



TRAINING NEVER STOPS



National
Training
Board
2016-2017

**TRAINING
NEVER
STOPS**

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VISION AND MISSION

"To be Bermuda's premier provider of services that strengthen the workforce, thereby enabling businesses and the community to sustain economic prosperity" and a Mission "To provide services to employees, employers and job searchers that strengthen the workforce in alignment with international standards, and promote sustainability and stability within the community". The Vision and Mission are underpinned by 5 Core Values: Service Excellence, Professionalism, Adaptability, Collaboration and Commitment.



The Hon. Patricia
Gordon-Pamplin, JP, MP

MESSAGE FROM THE MINISTER OF HOME AFFAIRS

On behalf of the Ministry of Home Affairs, I am extremely pleased to present the National Training Board Annual Report.

Since the National Training Plan was introduced, Bermuda's workforce has experienced a marked improvement in the areas of training, retraining, certifications, internships and employment opportunities.

The goal of the National Training Plan was to empower Bermuda to become more self-sufficient in the supply of a trained workforce that can compete on a local and global level. The National Training Plan serves as our roadmap to the future. If we know where the jobs are and will be, we can plan our resources accordingly.

Significant steps have been made to improve workforce planning in Bermuda. The Department of Workforce Development has provided a much needed resource for those in our community who are unemployed, underemployed or wish further certification and training. The Department has raised their profiles and now more Bermudians are seeking their services and resources.

I would like to take this opportunity to thank the hard-working management and staff at the Department of Workforce Development. They have made tremendous progress through partnerships with various industries to build a sustainable workforce in Bermuda.

The launch of Part II of the National Training Plan will set in motion vital action plans to further strengthen our workforce and grow Bermuda's economy.

I wish to thank the Chairman and members of the National Training Board for your leadership and continued support. Great things are happening and working together we will continue to meet the needs of our labour market.

Sincerely,

A handwritten signature in black ink that reads "Patricia Gordon-Pamplin". The signature is fluid and cursive, with a horizontal line underneath.

The Hon. Patricia Gordon-Pamplin, JP, MP
Minister for Home Affairs



Jefferson Sousa, JP, MP

MESSAGE FROM THE CHAIRMAN

During the 2016-2017 fiscal year, the Department of Workforce Development has put a great deal of effort into completing Part II of the National Training Plan. This phase focused on the development and implementation of training and entry-level positions across industry sectors as well as identifying the resources required to do so. This significant task took longer than anticipated but it was done by Bermudians, for Bermudians, and it is something of which all of Bermuda should be both proud and pleased with.

From the time we started out with Part I of the National Training Plan which was introduced in 2013, much has changed with the positive new direction Bermuda found itself heading in as a country. Hospitality is on the front burner and Bermuda has received global exposure with the hosting of the 35th America's Cup in our waters.

Our economy is moving in the right direction, with several major projects and initiatives underway that we expect to provide opportunities and increased demand for skilled and qualified Bermudian employees in the next five years and beyond. These included:

- Breaking ground on a new hotel in St. George's
- The go ahead for redevelopment of L. F. Wade International Airport
- The development of Morgan's Point – a \$2 billion project over the next 10 years
- The approval of gaming which will create many employment opportunities for Bermudians

The Department continues to work closely and proactively with the Bermuda College, Bermuda Construction Association, Bermuda Chamber of Commerce, Bermuda Gaming Commission, and Bermuda Hospital Board to identify and prepare a strong and capable talent pool that is ready to take advantage of the exciting opportunities ahead. We continue to collaborate and seek new partnerships with all business in general – they are the people

who create jobs for our people. I am proud to say that there is involvement with the Department from every area of our Island's workforce.

A good example of our collaboration is our partnership with Aecon Group Inc., the Airport Redevelopment Project developers who selected seven Bermudians for paid internships with Aecon and members of its technical team in Canada.

Healthcare is another area that we see a lot of potential for Bermudians. We are living longer and our population of seniors is expected to double by 2030. This will create new opportunities for Bermudians in areas such as nursing care and the medical profession.

The future certainly looks bright for our people and the Department will be working even harder to make sure our people have the training needed to seize the numerous opportunities that will be presented to them. Jobs are changing and we must continue to both direct and motivate our people to where those jobs will be and what qualifications will be needed. As was the case with Part I of the National Training Plan, Part II will likewise be a moving, breathing document and not one to sit upon a shelf!

In closing I would like to thank the National Training Board and the entire team at the Department of Workforce Development for their continued diligence, dedication and hard work in achieving our goals and helping Bermudians to recognise and realise our undoubted potential.

Sincerely,

Jefferson Sousa, JP, MP



George Outerbridge
CPA, MBA

MESSAGE FROM THE DIRECTOR

As I reflect on the achievements of this past fiscal year, I am mindful of our organisational priority and commitment to assist with training and equipping Bermudians with the relevant skills, qualifications and life tools to be successful. This report provides an opportunity to look back on an exciting year and highlight some of our many accomplishments as well as set out our ambitious goals for the year ahead.

This year, the Department of Workforce Development continued to implement initiatives to ensure that the Bermuda workforce is strengthened in alignment with international standards. One of the main objectives is ensuring that Bermuda's workforce moves to a place of reducing dependence on overseas labour by strategically considering the future needs of our economy and developing our people accordingly.

I am pleased to say that we met and exceeded many of our objectives by providing efficient and effective services and solutions to meet the current demands.

Each year, I am humbled by the commitment and efforts throughout the year by the hard-working and dedicated staff of the Department. I would like to extend my most sincere gratitude and thanks to the staff whose commitment and team work have made these results possible. It is truly an honour to serve alongside so many talented and dedicated employees.

I'd also like to thank our partners and stakeholders, whose partnership and support of our initiatives are fundamental to the Department's continued success.

As a new year presses forward, the Department of Workforce Development remains committed and dedicated to the diverse needs of our fellow Bermudians. We look forward to a strong, progressive and successful 2017!

Sincerely,

George Outerbridge,
Director of Workforce Development

STRATEGIC PLAN

Investors in People, Gold Award



INVESTORS IN PEOPLE | Gold

In March 2016 the Department of Workforce Development acquired the internationally recognized Investors in People, Gold Award. This was quite an achievement as stated below:

“Attaining Gold level Investors in People Accreditation and on their first assessment has been a significant achievement by the Department of Workforce Development. Less than 7% of accredited organisations around the world have achieved the Gold level Award so this shows how significant this is both for the Department and for Bermuda as a jurisdiction. This shows that Government Departments in Bermuda can be benchmarked against a global Standard and prove that they use the Investors in People Framework effectively to enable them to become high performing organisations.”

- Eric Jenkinson, Principal,
Management Solutions and Quality
Manager IIP Bermuda

The Department of Workforce Development has committed to having its next review before April 2019. This review will be carried out against the 6th Generation Standard. Our Investors in People advisor will assist with implementation.

“Achieving the Investors in People Standard at Gold level is a fantastic accolade and reflects the level of excellent people management practices within the Department.

The positive energy and enthusiasm exhibited by staff during the accreditation process, together with high levels of engagement and empowerment, show that the Department is truly worthy of this internationally recognised award.”

- David Dale, Operations Director,
Investors in People International



STRATEGIC PLAN

July 1, 2016 – March 31, 2018

The Strategic Plan focuses on preparing Bermuda's current and future workforce to meet industry needs and standards to promote sustainable employment opportunities and facilitating the correlation between the Department, industry and learning institutions. Its goals are:

- To align best practice techniques to employment,
- To react to changing trends in the workforce,
- To align curriculum to economic activities,
- To develop a clear 'roadmap' of workforce development opportunities in Bermuda, and
- To assist career planners as they prepare themselves for the workforce.

Employers must play an integral role as a central component of the workforce system. To ensure the system is strongly aligned with their needs, employers need to be active participants in the system's design, delivery, and evaluation of training programmes. Current and future economic activities expect the workforce to be more knowledge-based, technology-dependent and globally competitive. This requires workers to gain new skills and education throughout their careers, and for young people to better understand how their classroom learning relates to work.

In recent years, employers have shared their concerns about critical deficits in the workplace or soft skills of new employees and job applicants. These include problem solving, positive work habits, and team work. Life skills include financial literacy and safe and healthy living. The Department will provide resources to teach clients job search skills such as how to write a resume, fill out a job application (manually and electronically), and impress in an interview; and offer entrepreneurial training and mentorship programmes.

The Department will continue to work with industry to identify skill standards and assessments, both general workplace standards and those specific to particular workforce sectors.

Some emphasis will be placed on the provision of funding to enable individuals to obtain industry-recognised credentials.

The Career Pathways Programme, a collaboration with the Ministry of Education, will also feature transferable skills that are useful across many occupations. The Department will look to create more opportunities for students and graduates for work experiences that align with their programme of study such as paid and unpaid internships, workplace mentorships, apprenticeships, traineeships, and summer employment. It will also seek to expand opportunities for the non-traditional learner by including competency based learning programmes and support methods for the issuance of credit for prior learning.

The Department will continue to collaborate with other private and public agencies to examine areas where its resources can assist. We will expand the use of MyFuture.Bermuda, an online based career development system that over time will provide national statistical data to identify skill gaps and determine the local talent pool. By targeting whole sectors, rather than individual companies, the Government will work side-by-side with industry, educational institutions and community stakeholders to develop a highly skilled workforce as well as joint programmes that can more effectively deliver opportunities.

STRATEGIC PLAN

July 1, 2016 – March 31, 2018

We continue to monitor and regulate the labour market through legislation and policies developed in consultation with industry partners and other stakeholders. It is expected that during the Plan period adjustments may be made to the current legislative structure that will require a department restructure.

Currently, our aim is to continue to provide services that:

- Improve the practices of employers to ensure decent employment conditions are experienced by all workers;
- Promote labour standards and fundamental rights at work through outreach programmes;
- Provide adequate safety nets to protect vulnerable workers so that they feel comfortable raising issues about workplace standards and conditions;
- Create campaigns in respect to eliminating inequality and discrimination in the workplace;

DEPARTMENT GOALS FOR 2016-2018:

- Understand our clients' needs and appropriately deliver services to assist clients in a timely and effective manner.
- Take the initiative to address client issues and improve overall client satisfaction.
- Evolve services and business processes to meet the changing client requirements and economic circumstances.
- Create greater transparency while ensuring confidentiality, to improve opportunities for Bermudians to train and prepare for employment and career progression.
- Improve coordination and communication between the Sections of the Department of Workforce Development to provide clients who require job placement, labour relations, and training services with excellent customer service.
- Implement processes and use information technology systems to effectively allocate resources and enhance the provision of services through information technology investments.

