of the CIDA-CARICOM Employment for Education (C-EFE) Programme, Ms. Wendy McClean, Manager, Technical Services attended and delivered a presentation at the Association of Canadian Community Colleges (ACCC) Conference and Tour of Colleges in Canada in June 2011. Ms. McClean also participated in the CIDA-CARICOM Employment for Education (C-EFE) Mission Inception visits to Caribbean Examinations Council (CXC) and Ministry of Education and Human Resource Development (MEHRD) in August 2011.
  - Mr. Henderson Eastmond, Executive Director and Ms. Wendy McClean, Manager, Technical Services attended the Caribbean Association of National Training Agencies (CANTA) meetings held in Trinidad from December 7-8, 2011, and in St. Lucia from March 28-29, 2012. Barbados submitted nineteen (19) National Vocational Qualifications for approval by the Council for Human and Social Development (COHSOD) as Caribbean Vocational Qualifications.
    - A Consultative Review of the 1990 CARICOM Regional TVET Strategy took place on February 27, 2012 at the TVET Council. The activity was facilitated by consultants from the CIDA-CARICOM Employment for Education (C-EFE) Programme engaged to work with regional stakeholders to update the TVET Strategy. Participants included representatives from government, private sector organisations, trade unions and training institutions.

# HR/administration

## (A) STRATEGIC PLAN/HUMAN RESOURCES MANAGEMENT

During the period under review, the Administrative/ Human Resources Department, continued to implement the outstanding objectives which were set out for the Department under the Strategic Priority Areas as outlined in the Strategic Plan of the Council, 2009-2013.

The main objective under this priority area was to develop a comprehensive HRM/HRD system by the end of the plan period as well as a number of General Office Policies and Procedures. 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

## General Office Policies and Procedures

At the beginning of the reporting period only the Registry Procedures Manual remained outstanding. A draft document was completed and all clerical staff who had not received training attended the Training Administration Division's Registry Procedures Course in preparation for the implementation of the policy.

## HR POLICIES

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

Activities which took place with respect to a number of HR policies are outlined below:

## Training Needs Analysis

This document, in conjunction with the training identified as part of the PMS process was intended to provide information to produce a comprehensive training plan for the organisation. The Consultants submitted a first draft in February 2011 which was subsequently reviewed by management. It was determined that meetings should be held between supervisors/managers and the Consultants to review the strategic objectives of the Council and the skills/ competencies required to meet those objectives prior to the

completion of the Individual Needs Analysis. In the absence of acceptance of the draft by management, an attempt was made to facilitate the training which was outlined in the draft report as critical for the whole organization. To this end, an Interpersonal Relations and Communication Skills workshop was held on March 22, 2012 for the entire staff.

#### **Modified version of the PRDS (TVET Council PMS)**

The TVET Council's Performance Management System (PMS) pilot commenced in January 2011 with meetings between Supervisors and reportees. These meetings resulted in the completion of the Performance Expectations Worksheets. As was outlined in the PMS Guidelines, quarterly meetings were held. In December 2011, it was agreed to amend the PMS Cycle period to run from April 1 to March 31, to coincide with the financial year since projects contained in the programme budget document were scheduled using this time frame.

#### **Recognition and Rewards Programme**

This policy was not fully implemented during the period under review. However, at the Annual Christmas luncheon, held on December 17th, 2011 a number of awards were presented. These included: Attendance Awards and the STAR Award which provided for members of staff to nominate their colleagues.

Further, in March 2012, following the hosting of the TVET Employers Award and the WorldSkills Barbados Award, a recognition ceremony/breakfast was held for the entire staff and members of staff involved in these two projects were presented with awards and trophies.

#### **Succession Plan**

Very little progress was made with this policy following the submission of the draft document by the Consultants in 2011.

#### **Staff Training and Development Policy**

This policy was ratified at the August 2011 meeting of Council. The document was then reproduced in-house and circulated. A short orientation was presented to staff at the general staff meeting of November 21st, 2011.

#### **Staffing Matters**

During the year under review, the TVET Council had a staff complement of twenty-one persons: ten (10) persons in the Technical Department and eleven (11) persons in the Administrative Department. The Technical Department comprised: one (1) Manager, Technical Services, one (1) Senior Technical Officer (Ag.), five (5) Technical Officers and three (3) Clerk/Typists. The Administrative Department comprised: the Executive Director, the Manager, Employment and Training Fund, the Senior Accountant, the Administrative Officer, Business Development Officer, Technical Officer, Communications and Research, one (1) Secretary, two (2) Clerk/Typists, one (1) Messenger and one (1) General Worker

#### **Appointments/Resignations/Retirements/Acting**

##### **Redesignation**

On May 17, 2011 correspondence was received from the Ministry of the Civil Service approving the request to redesignate the post of Clerical Officer (Z38-24) to Clerk/Typist (Z 38-24).

