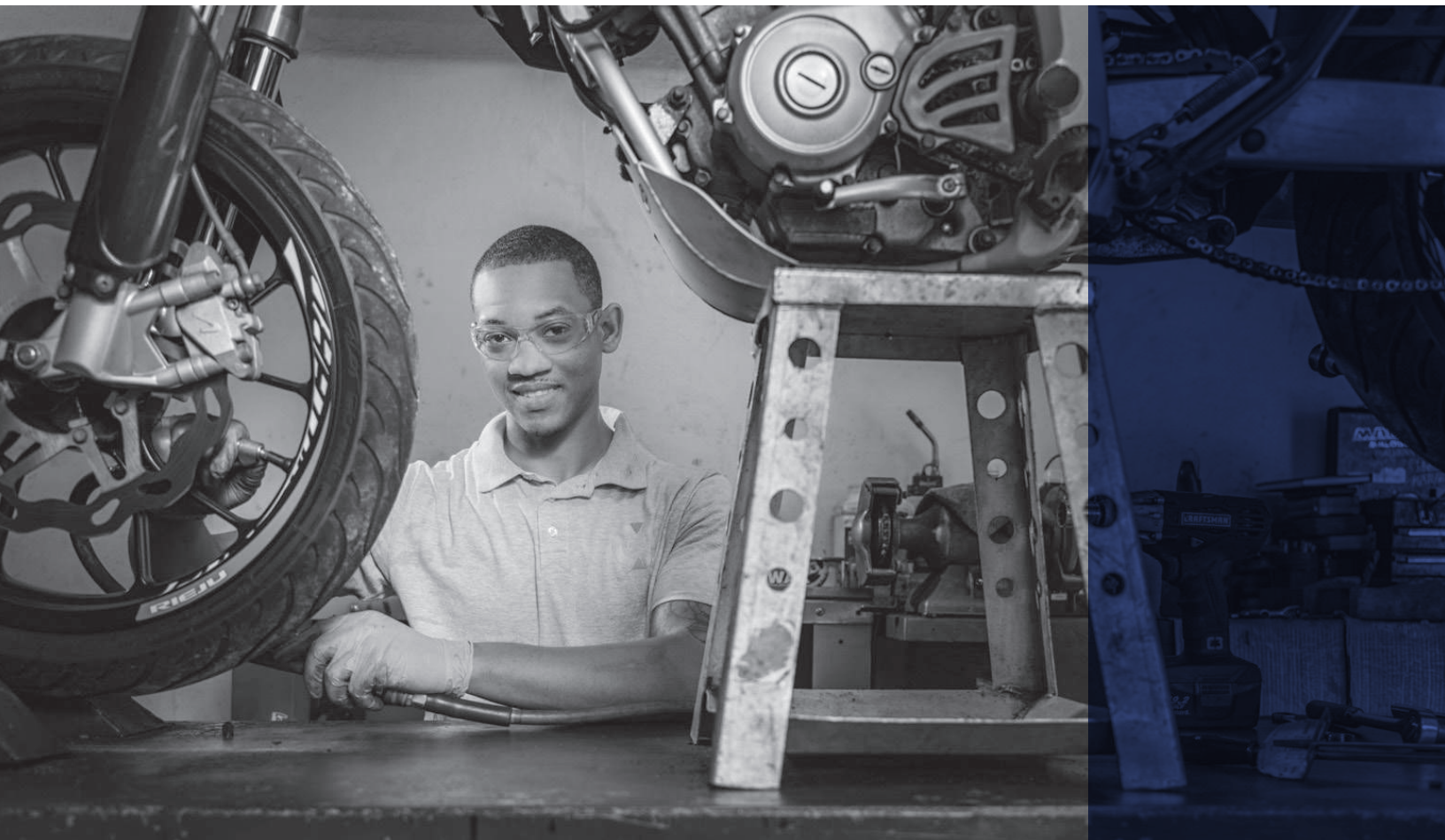


Opportunities now and in the future



National Training Board

2014-2016

National Training Board

The National Training Board (NTB) was established with the National Training Board Act 1997 and is today the training arm of the Department of Workforce Development. Once an independent body, the NTB works with the other Sections of the Department, as well as industry partners, to ensure an adequate supply of trained manpower in all areas of economic activity.

The mandate of the NTB is to develop a skilled workforce that addresses the economic climate of Bermuda now and in the future. This is done partly through improved quality and efficiency in training and re-training for apprentices and trainees. The NTB also encourages employers to provide on-the-job training for employees according to the changing economic needs of the country.