STRATEGIC PLAN

July 1, 2016 – March 31, 2018

SECTION OBJECTIVES

LABOUR RELATIONS SECTION

Labour Relations Officers

- Review and update assigned Policies and Procedures by March 31st annually.
- Reduce assigned outstanding complaints older than 18 months by March 31st, 2016.
- Report all outstanding complaints older than 12 months but less than 18 months older to Labour Relations Manager.
- Update, review and revise dispute filing system by March 31st, 2016.

Administration

- Construct case files for new matters from Labour Relations Officers and input into CIDS within 24 hours.
- Generating CIDS case reports upon request.
- Increased proficiency with generating pro forma invoices for Arbitrators and Employment Tribunal within two weeks.
- Implement and maintain a regular reporting schedule of Employment Tribunal and Arbitration cases held and hours spent by members. Review monthly record with Labour Relations Manager.
- Maintain Labour Relations Section physical files for ease of retrieval.
- Review and update hard and soft copy of all assigned policies and procedures by 30 June each calendar year.
- Ascertain and complete off site filing and/or disposal of files over 5 years old by October 2016.

Management

- Review and update all assigned policies and procedures by 30 June each calendar year.
- Reduce outstanding complaints older than twelve months by 25% percent by 31 March 2017.
- Complete second phase of alternative dispute resolution training by 31 December 2016.
- Complete four outreach presentations by 31 December 2016.
- Complete quarterly 'Did you know' educational facts for publication.
- Complete Department of Immigration and Human Rights Commission synergies by 30 September 2016.
- Collaborate with the Department of Financial Assistance, Social Insurance and the Bermuda Health Council to create synergies with the Labour Section of the Department of Workforce Development by 31 December 2016.
- Review and make recommendations to the Ministry of Home Affairs and/or the Labour Advisory Council on amendments to the Employment Act 2000 by 31 March 2017.

STRATEGIC PLAN

July 1, 2016 – March 31, 2018

CAREER DEVELOPMENT SECTION

Career Development Officers

- To support recruitment aligned with Morgan's Point construction by providing a seamless registration and vetting process resulting in up to 50 Bermudian hires by March 2017;
- To improve working synergy with the Department of Immigration to support work permit policies, reducing response time for restricted category job requests to 5 working days;
- To improve working synergy and communication with the Department of Financial Assistance to support dual registrants and launch a Community Service Pilot Initiative for 15 clients;
- To work with Government Senior Schools to support the College and Career Course with subject matter expertise to increase the pass rate for City & Guilds Employability Skills Award by 10%;
- To execute thorough recruitment vetting to provide a pool of qualified candidates by completing the barriers to employment checklist, skills assessment, security vetting, employment and reference verification for all referrals to improve the candidates' prospects of success and talent acquisition for employers by December 2016;
- To extend work readiness outreach programmes to "at risk" or "gang affiliated" youth, working in conjunction with the Training Section and Gang Task Force to 50% of those affiliated in GED and small engine training to reach entrepreneurship potential;
- To respond to reports of business closures and redundancies within 48 hours to support Employers and Employees with outplacement services;
- Assist with development of an orientation package for clients by May 2016.

Administration

- To update all relevant operational spreadsheets and ensure they are stored on the electronic shared drive by March 2017;
- To ensure hard copy documents for active clients are stored electronically in the Employee Assistance CIDS case file by September 2016;
- To assist the Career Development Manager and Officers administratively with the Summer Employment Programme until the program's completion September 2016;
- To record minutes for weekly team meetings and distribute 24 hours prior to the following meeting;
- To support the Career Development Officers and Manager with the Morgan's Point recruitment drive to provide a seamless process to result in 50 Bermudian hires by March 2017;
- To respond to Employer and Candidate request for support with the Bermuda Job Board within 24 hours of receipt and elevate to the Career Development Manager or Fireminds technical support when appropriate;
- Assist Career Development Officers and Manager by following up to source feedback on referral outcomes by March 2017, continuous;
- Assist Officers and the Manager with preparing Orientation packages for clients by May 2016.

STRATEGIC PLAN

July 1, 2016 – March 31, 2018

Management

- To expand internship opportunities for recent graduates with industry support and implement a pilot for 5 college graduates by March 2017;
- To redevelop an in-house work readiness training and skills development programme inclusive of facilitator led workshops, self-paced online tutorials and external course offerings by May 2016;
- Establish the Career Development Section as a credible resource for recruitment by improving Employer relationships, overseeing and ensuring comprehensive vetting for job referrals with regular audits and source feedback on referral outcomes by March 2017, continuous;
- Complete agreement with the Department of Financial Assistance (DFA) to support processes for dual registrants and support DFA with the Community Service mandate by piloting an Initiative for 15 clients;
- Finalise the Department of Immigration synergy agreement to support the Work Permit Policies by December 2016;
- Collaborate with Morgan's Point subcontractors to support a seamless registration and vetting process resulting in up to 50 Bermudian hires by March 2017;
- Monitor and review the Bermuda Job Board operations and activity, making recommendations for enhancements where necessary by March 2017, continuous.

NATIONAL TRAINING SECTION

Standards and Enforcement Officers

- To coordinate recertification process for 70% of registered electricians and welders by February 2017;
- To implement national certification process for 50% of registered automotive service technicians by February 2017;
- To coordinate NEC 70 and codeology changes training for recertification of up to 200 registered electricians by December 2016;

- To complete national certification of electricians (initial and outstanding) – ongoing process;
- To coordinate codeology (NFPA) training for 60 registered electricians by February 2017;
- To facilitate a training initiative for certifying welders as iron workers by November 2016 for up to 20 registered welders.

Training and Assessment Officers

- To initiate surface laying certification program by May 2016 for up to 10 unemployed persons;
- To coordinate overseas power engineer training initiative at Cambrian College for 4th Class students by 2nd quarter 2016;
- To coordinate STCW overseas training at Warsach, UK for up to 20 Marine and Ports employees by March 2017;
- To collaborate with the CAOB to initiate training schemes stemming from building projects for up to 50 persons in various trades by March 2017;
- To collaborate with BHI and Bermuda College to initiate training schemes for future work opportunities that align with new building projects by March 2017;
- To coordinate UK NARIC training for employees of department of immigration and the Bermuda College by September 2016.

STRATEGIC PLAN

July 1, 2016 – March 31, 2018

Administration

- To update and complete all relevant operational spreadsheets and ensure they are stored on the section electronic shared drive by May 2016;
- To complete filing system by ensuring singular files have been upgraded to multi-sectional folders and relocate as agreed by the training team by September 2016;
- To assist training manager with student funding process until all have received the necessary official documentation on or before December 2016;
- To assist the National Training Board by ensuring that all meeting notices and ancillary duties are carried out to the satisfaction of the Director and Chairman from month to month;
- To take minutes of weekly team meetings and distribute 24 hours prior to the following meeting – ongoing.

Management

- To review and revise the current MOU between the Department and Bermuda College and gain approval for implementation by September 2016;
- To review and amend the NOCA 2004 legislation to align with industry needs and ensure full implementation by September 2016;
- To complete legislation process for Power Engineer Regulations for full implementation by September 2016;
- To review and amend the National Training Board Act 1997 to align with business efficiency operations and ensure full implementation by December 2016;
- To complete the Annual Report process (including Cabinet Memorandum) to ensure tabling at the House of Assembly and Senate by June 2016;
- To create and design all certificates as prescribed by legislation and ensure they are available for issuance to all eligible clients by May 2016;
- To collaborate with the Bermuda Hospitality Industry to introduce Hospitality Programmes for 5 star hotels for 50. participants by March 2017.

SCHOLARSHIPS AND AWARDS

SUCCESS STORIES

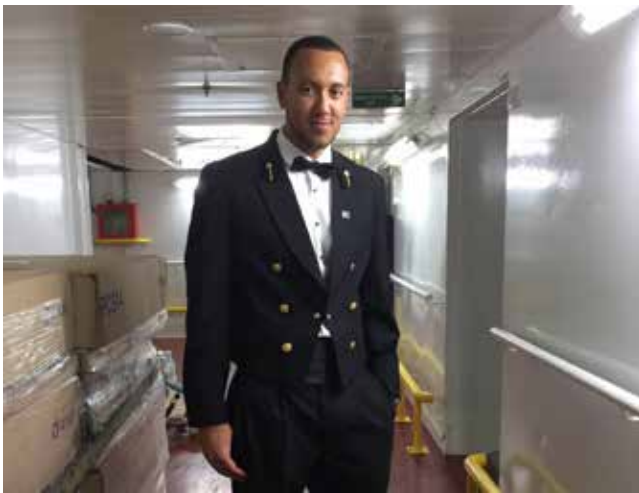
DENZEL TODD

Third Officer, Carnival UK (P&O Cruises and Cunard)

Field of study: Maritime officer training

Degree/diploma achieved: Bridge Watch Rating qualification; Higher National Diploma, Nautical Science, with option to top up to a Bachelor's Degree

Support/funding: National Training Board financial assistance; Concordia Maritime (Bermuda) Ltd. Scholarship



At 27, Denzel Todd can already point to a number of remarkable educational and career achievements.

Between 2008 and 2011, he served on and off as watch leader on the Spirit of Bermuda. Then, after receiving his General Diploma in 2009, Mr. Todd attended Holland College in Prince Edward Island in Canada, where he received his Bridge Watch Rating qualification.

"With that basic safety and watch-keeping training, I returned to Bermuda and served as an able seaman on the container ship, Bermuda Islander," he said. He also worked with Captain Kirk's Coral Reef Adventures as a tour guide and sometimes as captain.

"I've been around boats my whole life and I've always been interested in a career at sea," said Mr. Todd. "My uncle, Kenneth Todd, was Bermuda's youngest tugboat pilot. He captained the Faithful for many years. My father took me on my

first ocean crossing when I was 15. That voyage—sailing from St. Maarten to Bermuda—hooked me for good."

The young mariner's big educational break came in 2013. That's when he was accepted to the prestigious Warsash Maritime Academy in Southampton, England and began a three-and-a-half-year program to be an officer of the watch.

Since then, Mr. Todd has secured nearly a dozen certifications on his way to achieving a Higher National Diploma in Nautical Science. These include certifications in first aid, rescue and survival, fire fighting and prevention, and security awareness.

"The Warsash program is broken into five phases," he said. "Three are academic and are completed at Southampton, and two are served at sea, which gave me practical experience on board ships."

The academic courses range from introductions to navigation and general ship knowledge to more advanced units in command passage planning and bridge and engineering systems.

"One of the highlights of my career so far came during my first sea-phase at Warsash," said Mr. Todd. "I was on the CMV Oleander, which runs between Bermuda and New Jersey. The captain had enough faith in my ability that he would sometimes let me take the bridge under his supervision. He would let me bring the ship up the channels in Bermuda, and sometimes dock it in Hamilton. The captain's confidence in me boosted my own confidence."