### **Retirement**

Mr. Trevor King officially retired with effect from May 21, 2011 after serving for fourteen (14) years as the Executive Director of the Council.

Ms. Mayvest Rose, Clerk Typist (temporary), officially retired with effect from May 2011 after giving the Council three (3) years of service.

### **Appointments**

Ms Marlyn Rawlins joined the Council as a Technical Officer with effect from August 1, 2011

Mr. Henderson Eastmond became the Executive Director of the Council with effect from September 1, 2011.

Ms Carol Husbands joined the Council as Clerk/Typist, with effect from October 24, 2011.

### **Acting**

Mr. Geoffrey Yearwood acted as Executive Director during the period April 1st – August 31, 2011.

Miss Michelle Haynes acted as Manager, Employment Training Fund during the period April 1 – August 31, 2011. Miss Rosline Cumberbatch acted as Senior Accountant during the period April 1 – August 31, 2011.

Ms. Olivia Smith acted as Senior Technical Officer during the period January 1 – March 31, 2012.

### **Resignation**

Miss Debra Hope resigned as Senior Technical Officer, TVET Council, with effect from December 19, 2011.

### **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/Meetings**

A meeting of the 40th Technical Committee – Knowledge Fair - of the ILO/Cinterfor was attended by Mr. Henderson Eastmond in Panama City on October 17-19, 2011.

A meeting of the Caribbean Association of National Training Agencies (CANTA) was attended by Mr. Henderson Eastmond and Miss Wendy McClean on December 7-8, 2011.

#### **Training Workshops**

- Miss Gale Alleyne, General Worker, attended a General Housekeeping course conducted by Training Administration during the period June 20-24, 2011.

- Ms. Wendy McClean, Manager, Technical Services and Ms. Debra Hope, Senior Technical Officer attended an International Labour Organisation Seminar on 'Promoting effective skills policies and systems: Improving skills development and national TVET policies and systems', held in Barbados September 26 - 30, 2011.
- In preparation for TVET Council hosting the WorldSkills Barbados Competition, Technical Officer Mr. Paul Puckerin attended WorldSkills International (WSI) in London on October 4-9, 2011.
- Technical Officers Mrs. Andrea Harding-Waithe and Ms. Marlyn Rawlins participated in a Train-the-Trainer Workshop in October, 2011.
- As TVET Council sought to enter the area of renewable energy, Technical officer Ms Marlyn Rawlins attended a Regional Workshop on Research and Development and Capacity Building at the University Level to Support Renewal Energy Development in the Caribbean, in Suriname on October 19-20, 2011.
- A Technical visit to the National Training Agency of Trinidad hosted by the Ministry of Foreign Affairs of Colombia was attended by Miss Dawn Gill in Trinidad on November 14 - 18, 2011.
- In keeping with the proposal to commence the Expansion Thrust by visiting organisations to present information on the TVET Council and its mandate, Mrs. Arleen Murrell-Crichlow and Mrs. Andrea Harding-Waithe attended a Speak and Slide Practical Guide to Persuasive Presentations on November 17, 18 and 25, 2011 workshop hosted by Caribbean Catalyst Inc.
- Mrs. Shirleen Inniss, Administrative Officer, participated in the Alternative Dispute Resolution (ADR) workshop entitled "Conflict Resolution" and hosted by Stitt Feld Handy Group and the University of Windsor Law School, Canada on January 24-27, 2012.
- Miss Wendy McClean attended a Stitt Feld Handy Group and the University of Windsor Law School course "Dealing with Difficult People", February 22-24, 2012.
- Miss Carol Ann Burke attended the workshop entitled "Gender Mainstreaming - Building Awareness on Gender and Gender Analysis" held on February 22-24, 2012 at the University of the West Indies, Cave Hill Campus.
- Ms. Olivia Smith, Technical Officer and Ms. Carol Ann Burke, Business Development Officer attended the Labour Market Information (LMI) Workshop and CIDA-CARICOM Employment for Education (C-EFE) Launch sponsored by Caribbean Association of National Training Agencies (CANTA) and Association of Canadian Community Colleges (ACCC) from February 28 to March 2, 2012.