Certification is one of the primary responsibilities of the National Training Board. Certifications are implemented to ensure that Bermuda's workforce in vocational occupations meets a national standard that encourages more proficient, competent and safety conscious workers. The NTB will work closely with the other Sections of the Department of Workforce Development as on implementation of the new National Training Plan.





Content

04	Message from the Minister
05	The Chairman's Message
06	Director's Message
07	Strategic Plans
09	Apprenticeships/Student Funding
13 - 20	Success Stories - Jessica Andrade - John Crockwell - Ty-Rique Berkeley - Ricardo Graham-Ward - Jeneko Place
21	Career Development
23	Summer Employment Programme
24	Job Board
26	Collaboration with Industry Partners
30	Labour Relations
32	Initiatives for 2015-16
34 - 35	Board of Directors 2014/15



Message from the Minister

The goal of this Government is to empower Bermuda to become more self-sufficient in the supply of a trained workforce that can compete on a local and global level. To enable this, the Department of Workforce Development was established in 2013 through the consolidation of the National Training Board and the Department of Labour and Training. This move coincided with the development of a National Training Plan, of which the first of two parts has now been launched, and the second part is being finalised.

These were initial steps towards improved workforce planning in Bermuda and the establishment of a common framework for workforce training and development.

The 2015 Labour Force Survey Executive Report showed the unemployment rate at 7 per cent, a 2 per cent decrease from 2014. These statistics are encouraging, and indicate that we are on the right track.

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 would like to take this opportunity to thank the hard-working management and staff at the Department of Workforce Development. Their commitment towards working for a sustainable future for Bermuda is appreciated by this Government and the Island as a whole.

There are great things ahead for Bermuda, and I believe that continued success within this Department, as well as further development of a National Training Plan, will enable us to support and sustain Bermuda's economy in the near and longer term future.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael M. Fahy', written over a light grey rectangular background.

Minister for Home Affairs, Senator the Hon. Michael M. Fahy, JP



Chairman's Message

A large part of the Department's work for these past two years has been the introduction and implementation of Part I of the National Training Plan. The Plan, which was introduced in 2013, established a framework to enable Bermuda to compete now and in the future.

The Plan has been instrumental in guiding the direction of the Department to provide the support, training and guidance that Bermudians need to succeed in the workplace. Through outreach programmes, apprenticeship programmes, training and counselling, the Department has helped many Bermudians to find work. The Department strives to put workers in jobs in which they will succeed and in fields that will serve the Island's growing economy over the long term.

The second part of the National Training Plan will be launched in 2016 and will focus on the development and implementation of the findings in Part I of the Plan. It will be the job of the Department of Workforce Development, collaborating with business, industry, education and all other stakeholders, to implement the Plan to the very best of our ability. This is essential to ensure Bermuda is competitive in the global market and self-sufficient for years to come.

I would like to take this opportunity to thank the entire Board of Directors for both 2014 and 2015 for everything they have done in helping us achieve our goals.

I would also like to thank the team at the Department of Workforce Development for their hard work. These people play a very important role in helping all of us in Bermuda to realise our potential.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jefferson Sousa'.

Jefferson Sousa, JP, MP



Director's Message

The years 2014 and 2015 were busy ones for the Department of Workforce Development. With a new structure, a new home at the Old Magistrate's Court and new objectives outlined by the National Training Plan, the Department has worked hard for the past two years to train and guide our workforce.

The Training Section of the Department – also still referred to as the National Training Board – has concentrated training efforts to enable Bermudians to be trained and certified in areas that are rewarding and for which they can expect stable employment throughout the course of their career. These programmes have included training on the Island as well as overseas training and experience.

The Career Development Section has been active in preparing people for employment and gaining an understanding of what is needed for short term workforce stability and long term security. The launch of the new Job Board website was a significant event and one which makes the tools more flexible for users, more informative for the Department and a better resource for employees as well as employers.

The Labour Relations Section has focused on the premise that conflict between labour and employees can often best be served through the peaceful and constructive methods of cooperation and consultation. Throughout the period, the number of consultations rose, an undeniable success by the section as it dedicates resources to sharing the importance of good employment practice and the fact that help is available early in a potential dispute, in the majority of cases causing early resolution and avoiding conflict.