It has proven to be indispensable when challenges arise.

"There was a stability course that caused me a lot of problems," said Mr. Todd. "I thought it was going to be the doom of me. I failed the test but I kept going, took lots of extra

SUCCESS STORIES



tutorial sessions and eventually passed. I never had that mindset of giving up.”

Determined to succeed, Mr. Todd leapt at the chance to sail on a Carnival UK Cruise Line ship during his time at Warsash.

“I went on board without pay,” he said. “It was a great opportunity to get the sea time that I needed. The captains on board were very impressed with me. Based on their good reports and recommendation, Carnival decided to bring me on and they gave me a full-time contract as officer of the watch when I graduated this year.”

Now, in the fall of 2017, Mr. Todd is preparing to begin a new Carnival UK contract on board the Queen Elizabeth as Third Officer. He will serve three months on a voyage to the Mediterranean and the Canary Islands. “My responsibilities range from radio communications to performing weekly and monthly checks on lifesaving equipment like lifeboats, rafts, rescue crafts. My watches will also include time on the bridge with the Second Officer in charge of the ship’s safe navigation.”

Even though he’s landed full-time employment, Mr. Todd continues his commitment to learning. “There are training courses I will take during my time off,” he said. “For example, before I join the Queen Elizabeth, Carnival is flying me to Holland for two weeks of simulator training.”

Mr. Todd gives a great deal of credit for his success to the National Training Board. “Noel Cann was my Training Officer at Workforce Development,” he said. “I was originally thinking



about being a plumber, but he helped point me to the maritime program at Holland College. And along with Deputy Pilot Warden Mario Thompson, Mr. Cann was also instrumental in getting me accepted at Warsash Academy.”

Mr. Todd has also benefited from a scholarship from Concordia Maritime (Bermuda) Ltd. “I am thankful for the financial support from Concordia and Workforce Development,” he said. “Without it, I don’t know if I’d have been able to get this far.”

Mr. Todd is also grateful to his family for their continued support. He offers special thanks to the MIRRORS program of Bermuda for its support and life coaching.

For inspiration, Mr. Todd has always been able to look to his father and uncle—and the encouragement he’s received from many ship pilots in Bermuda. “Personally and academically, I’ve also been inspired by Timothy Sousa. He was my science teacher at the Berkeley Institute (and is now deputy principal at CedarBridge Academy). He always stuck by me. I could always call him. I know I could call him now if I was struggling with something.”

Mr. Todd’s next career goal on the way to becoming a Master Mariner is to accrue the 12 months of sea time necessary to return to Warsash and get his chief mate’s license.



"The best advice I have for young Bermudians is to find the right people to talk to," says Mr. Todd. "Call Workforce Development, tell them where your interests lie. They'll be able to connect you with the right people and/or give the best advice for you moving forward. Don't give up. Life is full of challenges, and the right training will help you deal with all of them."



Scholarships and Awards

SUCCESS STORIES

SHERLENE TROTT

Senior Corporate Administrator, Cohort Limited

Field of study: Corporate Administration and Secretarial Services

Degree/diploma achieved: IAAP Certified Administrative Professional (CAP)

Support/funding: National Training Board funding

Grandmother Sherlene Trott is proof that you're never too old to learn. At the age of 57, with 37 years' experience in corporate administration to her credit, she decided to go 'back to school' to become a Certified Administrative Professional (CAP).

She says her motivation was professional pride and a determination to increase her competitive advantage in the workforce. "I found from my experience in working my way up the corporate ladder that it always came back to a piece of paper. If you don't have a degree or a professional certification, even if you are a hard worker and experienced, you don't make the money you could do and you don't get the deserved recognition as a professional."

So, in 2015, when the human resources department at Bermuda Commercial Bank sent round a notice about an opportunity to study for the CAP designation, Mrs. Trott grabbed it. CAP is the leading recognised professional certification in the administrative field and is administered by the International Association of Administrative Professionals (IAAP).

To be eligible to take the CAP exam, candidates such as Mrs. Trott who do not have a college degree must have at least four years of "relevant work experience" – something she has in spades.

After leaving Bermuda College with a Diploma in Executive Secretarial Studies, Mrs. Trott joined law firm Conyers, Dill & Pearman as an Executive Secretary and obtained a Certificate of Business Administration.

She then helped set up the corporate administration services of Butterfield Corporate Services Limited (now MUFG Fund Services (Bermuda) Limited), a subsidiary of Butterfield Bank, providing corporate services for its fund and share administration business and also support to Butterfield Executor and Trustee Company Ltd. (now Butterfield Trust (Bermuda) Limited). She rose to become a Banking Officer during 14 years at the Bank before joining Bermuda Trust Company Ltd. (a subsidiary of then Bank of Bermuda) as Company Manager in 1998.

In 2008, she joined law firm Marshall, Diel & Myers as Corporate Manager of Charter Corporate Services Ltd., and when the firm's trust and corporate business was sold to Bermuda Commercial Bank Limited, Mrs. Trott went with it. In March 2017, she joined and works as a Senior Corporate Administrator for Cohort Limited, which provides corporate management services to offshore international and local businesses.

Before she could sign up for the CAP course, Mrs. Trott had to find the money to pay for it. William Spriggs of the Bermuda Economic Development Corporation, who had sent out the original CAP notice to companies and was looking to earn his own certification, told applicants they could pay for the course themselves, get their employer to sponsor them or seek assistance from the National Training Board.

"I really wanted to accomplish this on my own but at the time things were a little tight financially and I could only afford to pay for half," said Mrs. Trott. "When I heard that the NTB could help, I went around there as quickly as I could because it was 'first come, first served'. I filled in the application form and they agreed to pay the other half of the cost."

The CAP exam consists of seven modules – Organisational Communication, Business Writing and Document Production, Technology and Information Distribution, Office and Records Management, Event and Project Management, Human Resources and Financial Functions. Mrs. Trott joined other students at weekly study courses organised by Mr. Spriggs at the NTB Training Room and also studied most evenings. "My work was really busy and demanding and sometimes it was 7 p.m. before I got home. My grandson was living with us at the time and so I would help him with his homework while my husband, Wayman, did the cooking, then we'd have dinner and I would study from 9 p.m. until midnight or 1 a.m."

Of the 20 who started the course, 11 took the exam in March 2016 and Mrs. Trott (and Mr. Spriggs) were among the five who passed. "When I got my certification, I was so happy – it was one of the happiest days of my life," she said. "I couldn't have done it without the assistance of the NTB. I appreciated their help and I really thank them for that."

Mrs. Trott encourages others to constantly look to improve their knowledge and qualifications.

“You’re definitely never too old to stop learning. I’ve always been about that ever since I was in primary school and corporate administration is about learning. The law and technology is always changing and you have to keep up.”



Scholarships and Awards

SUCCESS STORIES

CIARA MUAT

Junior Stylist, Salon Pink

Field of study: Hair styling

Degree/diploma achieved: National Vocational Qualification (Level III)

Support/funding: National Training Board funding for course at London Hair Academy, U.K.

Hair styling is an industry where it is essential to keep learning to stay 'a cut above' the competition. Ciara Muat said keeping up with the latest trends, techniques and products are key to being a successful stylist.

"Since completing college I've been enthusiastic about furthering my knowledge of the industry as well as learning new styling techniques," said the 25-year-old, who works as a Junior Stylist at Salon Pink on Parliament Street, Hamilton.

She said her passion for hair started as a young girl styling her family and friends' hair. "I always liked doing hair and I decided to go away to school and pursue a career in the industry."

Ms. Muat attended Paul Mitchell The School in Tampa, Florida, graduating in 2013 with a Certificate in Cosmetology - National Vocational Qualification (NVQ Level I and II). That year she also attended the Paul Mitchell Schools' Caper educational event in Las Vegas for "future young professionals".

She joined Salon Pink in September 2014 as an apprentice where she spent two years training under the experienced eye of Salon owner Kidist (Pinky) Emery and her duties included managing inventory and assisting the stylist team.

As her apprenticeship was drawing to a close, Ms. Muat was determined to "go on the floor" as a stylist but first decided to go back to school and earn her NVQ Level III qualification. With guidance from Mrs. Emery, she applied to the London Hair Academy in the U.K. and obtained financial assistance from the National Training Board to attend the intensive three-month course and successfully graduated in September 2016.

"The NTB covered the cost of the course which was a great help," she said. "It enabled me to get it done as I wouldn't have been able to do it on my own."

"One of the greatest benefits of studying at the London Hair Academy was the intimate environment offered through having smaller classes – this allowed me to have a more hands-on learning experience both with my instructor as well as practical works on actual persons."

"It was a great experience and I learned a lot of advanced techniques in cutting and colouring. They encouraged you to think outside the box and do more avant garde styling."

Her expertise now includes cuts, deep conditioning treatment, defrizzing treatment, chemical texture services, Brazilian Keratin Treatment, Balayage, colour and ombre. She has her sights set on becoming a Senior Stylist and maybe one day running her own salon. "I'll see how it goes. If I'm ready, then sure!"

“Continuing my education in the U.K. exposed me to different cultures and experiences that have helped me to mature both personally as well as in the hair dressing industry.”

In the meantime, she is focused on being the best stylist she can be. “There is no such thing as ‘perfection’,” she says. “But I am certainly mastering my craft.”



Scholarships and Awards

SUCCESS STORIES

DAMALI BELL

Mechanic, Public Transportation Board

Field of study: Heavy vehicle repair and maintenance

Degree/diploma achieved: Institute of the Motor Industry (IMI) Level 2 and 3 diplomas

Support/funding: National Training Board funding

Damali Bell is well-known in Bermuda sporting circles for his all-round ability on the cricket pitch – the Cleveland County player has represented Bermuda and played Cup Match for St. George's – but he's also something of an all-rounder when it comes to mechanics.

The 25-year-old, who works as Tradesman Level 2 at the Public Transportation Board's bus depot in Devonshire, had originally planned to become a marine mechanic. "I've always loved boats and being out on the water and fishing," he said and after graduating from the Berkeley Institute, he went to Orlando, Florida and earned his Marine Mechanics Certificate at the Marine Mechanics Institute. "I was hoping to work at Marine & Ports when I came back but then the job at PTB came up and I couldn't turn it down."

Within three months of starting the job he was off to school again, this time to the S & B Automotive Academy in Bristol, England for a two-year course in Heavy Vehicle Maintenance and Service. "The National Training Board paid for the course and I was paid by my job while I was away," said Mr. Bell. "It was an opportunity I couldn't say no to and it was a great experience." He graduated in 2016 with Level 2 and 3 diplomas from the Institute of the Motor Industry (IMI) and completed his apprenticeship at PTB.