- Mrs. Arleen Murrell-Crichlow and Mr. Paul Puckerin participated in an online training programme on External Quality Assurance (EQA) hosted by the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE) on March 21, 2012.
- In preparation for the hosting of the Employers Recognition Award and the WorldSkills Barbados Competition, Mr. Philip St. Hill, Chief of Protocol of the Ministry of Foreign Affairs made a presentation to staff on protocol required when hosting national events, on February 10, 2012.
- As part of the effort to undertake training in the areas outlined, in the Training Needs Analysis, as necessary across the TVET Council, Mr. Tony Proute conducted a one-day workshop on Communication/ Interpersonal Relationship Skills on March 22, 2012.

### **Information Session**

Mr. John Moore, Auditor of the Auditor General's Office made a presentation to the entire staff complement on "Pensions" on November 21, 2011. Mr. Moore provided information on the terms and conditions under which government pensions and gratuities are paid to government and former government employees.





“Most Managers indicated that the Management Skills Certificate programme is a very useful programme for the Goddard Group and has helped to empower the middle managers and supervisors in the Group...”

SUE LYNCH | GROUP HR MANAGER | GODDARD ENTERPRISES LTD.

**Section C**

# finance

- In the Estimates for the Financial Year ending March 31, 2012, \$2,484,619.00 was allocated to the TVET Council and \$700,000.00 was allocated to the Employment and Training Fund (ETF).
- Actual Funds received from the Ministry of Finance were \$2,419,398.45 for the TVET Council and a total of \$102,611.67 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 \$675,000.00 was transferred from the ETF Savings to make up the budget.
- Interest on Bank Savings and Emergency Loans totaled \$4,607.72.
- Audited financial statements as at March 31, 2012 are appended to this report.



**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 Education and Training Council** which comprise the balance sheet as of **March 31, 2012** 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

## Report of the Auditors To the Council (Cont'd)

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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 Education and Training Council** as of

**March 31, 2012** and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards for Small and Medium-sized Entities.



**Bridgetown, Barbados**

**October 15, 2012**

## Balance Sheet

As at March 31, 2012

(EXPRESSED IN BARBADOS DOLLARS)

	2012	2011
<b>Assets</b>		
<b>Current Assets</b>		
Cash and cash equivalents	2,122,226	2,588,798
Accounts receivable	417	54,026
Car loans and training loans receivable	99,101	64,850
Prepayments	9,599	7,629
	<u>2,231,343</u>	<u>2,715,303</u>
<b>Non-Current Assets</b>		
Fixed assets (see note 3)	<u>103,972</u>	<u>97,252</u>
<b>Total Assets</b>	<u>\$ 2,335,315</u>	<u>\$ 2,812,555</u>
<b>Liabilities and Funds</b>		
<b>Liabilities</b>		
Accounts payable & accrued expenses (see note 4)	1,285,222	1,333,959
Deferred revenue (see note 2e)	<u>14,921</u>	<u>14,921</u>
	<u>1,300,143</u>	<u>1,348,880</u>
<b>Funds</b>		
General fund	640,240	514,122
Employment and training fund	<u>394,932</u>	<u>949,553</u>
	<u>1,035,172</u>	<u>1,463,675</u>
<b>Total Liabilities and Funds</b>	<u>\$ 2,335,315</u>	<u>\$ 2,812,555</u>

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

Approved on behalf of the Council on October 15, 2012.

 Chairman
  Executive Director

## Statement of General Fund & Employment and Training Fund

For the year ended March 31, 2012

(EXPRESSED IN BARBADOS DOLLARS)

	General Fund	Employment & Training Fund	Total
<b>Balance at March 31, 2010</b>	<b>1,092,341</b>	<b>1,260,459</b>	<b>2,352,800</b>
Fund net income for year 2011	113,668	530,484	<b>644,152</b>
Transfer: Savings account (see note 7)	(691,887)	(450,000)	<b>(1,141,887)</b>
Transfer: ETF commitments	- -	(391,390)	<b>(391,390)</b>
<b>Balance at March 31, 2011</b>	<b>514,122</b>	<b>949,553</b>	<b>1,463,675</b>
Fund net income for year 2012	228,729	712,871	<b>941,600</b>
Transfer: Savings account (see note 7)	(102,611)	(675,000)	<b>(777,611)</b>
Transfer: ETF commitments	- -	(592,492)	<b>(592,492)</b>
<b>Balance at March 31, 2012</b>	<b>\$ 640,240</b>	<b>\$ 394,932</b>	<b>\$ 1,035,172</b>

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

## Statement of Revenue and Expenditure

For the year ended March 31, 2012

(EXPRESSED IN BARBADOS DOLLARS)

	2012	2011
<b>Revenue</b>		
General fund <i>(page 41)</i>	2,557,090	2,471,566
Employment and training fund <i>(page 42)</i>	1,378,326	1,154,368
	<u>3,935,416</u>	<u>3,625,934</u>
<b>Expenditure</b>		
General Fund <i>(page 41)</i>	2,328,361	2,357,898
Employment and training fund <i>(page 42)</i>	665,455	623,884
	<u>2,993,816</u>	<u>2,981,782</u>
<b>Surplus of revenue over expenditure</b>	<u>\$ 941,600</u>	<u>\$ 644,152</u>

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



## Statement of Revenue and Expenditure – General Fund

For the year ended March 31, 2012

(EXPRESSED IN BARBADOS DOLLARS)

	2012	2011
<b>Revenue</b>		
Government of Barbados grant (see note 5)	2,419,398	1,776,580
Savings supplemental transfer	102,611	691,887
Workshop and course fees	6,750	1,200
Interest on bank savings	1,174	1,862
Interest on Emergency loans	107	37
Barbados skills competition	27,050	-
	2,557,090	1,779,689
<b>Less: Expenditure</b>		
Statutory emoluments	1,364,432	1,354,163
Operating expenses (page 44)	358,985	375,122
Rental of property	192,109	175,982
Retiring benefits	(20,540)	105,793
National insurance contributions	87,291	82,427
Maintenance of property (page 44)	110,899	81,535
Utilities	85,265	74,640
Supplies and materials	45,001	39,953
Professional services	42,878	30,634
Pensions	32,000	12,536
Subscriptions and contributions	8,922	12,112
Travel	17,282	9,447
Library	3,837	3,554
	2,328,361	2,357,898
<b>Total Expenditure</b>	<b>2,328,361</b>	<b>2,357,898</b>
<b>Fund net income</b>	<b>\$ 228,729</b>	<b>\$ 113,668</b>

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

## Statement of Revenue and Expenditure – Employment and Training Fund

For the year ended March 31, 2012

(EXPRESSED IN BARBADOS DOLLARS)

	2012	2011
<b>Revenue</b>		
Government of Barbados grant (see note 5)	700,000	700,000
Savings supplemental transfer	675,000	450,000
Interest on bank savings	3,326	4,368
	<u>1,378,326</u>	<u>1,154,368</u>
<b>Less: Expenditure</b>		
Training grants disbursed (see note 6)	<u>(665,455)</u>	<u>(623,884)</u>
<b>Fund net income</b>	<u>\$ 712,871</u>	<u>\$ 530,484</u>

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

## Statement of General Fund and Employment and Training Fund

For the year ended March 31, 2012

(EXPRESSED IN BARBADOS DOLLARS)

	2012	2011
<b>Cash Flows from Operating Activities</b>		
Surplus of revenue over expenditure	163,989	644,152
Adjustments for: Depreciation	34,728	36,827
Interest income	(4,607)	(6,230)
Operating income before working capital changes	194,110	674,749
Add/(less) changes in non-cash working capital accounts		
(Increase)/decrease in accounts receivable	53,609	52,720
Car loans and training loans receivable	(34,251)	50,313
Prepayments	(1,970)	(2,265)
Increase/(decrease) in accounts payable	(48,737)	(255,313)
<b>Net cash from Operating Activities</b>	162,761	520,204
<b>Cash Flows from Investing Activities</b>		
Interest received	4,607	6,230
Purchase of furniture & equipment - (net)	(41,448)	(13,860)
<b>Net cash used in Investing Activities</b>	(36,841)	(7,630)
<b>Cash flows from financing activities</b>		
Net transfer from savings account	(592,492)	(1,533,277)
Net decrease in cash	(466,572)	(1,020,703)
Cash - beginning of year	2,588,798	3,609,501
<b>Cash - end of year</b>	\$ 2,122,226	\$ 2,588,798
<b>Cash Comprises:</b>		
TVET Council - cash balance	605,379	683,862
Employment and Training Fund - cash balance	1,516,847	1,904,936
	\$ 2,122,226	\$ 2,588,798

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

## General Fund – Expenditure Analysis

For the year ended March 31, 2012

(EXPRESSED IN BARBADOS DOLLARS)