Each month the course was split into two weeks at school and two weeks' work experience at a local garage. In Mr. Bell's case he had the good fortune to work at a MAN dealership – the German company that manufactures Bermuda's famous pink and blue buses.

"At first it was kind of tricky because I was working on trucks and not buses but it was good experience because you got to put into play what you learned in the classroom. I learned a lot from working on the trucks that helped with buses because they had a lot of the same characteristics as buses such as the suspension and computer systems and so on."

He says he's enjoying the challenge of helping to keep the island's bus fleet on the road. On any given day, the depot parking lot can look like a hospital waiting room with bent and broken buses lined up waiting for treatment.

"It's always busy," says Mr. Bell, "especially in the summer when we get a lot of buses overheating – and it's hot work too. But it's very rewarding. When you've worked hard to get the knowledge, it's good to come back and be able to fix something and see it run."

Mr. Bell says he always wanted to do something mechanical as a career. "I've always had remote control cars, planes, boats, you name it, and I needed to be able to fix them myself so I was always doing something like that. Now I have a drone and I'm really enjoying that!"



Scholarships and Awards

SUCCESS STORIES

JUDITH WELCH

Special Education Teacher, Whitney Institute

Field of study: Education

Degree/diploma achieved: Masters, Special Education, Miami University, Ohio

Support/funding: National Training Board financial assistance with course costs

For Judith Welch, learning has been a lifelong passion and as a result her career path has been anything but predictable.

After earning a degree in psychology from Acadia University and a degree in landscape architecture at the University of Guelph, Ontario, and working in the US, she returned to Bermuda where she obtained an MBA (Master of Business Administration) in 2003 and ran her own consulting business, working with Government to develop community areas and green spaces. Mrs. Welch also obtained her teaching certification through the partnership between the Bermuda College and Mount Saint Vincent. In 2008, she moved into business and financial management with the Ministry of the Environment and the Telecommunications Regulatory Authority before switching gears again, this time to education.

“Teaching had always been at the back of my mind,” said Mrs. Welch, who joined Whitney Institute as a Learning Support teacher in 2015. “When I was a consultant, I always liked running workshops and making presentations to people and like my father (former Cabinet secretary Leo Mills) I’ve always had the ‘gift of the gab’! It certainly wasn’t about money. It was about wanting to make a difference and I thought if I didn’t do it then, I’d never do it.”

However, with a family and two young children aged 8 and 4 at the time, obtaining the necessary qualification presented a logistical and economic challenge. But with financial assistance from the National Training Board, she was able to study for her Master of Education in Special Education through Miami University in Ohio. She graduated from the two-year course in August 2016.

Mrs. Welch said the assistance from the NTB, which met half the cost of the course, “was a great help. It enabled me to pursue my degree locally without having to uproot my family to go overseas. It also meant I could still work at the same time and help support my family financially.”

“The course was very well run. The depth of knowledge among the professors was great and the administration was very good – they were always available to answer questions and emails. They were very understanding of the time difference and willing to make exceptions such as the time when Bermuda had a hurricane when I couldn’t submit assignments at the deadline because I didn’t have electricity for two weeks.” Mrs. Welch said the degree enabled her to “get a foot in the door” in education and has given her more flexibility in terms of employment.

She is passionate about Special Education, which focuses on children with learning difficulties. At Whitney she works with about 15 middle school students from grade 6 to 8 who are functioning between grades 3 to 5. “You may have a child of 10 who is performing at P4 level. They may have cognitive issues or ADHD (Attention Deficit Hyperactivity Disorder). Special Education is about meeting the child where they are and moving them forward, giving them confidence and the opportunity for success.”

Students are tested at the end of each school year after which Mrs. Welch develops individual educational plans and meets with parents to update them on the student’s progress and submits assessment documentation to the Ministry of Education for psychological educational assessments to pinpoint what challenges the student has and to provide strategies to use in and out of the classroom to assist that student in being successful.

“Kids are just different today from when I was coming up. They come to school with a lot more baggage so you have to build trust and respect. I don’t put my students in a box. I believe they will be the best at what they do, whatever that is.”

Whether it is history, math, science, basic life skills or creative writing, Mrs. Welch said she likes to challenge her students and try make things relevant to their everyday life. “I don’t think they need to be limited to something junior. They are capable of being pushed and it is so rewarding to see them respond and make progress.”

As for her own future, Mrs. Welch plans to stay in education. "Right now I am really enjoying it and soaking it all up. Until you 'put the rubber to the road' you don't know whether your strategies will work. It's about constantly coming up with different ways of doing things and being creative in your presentations."



Scholarships and Awards

CONSTRUCTION ASSOCIATION OF BERMUDA SCHOLARSHIP AWARDS



The recipients with Minister Patricia Gordon-Pamplin and Workforce Development training officers.

The Department plays a leading role in shaping Bermuda's future workforce, providing many Bermudian students with financial assistance to enable them to attend college or university as a pathway to better employment options and career opportunities.

In the current economic climate, some of Bermuda's brightest students may find higher education out of their reach because of the financial burden it would have on their families, where their parents may not be engaged in full employment. Additionally, college and university tuition costs increase yearly making it more difficult for families to afford their children the opportunity.

In 2015, in response to the economic situation of an increasing number of families, the Department increased the value of its annual National Technical Vocational Training (NTVT) Scholarship Awards from \$5,000 to \$10,000 per year. In 2016, a total of 22 awards were granted out of 61 applications made via the www.bermudascholarships.com website.

Successful candidates were determined by the following criteria:

- Economic workforce trends. Data gathered in the National Training Plan indicates that future opportunities are greatest in the construction hospitality, information technology and health sectors, therefore emphasis was placed on applicants studying in these areas. Focus was also placed on areas where there is a need for an increased number of Bermudians;
- Financial need;
- Academic achievement;
- Statistical data (concentration areas where there are high work permit issuances).

The number of students attending overseas institutions who are being supported by the Department totalled 73 in 2015 and 69 in 2016, including the new award recipients). These numbers represent returning students who maintain the required 2.7 GPA annually. The scholarship awards are granted on the basis that the educational programmes do not exceed four years. The Department also provides tuition support to individuals attending the Bermuda College. In 2016, 51 students received funding for their tuition costs.

\$10,000 annually is given to each NTVT Scholarship Awardee

2.7 GPA that NTVT scholars need to maintain

73 students attending overseas institutions in 2015 supported by the Department

69 students attending overseas institutions in 2016 supported by the Department

22 student awardees of the NTVT Scholarship in 2016

9 individuals obtained the TVET Awards in 2016-2017

\$220,000 is the total funding granted through the 2016 NTVT Awards

The 22 students who received National Technical Vocational Training (NTVT) Awards in 2016 -17 were:

NAME	INSTITUTION	AREA OF STUDY	EXPECTED GRADUATION
Jaidah Bailey	University of Nevada	BSc Hospitality Management	2020
Kenneth Bartram	University of Portsmouth	BSc Counter Fraud & Criminal Justice	2018
Keri Brangman	New England Institute of Technology	Computer Surgical Technology	2017
Tabia Butterfield	Seneca College	Civil Engineering	2018
Justine Dzofonoo-Burch	New England Institute of Technology	Cyber Security & Networking Engineering	2018
Erin Greig	Warsach Academy	Officer of the Watch – Master Mariner	2017
Wesley Hall	University of the West Indies	Teaching Certification	2018
Niambi Landy-Philpott	Adacia University	BSc Mathematics	2019
Cholae Martin	University of Nottingham	Masters in Pharmacy	2020
Comori Matthew	New England Institute of Technology	Mechanical Engineering	2018
Kobe Richardson	Purdue University	Construction Management/Field Engineering	2019
Sajni Richardson	Johnson & Wales University	Culinary Arts	2017
Jessica Richardson	Loughborough University	BSc Mathematics	2020
Ezzarha Shakir	Oxford University	Nursing	2018
Ranisha Simmons	Mount Saint Vincent University	Accounting	2018
Alexis Smith	Leeds Beckett University	Computer Forensics & Security	2017
Vernon Symonds-Dill	Niagara College	Engineering	2019
Shiloh Todd	Johnson & Wales University	BA Restaurant Management	2017
Janay Trott	Keele University	Masters in Pharmacy	2018
Kayla Williams	International Culinary Institute of Switzerland	Culinary Arts	2017
Stephanie Wright	Sheffield Hallam University	Nursing	2018
Shaunte Young	Mercy College	Veterinary Science	2018

The following were successful in obtaining the 2016-2017 Technical Vocational Education Training (TVET) Award:

- Jahkia Bolin
 - Jordan Johnson
 - Theresa-Lynn Santucci
 - Tyrone Pedro
 - Olievia Martins
- Angela Sweeting
 - Shanae Seaman
 - Jahru Edmead
 - Jayla Burtw

Scholarships and Awards

CONSTRUCTION ASSOCIATION OF BERMUDA SCHOLARSHIP AWARDS



“I urge all Bermudian construction workers to take full advantage of educational initiatives to land the jobs which do exist — but there is increased competition for employment openings and only the best qualified workers are being hired. Accept the challenge of becoming competitive and gain the technical and soft skills needed to become more employable offered with the Department of Workforce Development and other training facilities.”

- Charles Dunstan,
President, Construction
Association of Bermuda

\$39,500 total funding granted
through the CAOB Scholarship

6 awardees in the
2016 CAOB Scholarship

The Department continued its collaboration with the CAOB to not only raise awareness among young Bermudians about the construction industry and the career opportunities it presents but also to promote the importance of education and life skills in obtaining the internationally accredited trade and professional certifications required across all technical trades.

The Department co-sponsors the annual CAOB Scholarship Awards, providing a funding match of up to \$30,000 per year. Scholarships are awarded up to a maximum of \$15,000 for the academic year to outstanding students studying towards professional and managerial degrees in construction-related areas. Potential candidates must be Bermudian, and be accepted for a course in any construction related discipline leading to certification by a suitable professional body. Subject areas can include:

Construction - including project management and construction management

Surveying - including land, building, and quantity

Engineering - including civil, mechanical and electrical

In 2016, a total of \$40,000 was given to six recipients:

- Tariq Basden was awarded \$12,000 awards his freshman year at the Florida Institute of Technology in the United States to begin his Bachelor degree in Engineering.
- Ayo-Oluwa Salawu received a \$10,000 award to continue his Bachelor degree in Engineering at the University of the West of England, U.K.
- Tabia Butterfield was awarded \$5,000 and is returning to Seneca College in Canada to continue her Bachelor degree in Engineering.
- Kobe Richardson received a \$5,000 award to enter into his second year studying for a Bachelor degree in Engineering at Purdue University in the United States.
- Vernon Santee Symonds-Dill was awarded \$5,000 for his second year studies in the Mechanical Engineering Programme at Niagara College, Canada.
- Kahnae Bean was awarded \$2,500 towards her studies in Project Management at the University of Hertfordshire, U.K.