	2012	2011
<b>Maintenance of property:</b>		
Maintenance of fixed assets	90,950	61,967
Office maintenance	12,269	9,819
Insurance	7,680	9,749
<b>Total (see page 41)</b>	<b>\$ 110,899</b>	<b>\$ 81,535</b>
<b>Operating expenses:</b>		
Promotions/advertising	68,583	99,232
Council members' fees	41,628	42,558
Training - standards and NVQ'S	35,230	39,608
Depreciation expense	34,728	36,827
Employers recognition awards	31,765	-
Assessor and verifier fees	29,329	11,962
National skills training competition	27,697	40,000
Conferences and meetings	19,605	37,691
Personnel training	16,975	12,635
Council hospitality	15,402	20,692
Miscellaneous	12,951	11,249
Printing & newsletter	10,560	1,822
CBET project	5,765	6,000
Other office expenses	5,074	1,337
Development of occupational standards	3,693	13,509
<b>Total (see page 41)</b>	<b>\$ 358,985</b>	<b>\$ 375,122</b>

## Notes to the Financial Statements

For the year ended March 31, 2012

(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:

#### (a) Basis of Accounting

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

#### (b) 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.

#### (c) 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.

#### (d) 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%

## Notes to the financial statements

For the year ended March 31, 2012

(EXPRESSED IN BARBADOS DOLLARS)

### 2. Significant Accounting Policies, continued

#### (a) 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

	Computer Equipment	Furniture & Equipment	Motor Vehicle	Total 2012	Total 2011
<b>Cost</b>					
Beginning of year	196,359	206,480	30,083	432,922	423,986
Additions	18,625	22,823	- -	41,448	13,860
Disposals	- -	- -	- -	- -	(4,924)
	214,984	229,303	30,083	474,370	432,922
<b>Accumulated Depreciation</b>					
Beginning of year	169,382	136,205	30,083	335,670	303,767
Charge for year	20,095	14,633	- -	34,728	36,827
Disposals	- -	- -	- -	- -	(4,924)
	189,477	150,838	- -	370,398	335,670
<b>Net Book Value</b>	<b>\$ 25,507</b>	<b>\$ 78,465</b>	<b>\$ - -</b>	<b>\$ 103,972</b>	<b>\$ 97,252</b>

## Notes to the financial statements

For the year ended March 31, 2012

(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:

	2012	2011
2006-2007	37,225	66,251
2007-2008	78,879	78,879
2008-2009	176,507	176,507
2009-2010	126,595	239,492
2010-2011	104,563	392,476
2011-2012	596,459	- -
	<u>1,120,228</u>	953,605
Other - professional and consultancy fees	<u>164,916</u>	380,354
<b>Year end balance</b>	<b>\$ 1,285,144</b>	<b>\$ 1,333,959</b>

#### (i) Accounts Payable

Amounts pertaining to ETF contracts listed (2007-2012) 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 and Social Security, approved and provided grants as follows:

	2012	2011
TVET General Fund	2,419,398	1,776,580
ETF Fund	700,000	700,000
	<u>\$ 3,119,398</u>	<u>\$ 2,476,580</u>

## 6. Training Grants Disbursed

The amounts disbursed relates to contracts of several years:

During the current financial year, training grants in the amount of \$1,262,931 were approved and \$1,097,324 (2011: \$1,269,698) disbursed.

	2012	2011
2006-2007	29,026	6,786
2007-2008	- -	3,375
2008-2009	- -	174,948
2009-2010	118,897	460,705
2010-2011	283,946	623,884
2011-2012	665,455	- -
<b>Total Disbursed</b>	<b>\$ 1,097,324</b>	<b>\$ 1,269,698</b>

The Employment and Training Fund awarded fifty five (55) contracts at a cost of \$1,262,931.00, to train three thousand, two hundred and thirty two (3232) persons during the financial year 2011 – 2012.

The funds supported training in various disciplines. Training was requested in, Embroidery and Digitizing Machinery Use; Enterprise Productivity; Aviation Security training in the use of Fire Arms for Cash in Transit; Food Hygiene; Wine and Spirits training; HACCP Compliance; Competence Based Education and Training (CBET) Methodology and NVQ levels 1 & 2 certification in Customer Service.

Additionally, the training institutions provided courses for self-employed persons and unemployed persons in the areas of Jewelry Making, CompTIA and a suite of Microsoft products.

Of the funds awarded fifty five (55%) was utilized by employers, twenty seven (27%) by private training institutions; nine (9%) by business associations and nine (9%) by public training institutions.



## Notes to the Financial Statements

For the year ended March 31, 2012

(EXPRESSED IN BARBADOS DOLLARS)

	2012	2011
<b>7 Savings Supplemental Transfer Current Account</b>	<b>\$ 102,611</b>	<b>\$ 691,887</b>

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

	2012	2011
<b>Savings Supplemental Transfer Capital Account</b>	<b>\$ 675,000</b>	<b>\$ 450,000</b>

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.

### 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 year's financial statement presentation.







**TECHNICAL AND VOCATIONAL  
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