Scholarships and Awards

CITY & GUILDS EMPLOYABILITY SKILLS AWARD

CAOB 2016
Scholarship
Awardees



Vernon Symonds-Dill



Tabia Butterfield



Kahnae Bean



Ayo-Oluwa Salawu



Kobe Richardson



Tariq Basden

The COAB is also the Accredited Training Sponsor (ATS) for the National Center for Construction Education and Research (NCCER), which develops standardised construction and maintenance curriculum and assessments.

As the ATS, all local NCCER training and training facilities must be approved and monitored by the CAOB. CAOB manages all crafts and trades training in schools, Bermuda College and the Department of Corrections as well as offering training for NCCER Master Trainers and NCCER Certified Instructors on a periodic basis.

In 2016, COAB organised NCCER Construction Site Safety Orientation (CSSO) Training for 150 people. On the 12.5-hour Basic Safety course, trainees learnt the importance of safety in the construction and industrial crafts and trades; how to identify and follow safe work practices and procedures and how to properly inspect and use safety equipment.



Since 2013, the Career Development Section has helped deliver curriculum content for the Career Development course which is taught at the third year Secondary level (S3).

The curriculum is based on the City & Guilds Employability Skills Award and throughout the course students must demonstrate evidence by preparing a portfolio which is verified by City & Guilds. Upon completion of the course, students are eligible for the City & Guilds Employability Skills Award.

The pass rate or percentage of students obtaining the Employability Skills award for the 2015-2016 school year was a record 71%, up from 59% in 2014-2015 and 19% in 2013-2014. The Section will continue to maintain this partnership which helps ensure that young people understand appropriate work ethic and the skills and qualities that employers seek in employees. Cedarbridge Academy has recognised the Department as a useful resource to augment the Career Development Course.

19% pass rate of students
obtaining the Employability
Skills award in 2013-2014

59% pass rate of students
obtaining the Employability
Skills award in 2014-2015

71% pass rate of students
obtaining the Employability
Skills award in 2015-2016

TRAINING AND CAREER DEVELOPMENT

Career Development Statistics



The Career Development Section assists Bermudians in improving their job skills in order to take advantage of opportunities in the job marketplace. It aims to strengthen Bermuda's workforce in alignment with recognised international standards and in doing so promote sustainability, and stability within the community.

The Section is responsible for the accurate assessment of individuals for employment and career development, as well as working with employers on the placement of prepared individuals in available and suitable posts. It assists individuals throughout the job search process from intake to job readiness to referrals to potential employers.

Career Development Officers build working relationships with employers to facilitate successful employment referrals and respond to employer requests. The Section also works

with global employers to facilitate overseas employment opportunities for Bermudians who seek international experience, both on land and on cruise ships.

Job Board

By the end of 2016, the Job Board had 9,364 candidates and 1,524 employers registered, and 239 available jobs posted. The Job Board continues to see considerable activity with 72,018 job applications submitted to date since its initial launch in 2013.

Following upgrades to the Job Board in January 2016, employers are now required to provide feedback on recruitment activity for Job Board applicants. This new feature was developed to capture the success of the Job Board as well as the number of hires resulting from use of this recruitment tool. Since this upgrade, 952 hires have been recorded.

Career Development Database

As of January 29, 2017, there were 2,293 persons registered with the Career Development Section database as either unemployed or seeking alternative employment.

A total of 683 candidates were referred to employers' requests as a requirement of the Work Permit Policies – Restricted Job Categories. This resulted in 94 hires, or 14% of those persons referred being hired.

AS OF DECEMBER 31, 2016

9,364 candidates registered in the Job Board

1,524 employers registered in the Job Board

239 available jobs posted in the Job Board

72,018 job applications submitted since 2013

683 candidates in the Career Development Section were referred to employers' requests

Training and Career Development

NATIONAL CERTIFICATION (DESIGNATED TRADES) PROGRAMMES

National Certification Programmes ensure that Bermuda's vocational professionals are working to 'national standards' that introduce more proficient, competent, and safe-conscious professionals in specific occupations. The programme of national certification was created by the National Occupational Certification Act 2004, and designates the following occupations as requiring compulsory certification:

- Welder
- Automotive Service Technician
- Electrician
- Landscape Gardener

A person may only work in a designated occupation if they have filed an application showing that they are a registered apprentice, a student in a work training programme or a person holding certificates from accredited institutions in Bermuda or overseas.

The NTB established the Occupational Advisory Committees (OAC) for each of the designated occupations. Each OAC, which is comprised of up to six individuals appointed by the Minister of Home Affairs, is tasked with setting the various standards for each occupation. These individuals must be industry experts directly involved in the occupation being standardised and evaluated, thus adding credibility to our workforce.

Under a new Immigration Policy implemented in August 2016, non-Bermudians seeking employment in a designated occupation must first obtain permission from the Department of Workforce Development's National Training Section for 'pre-vetting'. Permission must be granted before an employer may make a Work Permit Application. Following receipt of a work

permit, the employee has up to three months to complete the process towards achieving National Certification.

The policy also required that current work permit holders in a designated occupation registered with the Department of Workforce Development by January 31, 2017 to begin the National Certification process.

There are 192 Electricians eligible for re-certification however as of March 31, 2017, only 25 had fully met the criteria to receive their credentials. Individuals are slow to attend the required training, presented their work binders or are delinquent in payment of the required fee – these are some of the reasons for the result. There are 77 Industrial Electricians eligible for re-certification and the Department is working to complete their process with the expectation that more than 50% will receive their license prior to March 31, 2017.

192 Electricians eligible
for re-certification

25 Electricians received
their credentials

77 Industrial Electricians
eligible for re-certification

Training and Career Development

NATIONAL CERTIFICATION (DESIGNATED TRADES) PROGRAMMES

It is also expected that a minimum of 5 Automotive Service Technicians will receive their Certification by March 31, 2017. The newly formed Occupational Advisory Committees (OAC) are actively reviewing the standards to ensure that they align with international standards. At the time of this report, no welders or landscape gardeners had achieved National Certification.

In early 2017, as part of ongoing efforts to improve efficiency and effectiveness, National Training Section recruited an additional Standards and Enforcement Officer and a consultant to assist with the Automotive Service Technician and Landscape Gardener National Certification. The consultant's role specifically focused on collaborating with the Bermuda College, the Horticultural Occupational Advisory Committee, and the Automotive Occupational Advisory Committee to ensure that curriculum matches National Certification requirements and that the training programmes are internationally recognised and accessible to public and private sector workers in designated occupations.

5 Automotive Service Technicians will receive their Certification by March 31, 2017

Training and Career Development

SUMMER EMPLOYMENT PROGRAMME (SEP)



The Summer Employment Programme (SEP) coordinated by the Career Development Section assists Bermudian College and University students in the development of their career goals by connecting work experiences to their academic learning.

Students must demonstrate full-time enrolment in an accredited college or university. Successful participants are afforded an opportunity on academic merit and possessing a minimum cumulative grade point average (GPA) of 2.5 or higher. Community involvement, a formal interview and a personal statement of career goals are also required. Interns receive placements within Government, Private and Non-Profit Sectors where they develop leadership and decision making skills, time management, conflict resolution, and career and work competency standards.

The 2016 Summer Employment Programme began in May 2016 with 95 students being placed in internships based on their interest within Government, private and non-profit sectors. Work assignments are professional and based on entry-level job descriptions. For their efforts, the students received a \$5,000 stipend over the 10-week period to assist with their educational and living costs.

The interns were enrolled in a wide range of academic programmes, including:

- Law and Political Science
- Business (Commerce, Accounting, Finance, International Business)
- Health (Pre-Medical, Pre-Dentistry, Nursing, Occupational and Physical Therapy, Public Health, and Pharmacy)
- Sciences (Environmental Sustainability and Protection, Applied Animal Management and Veterinary Science)
- Human Services (Psychology, Social Work, Forensic Psychology)
- Education (Early-Childhood, Special Education)
- Information Technology (Cyber Security)
- Mechanical and Marine Engineering; Plumbing Technology
- Landscape Architecture
- Automotive Technology
- Maintenance Management
- Television and Film, Digital Media, Graphic Design, Theatre
- Criminology and Criminal Justice



95 students placed in internships in 2016

2.5 minimum GPA to qualify for the programme

\$5,000 stipend of each student

10 weeks is the duration of the SEP

Training and Career Development

SUMMER EMPLOYMENT PROGRAMME (SEP)

“This is a one-of-a-kind experience that has benefited me greatly, and I am extremely grateful to have had the opportunity to work with the Government of Bermuda London Office.”

- Calyx Tucker



STUDENT EXPERIENCES

Calyx Tucker recently graduated from the University of Law, Bloomsbury Centre with a Graduate Diploma in Law, with Commendation. She also holds a BA (Honours) in Japanese and Politics and a LPC MSC Law, in Business and Management with Distinction. The Bermuda Government London Office collaborated with the Department to create a six-month internship for a recent graduate. Calyx's internship was extended for six additional months based on her performance. "From day one, no two days have ever been the same, with work ranging from assisting in consular matters to attending ministerial conferences. I first joined the office on the Monday after the Brexit referendum in the UK, and immediately observed resulting discussions as it relates to the Overseas Territories. The highlight of my experience was preparing for and attending the Joint Ministerial Council, the highest political forum between Governments of the British Overseas Territories and the United Kingdom.

"I also had the opportunity to assist in protecting Bermuda's reputation as a trusted jurisdiction in international tax and transparency, dealing with both the public and private sector to ensure the protection of our good name globally. Aside from dealing with the UK, we also engage often with the wider diplomatic community. During my second week, I

accompanied the Director to a meeting with the European Commission and the Overseas Countries and Territories Association within Brussels in which Bermuda sits as Vice President. I was also afforded the opportunity to participate in the Commonwealth Diplomatic Induction Programme organised by the Commonwealth Secretariat, aimed at UK based Commonwealth diplomats and Representatives of the British Territories.

This internship has offered me a unique insight into the world of international relations and policy. It is an exciting opportunity to hone both hard and soft skills while doing work that is interesting and meaningful."

Anthony Bailey, studying Business with a specialty in Finance at Heriott Watt University in the United Kingdom. He interned with the Ministry of Economic Development, Business Development Unit (BDU).

"Throughout the summer I worked alongside the BDU team with various legislative matters. This is directly related to my studies in business and finance and has enabled me to gain practical experience within a business setting which has assisted me with my personal and academic growth. I am eternally grateful to the Department of Workforce

Training and Career Development

SUMMER EMPLOYMENT PROGRAMME (SEP)

Development, Minister Patricia Gordon-Pamplin and the Bermuda Government for the opportunities available to students like myself. As a result of my experience and the experiences of other interns I am sure that we have all gained crucial skills and tools that we will no doubt carry forward with us into our daily lives both socially and professionally.”

Cara Phillip, who is studying at Oral Roberts University in the United States, interned with the Sustainable Development Department.

“While interning at the Sustainable Development Department, I was not only able to engage with people in the field related to my environmental sustainability degree, but I was also able to gain three credits from my university through the experience. I made such valuable connections

with my supervisors, and they are able to connect me to other important people in my field and give me advice about graduate school programmes. Also, while interning at Plant Protection, I gained many transferable laboratory and administrative skills that are relevant to the environmental field.”

Brandon Sousa is studying Politics and International Relations at Nottingham Trent University

The Career Development Section partnered with the Bermuda Government London Office, to create an opportunity for Brandon to complete his work experience in the London Office.



Minister Patricia Gordon-Pamplin with the summer interns.

Training and Career Development

COLLABORATIONS WITH INDUSTRY PARTNERS



“These scholarships have meant the world to me because without them it would have been tough for my family.”

- Jadah Bailey



HOSPITALITY INDUSTRY

New hotel construction and human resource needs for the America's Cup influenced a welcome upswing in employment opportunities for Bermudians in the hospitality industry during 2015-2016.

The Department of Workforce Development (DWD) continues to work with its partners to attract young Bermudians to the hospitality business, particularly in service positions where Bermudians are no longer the 'face' of the industry.

Over the past 10-15 years, a cultural bias has developed against service industry jobs, especially within the hotel sector, and the DWD and the Bermuda Hospitality Industry (BHI) are focused on training programmes and initiatives to change these attitudes and raise awareness and appreciation of the unique career opportunities and benefits that these jobs can offer.

A number of hospitality programmes are currently offered to prepare Bermudians for the industry. Bermuda College offers certification and degree courses under the Division of Business Administration and Hospitality covering hospitality management as well as culinary arts.

The BHI and Bermuda College recently launched a certified programme in Waiting and Bartending designed to ensure that participants are better positioned in the recruitment process. The programme includes practical work hours in a hospitality establishment prior to completion. Information sessions were held at the Bermuda College, the Chamber of Commerce, the Berkeley Institute and Cedarbridge Academy, and by the writing of this report 21 individuals completed and received The American Hotel and Lodging Association

Certified Server designation. In addition, 3 individuals received their Certification as Bartenders. The program was designed to assist unemployed clients of DWD at a cost of approximately \$39,622.

BHI also offers START, an international certified programme from the American Hotel and Lodging Educational Institute, to high school students ages 16–18. Students receive 180 hours of classroom instruction and 180 hours of on-the-job training over two summer seasons. BHI is also responsible for managing industry placements of high school students taking part in the Ministry of Education's Career Pathways Programme — a once-a-week work release programme providing 53 students with an opportunity to spend time in the industry of their choice.

Jadah Bailey is one of the brightest stars to come out of the START programme. “BHI made a presentation at my school one day about the options for those interested in getting into hospitality - and it really sparked my interest,” she said. “I signed up for their START programme to see if hospitality would be a good fit for me and they provided me with a job at Hamilton Princess and Beach Club. I worked there for two summers and that's when I fell in love with the industry.”

After that positive experience, Miss Bailey decided to research different colleges and stumbled upon the University of Nevada, Las Vegas (UNLV). There was one challenge - she came from a single parent home and wasn't sure where the money was coming from to fund university.

Last year, the BHI provided Miss Bailey with a \$5,000 scholarship, thanks to proceeds raised from the Tomasz Tabor Memorial Golf Tournament. The DWD also gave her \$10,000 towards her tuition, a generous gift that will continue each year until she graduates from the UNLV in the autumn of 2020.

Training and Career Development

COLLABORATIONS WITH INDUSTRY PARTNERS



HAMILTON PRINCESS
BERMUDA
HOTEL • BEACH CLUB • MARINA

The 19-year-old is “extremely grateful” that the two organisations came through to offer their support. “My mother is a single mom and she’s already stretched paying my older sister’s way through college. I could see it was stressful on her paying for school for both of us and covering the cost of bills. Thanks to BHI and Department of Workforce Development, it’s been a lot easier,” Miss Bailey said.

Just this past semester, Miss Bailey was recognized three times by her school. She was named a National Society of Collegiate Scholar and was also awarded The National Engaged Leadership Award from the National Society of Leadership and Success; and the Outstanding Academic Achievement Award from UNLV Alliance of Professionals of African Heritage.

Miss Bailey plans to spend a year working on a cruise ship after graduation; then the goal is to come home and get her feet wet in the casino gaming industry.

This summer she will be spending four weeks in Chiang Mai, Thailand in a study abroad programme, followed by an eight-week internship with Bermuda Tourism Authority, providing her with hands on experience on what it takes to attract tourists to the Island.

She encourages other young people to stay open-minded to the possibilities open to them in the hospitality industry. “In my opinion, it’s such an exciting field and there is so much to learn and offer,” she said. “It’s different from the corporate setting where you sit at a desk from 9am until 5pm. There’s a lot more excitement. You meet different people and get to learn new skills.”

In addition to scholarship opportunities in the hospitality industry, the DWD is increasingly seen by employers as a viable resource to support recruitment of Bermudians.

The Career Development team was invited to collaborate on a recruitment initiative for The Loren at Pink Beach, a new luxury boutique hotel dedicated to delivering a five star level of service quality.

The Department collaborated with Performance Solutions and the Management Team of The Loren at Pink Beach to host a recruitment drive in November 2016. Available positions included Food and Beverage, Front Office, Administration and Housekeeping. The Loren intends to have a full staff complement of approximately 60 persons by spring 2017.

Prospective candidates participated in speed interviews with DWD staff prior to shortlisted applicants advancing to a formal interview with The Loren Management team. The drive was attended by 140 candidates, with 100 advancing to interviews with The Loren Management team which resulted in 20 preliminary hires. Further Bermudian hires are expected later in 2017.

The Career Development Section also worked very closely with the Hamilton Princess Hotel & Beach Club during their recruitment period in preparation for the peak season. Officers assessed, pre-screened, and referred suitable candidates for 77 vacancies. This process consisted of security vetting, assessment, understanding the applicant’s interest, experience, and suitability for hospitality in a pre-interview, and assisting the individuals with completing an online application for the current vacancies. Referrals made by the Section were given serious consideration and preference by the hotel.

THE
LOREN
AT PINK BEACH

140 candidates who applied for jobs at The Loren

100 advanced to the formal interview stage

20 preliminary hires at The Loren

Training and Career Development

COLLABORATIONS WITH
INDUSTRY PARTNERS


Fairmont
SOUTHAMPTON



L to R:
Devon Nepeir,
 Culinary Apprentice,
Quinn White,
 Culinary Apprentice,
Herbie Bascome,
 Sous Chef,
David Ansted,
 Executive Chef,
Sierra Symonds,
 Culinary Apprentice.

“We are passionate about our industry and look forward to engaging and inspiring young Bermudian chefs to reach their goals.

Through our Fairmont international connections, trainees can start here building their skills while working with some of the best culinary experts in the world.

As the Fairmont is an international network, we can also provide the opportunity to cook around the world! The Apprenticeship Program has both short term and long term benefits for our Colleagues and ourselves. We increase our number of Bermudian chefs while they have the opportunity to achieve international certification standards like the Red Seal qualifications. It is a win win for everyone.”

- David Ansted,
 Executive Chef, Kendelle Webb,
 Recruitment Manager



The Department has a strong working relationship with the Fairmont Southampton Princess Hotel which is committed to developing Bermudians in the area of Culinary Arts.



In January 2017, three apprentices attended Holland College, Prince Edward Island, Canada to participate in the 5-week Culinary Institute of Canada 'Release Cook Course'. Two of them will participate in the 'Block 2 Programme' whilst the remaining apprentice engages in introductory level training. The Block 2 apprentice has acquired the relevant number of work hours to qualify them to sit the Red Seal International Certification exam. An Interprovincial Red Seal gives the apprentice the ability to work anywhere in the world. It is a mark of excellence for a chosen trade and a highly recognised designation by employers. To date, six Bermudian apprentices with the hotel have received their Red Seal Certification in Culinary Arts.



Recruitment Manager, Kendelle Webb said, “The Fairmont is an international network that provides the opportunity 'to cook around the world'. Training is key, so we challenged all apprentices with short and long term goals, and to set their plans starting with the Red Seal qualifications.

3 apprentices from the Fairmont Southampton Princess Hotel attended Holland College, Canada

6 Bermudian apprentices at the Fairmont Southampton Princess Hotel have received their Red Seal to date

Training and Career Development

COLLABORATIONS WITH INDUSTRY PARTNERS



INTERNATIONAL BUSINESS

The Department worked closely with the Ray Brooks, Chief Executive Officer of GreyCastle Life Reinsurance Ltd, the Ministry of Education, and two professional membership groups - the Bermuda International Long Term Insurers and Reinsurers (BILTIR) and the Young Presidents Organisation (YPO) - to launch a Summer Employment Internship Programme for High School students in July 2016.

"The idea for this programme started as a plane ride conversation. I had the good fortune to sit next to Michael Dunkley, Premier of Bermuda, and he challenged me to inspire the next generation to be part of international business. We brainstormed and agreed a mentoring summer internship was a natural solution.", Mr. Brooks narrated.

The programme, which complemented the Ministry of Education's Career Pathways Programme, was designed to provide 53 students from Cedarbridge Academy and Berkeley Institute with practical exposure to International Business. Participating companies offered a summer internship to students with a keen interest in International Business. Although the opportunity was non-paid, participating companies were encouraged to offer a stipend to students. The programme extended six weeks with BILTIR and YPO member organisations and select students had the opportunity to rotate on a two- to three-week rotation within several companies. An orientation session at the commencement of the programme provided information on the Internal Business Sector and career path opportunities. In addition to work experience, participating companies

provided guidance and mentoring. Work assignments were administrative and data entry related to provide real world office experience.

Work opportunities were provided by the following companies:

- PricewaterhouseCoopers
- Athene Life Re
- Hannover Life Re Bermuda Ltd.
- Kane LPI Solutions
- Safe Harbor Re
- The Royal Gazette
- Hamilton Re
- Tuckers Point
- Phoenix Stores
- Fireminds
- Weisshorn Re
- Wilton Re
- Kane LPI Solutions
- Beechwood Bermuda
- GreyCastle Life Re
- Chubb

"With the help many partner companies, the interested 53 students were enrolled. They learnt how to set goals, experienced real job skills, and were mentored to plan, and shape their long term goals. I was delighted to be the catalyst to start this business programme for the next generation."

- Ray Brooks, CEO of GreyCastle Life Reinsurance Ltd



Training and Career Development

COLLABORATIONS WITH INDUSTRY PARTNERS

AECON

With the Airport Redevelopment, Morgan's Point, St. George's hotel and other major capital projects in development, the construction sector is poised for a resurgence. In 2016, the Department and the Construction Association of Bermuda (CAoB) launched the Construction Labour Development Programme. The Department and CAoB is working closely with developers to find out the skills needs for projects in order to proactively identify and prepare a strong and capable talent pool ready to take on the work opportunities that may arise over the course of the next five years.

The CAoB collaborated with the Department to host a series of NCCER (National Centre for Construction Education and Research) Safety and Health training programmes. This certification is a prerequisite to work opportunities on the new Airport site but is also recommended to individuals in all vocational occupations.

As part of the Airport Redevelopment Project, Aecon Group Inc. partnered with the Department to select six Bermudians for paid internships with Aecon and members of its technical team in Canada. The interns will be paid by Aecon and travel, room and board will be paid for by the Department. The interns, who began their work experience in April 2017, were:

Barak Breinar, a 23-year-old graduate of the New England Institute of Technology. Barak worked at L.F. Wade International Airport in six different departments over a six-year period – most recently as a skycap. His employer in Canada will be Mulvey & Banani International. He will take on a role created for an electrical design intern.

Owen Chisnall, a 22-year-old graduate of Niagara College is a committed Bermudian volunteer who has been working to help maintain and rebuild Trunk Island. He will be spending half of his internship with H. H. Angus and half with Aecon in order to gain experience in the fields of mechanical engineering and project safety.



Barak Breinar, Jordan Lawrence, Ricardo Graham-Ward, James Gould, Je-Shae Pace and Owen Chisnall.



Barak Breinar



Owen Chisnall

6 Bermudians selected for the paid internships Aecon

4 to **5** days each week with their host company working on tasks specifically related to the Airport Redevelopment Project

6-month programme based in Canada

Training and Career Development

COLLABORATIONS WITH INDUSTRY PARTNERS



James Gould, a 24-year-old graduate of the University of Plymouth has been working for Kaissa as a junior roof installer and assistant superintendent. He will be working for Aecon and gaining experience in construction management and safety.

Ricardo Graham-Ward, a 24-year-old graduate of the University of Southampton, has been working for the Department of Works and Engineering as a Trainee Civil Engineer. His internship with WSP Global and Quinn Dressel Associates will allow him to further his career in civil and structural engineering.

Je-Shae Pace, a 26-year old graduate of the University of Brighton, held a leadership role in project management while at university and worked as a security screener at L.F. Wade International Airport during her summer holidays. Je-Shae will be working for Scott Associates Architects to gain experience in the field of architecture, which she studied at university. They provide aviation clients worldwide with full architectural, interior design, programming and planning services.

Jordan Lawrence, a 20-year old graduate of the New England Institute of Technology, recently returned home to Bermuda. He will be spending three months each with H. H. Angus and Aecon gaining invaluable experience in mechanical engineering and construction management.

While the Morgan's Point Project may not create the volume of construction jobs anticipated because of the developer's decision to use precast concrete applications, it is nevertheless expected to create hundreds of job opportunities in Drywall, Tiling, Power Engineering, Electrical, Plumbing, Landscaping and

Pool Maintenance. When complete, the project will feature 35 stand-alone residences, the Caroline Bay Marina and a five star 'boutique' 70-room Ritz Carlton Reserve Brand Hotel.

The Department is collaborating with the developer, dck Limited, and the CAoB to determine how many sub-contractors will be required for ongoing work on the property. Once the timelines and skills requirements are identified, individuals seeking employment in various construction occupations will be asked to register with the Department which will work with all sub-contractors to assist with the recruitment process. Additionally, the Department is prepared to work directly with industry to assist with the training needs of Bermudians to elevate their chances of obtaining work opportunities on-Island.



Michael Fahy, the Former Minister of Home Affairs, joined by Craig Christensen, President of Morgan's Point Ltd.; Charles Dunstan (left), President of the Construction Association of Bermuda; and David Tobasco (right), Vice President of Construction for DCK Bermuda at the Caroline Bay Bermuda site.



James Gould



Ricardo Graham-Ward



Je-Shae Pace



Jordan Lawrence

Training and Career Development

COLLABORATIONS WITH INDUSTRY PARTNERS



OTHER INDUSTRIES

In February 2016 the Department provided funding assistance to the Bermuda Telephone Company (BTC) to help launch the company's first ever formalised Apprenticeship Programme. BTC selected and

employed 10 young Bermudians from 213 applicants. All 10 achieved their first year certificates for Copper and Fibre Training from City and Guilds and will now work towards their full Level 2 Certification.



213 applicants for the BTC Apprenticeship Programme

10 young Bermudians were employed

100% of new hires achieved first year certificates for Copper and Fibre Training from City and Guilds

Kumar Grant, Stuart Wilson II, Staphen Dill, Rahiem Steede, Warren Bean, Akeem Ible, Giniko Butterfield, Teko Bean, Davon Gibbs and Jahkote Webb

Training and Career Development

ELECTRICIANS



In virtually every industry sector, it is essential for employees and professionals to regularly upgrade their skills and knowledge. Keeping “current” is especially important in the electrical trades where technology and regulations are constantly changing.

The Department also hosted the following series of programmes:

- 2014 NEC (National Electric Code) Analysis of Changes was held in September and December 2016. This training provided participants with a deep understanding of the changes in the electrical code from 2011–2014. The Occupational Advisory Committee set out this training as a prerequisite for re-certification in the National Certification Programme. A total of 79 electricians attended.
- In December, 19 electricians attended the National Fire Protection Association (NFPA) 70 Training foundation course that focuses on electrical safety in residential, commercial and industrial premises. The course sets out the standardised application for installations in the field. The National Electrical Code (NEC) is highlighted as a best practice tool required for use by all electricians. Participants were instructed on how to use the Code particularly highlighting how it applies to daily work tasks.
- The Department, in partnership with the Bermuda College and the Department of Planning, successfully hosted a training seminar for potential relief electrical inspectors to address a current lack of resources. The International Association of Electrical Inspectors (IAEI) conducted a 5-day course in October, 2016. As a result of this training, the Planning Department now has a pool of talent to assist with on-site inspections. A total of 12 senior electricians attended the course and it is hoped they will all sit the Certified Electrical Inspector (CEI) examination.
- As a result of the enactment of the Fire Safety Act 2014 the Bermuda Fire Service (BFS) has ruled that electricians who install sprinkler systems must be ‘certified’. To that end, the BFS is accepting the National Institute for Certification in Engineering Technologies (NICET) Level 1 as a minimum standard of practice. Four Bermudian tradesmen travelled to Florida to participate in the NFPA 13 Installation of Sprinkler Systems training held in December 2016 and are expected to sit their final exam at the Bermuda College in 2017.
- The introduction of the NFPA 72 course was also introduced as a result of the Fire Safety Act 2014. The BFS has requested that all persons involved in the installation of Fire Alarm and Signalling Systems be certified. In support of this recommendation the Department hosted a course in February 2017. There were 14 participants who all received a Certificate of Participation.

79 Electricians attended the NEC Analysis of Changes Training

19 Electricians attended the NFPA 70 Training

12 Senior Electricians attended training conducted by the IAEI

4 Bermudian tradesmen participated in the NFPA 13 Training held in Florida

Training and Career Development

PHOTOVOLTAIC ALTERNATIVE ENERGY

“It’s a win-win situation given the economic climate and the fact that the solar market is burgeoning.”

- Joseph Weeks



One of the goals of the Department is to help prepare Bermudians for new and emerging industries and technologies.

Solar power is becoming more popular in Bermuda as an affordable alternative energy source and there are opportunities for more electricians to become qualified installers. In 2016 the Department collaborated with Combined Engineering Technologies Ltd. and Vector Technology Institute (Jamaica) to hold a Photovoltaic Alternative Energy Certification programme for electricians. Photovoltaics, or PV, is the conversion of light into electricity and solar panels are one example of a PV system, with each panel made up of solar cells that generate electrical power.

The idea for the week-long programme at Bermuda College came from Joseph Weeks, owner of Combined Engineering, who also teaches physics and electronics at the College. He said: “I wanted to help create some standards for Bermuda so that all the stakeholders in the industry - electricians, regulatory authority and planning - are working to one standard but until now people on the Island have been slow to embrace the technology.”

The programme was funded by the Department with participants selected from the Department’s database of electricians. The course included working on a solar panel system purpose-built for the course.

The course was attended by 20 individuals with 15 successfully attaining the 70% passing mark to receive their internationally-recognised Certified Photovoltaic Installer Certification and International Membership on the Electronics Technicians Association.

20 Electricians attended the Photo Voltaic Alternative Energy Certification programme

15 successfully received their Certified Photovoltaic Installer Certification and International Membership on the Electronics Technicians Association.

Training and Career Development

PROJECT BOUNCE



In July 2016, the Department initiated a surface-laying certification programme called Project Bounce. The hands-on training programme at Bermuda College teaches the skills required for installing and maintaining Resilient Playground Surfacing Systems which use recycled, environmentally-friendly materials to create soft, shock-absorbent school playgrounds.

The idea for the programme came from Bruce and Margo Simons, owners of High End Construction, which installs the surfaces, who wanted to give back to the community by providing employment opportunities.

The Department collaborated with the company to develop a programme for underemployed persons who were:

- Seeking to learn new skills in order to gain full employment;
- Needed to find a way to remove themselves from the Financial Assistance Programme;
- Looking to gain a range of key application skills and put them into practice.

For the initial programme, the Department identified ten unemployed men from its database who they felt might be interested in the course. After undergoing an orientation programme at the Department the participants were given assessment tests to determine what their skill sets were before they started the course.

The four week-course began with soft skills training in interpersonal skills, work ethics, effective communication, problem solving, time management critical thinking and team work.

Students then received instructions from Ron Wilson, President of OTS Manufacturing and Supply Inc., which manufactures the surfaces, and the Department of Environmental Health on health and safety, installation procedures, and care and maintenance. Week three involved practical on-site training from Mr. Simons on the application and installation of the surface laying materials. The final week was spent reinforcing soft skills training and on obtaining and keeping full-time employment.

At the completion of the course, students received a North American Standard certification recognised by OTS Manufacturing and Supply Inc.

In an effort to maintain the employment of these young Bermudian men who became more responsible citizens as a result of this training, discussions are continuing with the Departments of Education and Works and Engineering to install the surfaces in all public schools, day care centres and parks, as well as private schools and condo developments.



Training and Career Development

OTHER TRAINING AND CERTIFICATION PROGRAMMES HOSTED BY THE DEPARTMENT



"We have been able to put 38-40 people through the system at entry level, and we're looking to put another 45 through."

- Rudolph Cann, Director, Marine & Ports

"The main objectives of the training included, providing an in-depth overview of working in the private security industry."

- Antoine Daniels, Assistant Commissioner of Police

During 2016-2017, the Department worked with industry partners to facilitate a number of courses and programmes designed to help employees improve their knowledge and skill levels.

In preparation for the America's Cup event, 32 Marine and Ports employees were sent to Warsash Academy in the U.K. to gain their Standards of Training, Certification and Watchkeeping for Seafarers (STCW) Licenses. This is essential basic training for persons in substantive maritime careers and license holders are qualified to work on any merchant vessel in the world. The programme includes four modules - Basic Firefighting, Personal Survival Techniques, Personal Safety and Social Responsibilities, and Elementary First Aid - and also promotes safety of life and property at sea and marine environment protection.

Rudolph Cann, Director, Marine and Ports, explained the courses are approved by the U.K.'s Maritime and Coastguard Agency (MCA) and are part of a drive to upgrade employee qualifications across the board to international standards.

"Our aim is to have all personnel STCW-certified and with the help of the Department of Workforce Development, we have been able to put 38-40 people through the system at entry level, and we're looking to put another 45 through. Prior to this, only our top level personnel, such as ship's pilots, were fully STCW certified. Now we are bringing it in to cover everyone involved in ferry, tug boat and tender operations."

In November 2016 the Department hosted two training sessions facilitated by UK NARIC (National Recognition

Information Centre) - Evaluating International Qualifications and Degrees of Deception: Combating Education Fraud. UK NARIC is the designated U.K. national agency for the recognition and comparison of international qualifications and skills.

Participants were taught how to read and understand global education documents and evaluate them against U.K. standards and received guidance on what documents to request and on what checks should be made when dealing with international credentials. The sessions were attended by 25 representatives from the Department of Human Resources, Bermuda Police Service, Department of Corrections, Department of Health, Bermuda College and the Department of Immigration.

In February 2017, the Department hosted security guard training for Level 2 certification by the UK Security Industry Authority (SIA) standard, as recommended by the Bermuda Police Service.

Assistant Commissioner of Police Antoine Daniels said: "The main objectives of the training included providing an in-depth overview of working in the private security industry, entrance door security, conflict management and physical intervention. These key learning outcomes exposed private security guards to the UK national industry standards which aids the professionalisation of the local security industry."

The skills acquired during the course enabled a number of security guards to be deployed in key roles during the America's Cup.



32 Marine and Ports employees gained their Standards of Training, Certification and Watchkeeping for Seafarers (STCW) Licenses in the UK

25 individuals from various Government sectors attended the UK NARIC programme

Training and Career Development

GLOBAL CAREER DEVELOPMENT FACILITATOR (GCDF)



Ongoing training and professional development is essential to the Career Development Section's work with the underemployed and unemployed. It is important that Officers remain current with trends, best practice employment guidance, service delivery, and labour market information.

During the year, an Officer completed the Global Career Development Facilitator (GCDF) training which requires participants to complete 120 hours of Career Development focused theory and work. Currently, the team of 5 now has three members who hold the GCDF Certification with the remaining 2 team members hoping to confirm their certification during 2017.

As advocates of learning as a life-long process, one or more team members have completed the following training this year:

- Diversity and Inclusion
- Substance Abuse in the Workplace
- How Do I Still Make a Difference When Faced with a Challenging Client?
- Effective Interview Skills
- Hidden Disabilities: Neuro-Diversity and Working with ADD, ADHD and Asperger's
- Alternative Dispute Resolution
- Authentic Leadership

5 DWD Officers hold the GCDF Certification

120 hours of Career Development-focused theory and work required for certification

LABOUR RELATIONS

The Labour Relations Section oversees the certification and decertification of unions in the workplace, and manages labour disputes in both unionised and non-unionised environments. It is responsible for the administration of several pieces of legislation including: Employment Act 2000, Labour Relations Act 1975, Labour Disputes Act 1992, Trade Union Act 1965, Workers Compensation Act 1965.

It also promotes dispute resolution and prevention and management/employee engagement by offering a variety of training and workshop opportunities and a range of free and unbiased services to employers and employees – from consultations on employment situations to managing a complaint or a labour dispute through to settlement or to referral for disposition by a tribunal or arbitration panel.

During 2016-2017 there were approximately 638 labour dispute inquiries lodged with the Labour Relations Section of which 513 were consultations and 125 were complaints. Of these, 96 were complaints filed under to the Employment Act 2000 and 29 were grievances reported under the Labour Relations Act 1975, Trade Union Act 1965 and/or the Labour Disputes Act 1992.

The majority of the complaints filed and investigated by the Labour Relations Officers related to terminations (57 complaints) and outstanding wages (26 complaints). The remaining 42 matters consisted of complaints regarding constructive dismissal, agency shop queries, lay off, vacation pay, overtime, redundancy, sick pay, decertification and certifications.

At January 31, 2017, a total of 91 complaints had been resolved during 2016-2017 budget year, including 34 cases carried over from previous years. A total of 23 complaints were referred to the Employment Tribunal with 19 matters completed and awarded decisions. Of these, seven were settled in favour of the employee, eight in favour of the employer and four were settled between the parties without the need for an Employment Tribunal hearing.

All members of the Labour Relations Section (with the exception of the Administrative Assistant and most recently hired Labour Relations Officer) completed Phase II of the Alternative Dispute Resolution training, entitled Advanced Alternative Dispute Resolution or Advanced ADR, with the Acting Manager attending the Advanced ADR workshop in August 2016 and two Labour Relations Officers attending in November 2016 and February 2017. The focus of the Advanced ADR is on mediation training which is a crucial aspect of the work conducted by the Labour Relations Section in resolving labour disputes.

The Labour Relations Section has worked diligently to reduce and resolve the number of complaints lodged with the Section and referred for determination by way of Tribunal or Arbitration. Using the skills gained from the Advanced ADR training, the Labour Relations Section has seen an increase in the number of disputes resolved via consultations, where advice and guidance is provided to either employers or employees via telephone calls, emails or meetings compared to 2015-16. As a result, the number of active complaints within the Labour Relations Sections has declined by 34% over the last year.

638 labour dispute inquiries lodged with the Labour Relations Section

513 consultations

96 complaints filed under to the Employment Act 2000

29 grievances reported under the Labour Relations Act 1975

34% decline in the no. of active complaints within the Labour Sections over the last year

91 complaints resolved during 2016-2017

The Labour Law Reform Committee

The Labour Advisory Council (“LAC”) under the Ministry of Home Affairs continues to meet quarterly and during the 2016-17 budget year it created three sub-committees. These sub-committees are made up of LAC members, and each sub-committee includes a Manager and a Labour Relations Officer from the Department of Workforce Development. The remit of each sub-committee is to investigate and prepare a report of its findings and recommendations to the LAC and its Chairman, the Minister of Home Affairs. Each sub-committee has been working diligently and is expected to complete its respective mandates in 2017-18.

The Labour Law Reform Committee

This Subcommittee has been tasked with providing strategic guidance on:

- Amending and consolidating current Labour Laws.

Wendell Hollis, Chairman

Thaddeus Hollis

Chris Furbert, Union Representative

Ed Ball Jr., Union Representative

Michael Charles, Union Representative

Keith Jensen, Employer Representative

Graham Redford, Employer Representative

Stephen Todd, Employer Representative

Carlita O’Brien, Government Representative

Gabrielle Cann, Department of Workforce Development

Marcelle Beach, Department of Workforce Development

The Living Wage and Training Committee

This Subcommittee has been tasked with providing strategic guidance on:

- Amendments of Work Permit policies to address a living wage;
- Training requirements for Bermudians to provide them with the skills required for workforce opportunities.

Jason Hayward, Chairman, Union Representative

Keith Jensen, Deputy Chair, Employer Representative

Anthony Wolffe, Union Representative

Jeanette Matthew, Employer Representative

Pandora Glasford, Department of Workforce Development

Tamika Wade-Trott, Department of Workforce Development

The Work Permit Violations, Unscrupulous Business Tactics and Summer Employment Committee

This Subcommittee has been tasked with providing strategic guidance on:

- Cracking down further on unscrupulous business tactics that undermine Bermudian Labour;
- Working more with the International Business sector to provide summer job opportunities for Bermudians;
- Continued robust enforcement of Work permit policies.

Ed Ball Jr., Chairman, Union Representative

Jocene Wade

Donna Harvey-Maybury, Employer Representative

Zehena Davis, Employer Representative

Judy Teart, Department of Workforce Development

Lauren Smith, Department of Workforce Development

Leopold Lee, Department of Immigration

LOOKING AHEAD TO 2017/18

The Department, guided by the National Training Plan, aims to transition Bermuda's workforce into one that is self-sufficient and able to support and sustain the economy.

As Bermuda's economy evolves and is increasingly impacted by global competition, and the rapid pace of technological change continues, it is critical that the Island's workforce meets international and industry standards and that employees are flexible and forward-looking in order to meet changing business demands for qualified and higher skilled employees. To be successful and remain competitive in the job market,

employees must understand that learning and training never stops; that the ability and willingness to 'upskill' is increasingly valuable to employers across all industry sectors.

By continuing to build a coordinated and integrated partnership between Government and employers, the Department looks to identify skill shortages and industry trends in order to develop and fund the appropriate programmes that will prepare and equip Bermudians to take advantage of opportunities that arise.



NATIONAL TRAINING BOARD MEMBERS 2016/2017

Chair - Mr. Jeff Sousa, JP, MP
Deputy Chair - Mrs. Lisa Robinson
Ms. Kendralee Burgess
Ms. Lisa Almeida
Mr. Patrick Caton
Ms. Takeysha Wolffe
Mr. Paul Telford
Mr. William Graham-Welton
Ms. Malika Musson
Mrs. Leila Maderios
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Ex-officio – Ms. Terlena Murphy
Ex-officio – Mr. George Outerbridge
Ex-officio – Dr. Mark Van Den Hende

**TRAINING
NEVER
STOPS**



GOVERNMENT OF BERMUDA
Ministry of Home Affairs

The Department of Workforce Development

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