The Department works closely with industry partners, such as the Bermuda Hospitality Institute, The Construction Association of Bermuda, Bermuda College, as well as other Government departments including Financial Assistance and the Department of Immigration. These relationships help the Department to achieve our goals, and work together to improve Bermuda's competitive position on a local and international scale.

I would like to thank the staff in the Department for their hard work and continued dedication over the past two years. I look forward to many more successes in the near future

Sincerely,

A handwritten signature in black ink, appearing to read 'George Outerbridge'.

Mr. George Outerbridge
Director of Workforce Development



Strategic Plans

THE DEPARTMENT OF WORKFORCE DEVELOPMENT (the Department) was established in May 2013 by combining the National Training Board and the Department of Labour and Training. As a result, 2014 was the Department's first complete calendar year.

The Department was established to be responsible for the implementation of the National Training Plan recommendations, to establish industry standards and coordinate and implement the training programs for developing and preparing suitable job searchers with the appropriate jobs and matching with employers.

The Department's Strategic Plan for 2014-2015 outlined objectives of a newly formed organisation with the need to establish policies and procedures and implement practices to enable successful delivery of responsibilities.

A survey launched in April 2014 showed that of 400 residents surveyed, 89 per cent had no contact with the Department, therefore highlighting a need to raise awareness of the new entity through public relations and media campaigns.

That year, representatives from the department participated in a weekly promotional series on the Gina Spence show on FM89.1. The series highlighted and informed the public on matters relating to the National Training Plan and the Department's services.

In 2015, to continue the awareness campaign, the department highlighted success stories in The Royal Gazette to showcase the work of Officers and to communicate the accomplishments of the clients.

The 2014-2015 strategic plan also highlighted the importance of establishing relationships with employers and the need for soft skills training.

Soft skills training has been the central focus of many key initiatives of the Department throughout 2014 and 2015, including outreach programmes, work readiness training sessions through the Career Development section and resources being made available through the Job Board. As well, a Career Development Officer was invited to present a series of workshops for students pursuing the City & Guilds Employability Skills Award. The interactive presentation focused on behaviour in the workplace and business etiquette.

In 2014-2015 the island was acknowledging the fact that the recession caused unprecedented challenges in the workforce and that significant job losses were not likely recoverable in the short term.

This coincided with the introduction of Phase I of the National Training Plan. The Plan was used by the Department to assist in planning and developing training and job ready initiatives for both years.

Overall responsibilities of the Department for the 2014-2015 strategic plan were:

- Implement National Training Plan recommendations
- Establish industry standards
- Coordinate and implement training programmes for developing and preparing suitable job searchers with appropriate jobs and matching with employers
- Develop and train job searchers for immediate job opportunities

For the fiscal year 2014 – 2015, the following deliverables were identified:

- Improve Department's capacity to assist unemployed Bermudians;
- Improve the Department's capacity to assist underemployed Bermudians;
- Improve the Department's capacity to assist with retraining Bermudians to ensure sustainability of employment;
- Identify occupations critical to the local economy and create or adopt standards to lead towards Certification;
- Improve and expand Apprenticeship offerings to assist young Bermudian adults with entry level employment;
- Create and design an Internship Program for various industry sectors to assist Bermudian graduates to gain entry to the workforce;
- Identify skill shortages within the workforce;
- Implement Part 1 of the National Training Plan;

To fulfil its mandate, the Department is divided into three sections: labour relations, career development and training. Each section has separate but complementary objectives to achieve their goals.

Labour Relations Objectives for 2014-2015 (results outlined in Labour Relations section below):

- Develop dispute resolution capacity (legislative reform – tripartite committee)
- Focus on employment rights (reform of Employment Act 2000) Promote dispute resolution prevention and management/employee engagement (training and workshop opportunities)
- Develop and implement electronic database for the keeping of all Board and tribunal ruling and awards; include consultation fee

Career Development Objectives for 2014-2015 (results outlined in Career Development section below):

- Develop and implement policies and procedures from intake to job readiness and referrals
- Develop and implement strategy for the unskilled unemployed
- Develop and implement Phase II Job Board
- Develop and implement employability skills certification programme
- Develop relationships with global employers to explore the facilitation of overseas employment opportunities for Bermudians
- Expand employment opportunities with existing cruise lines

Training Objectives 2014-2015 (results outlined in Training section below):

- Develop certification capacity (legislative reform)
- Implementation of National Training Plan Part I recommendations
- Research and implement certification for gaming occupations
- Facilitate alignment with newly established committee responsible for the job creation as outlined in the 2013 Throne Speech (Economic Development Committee, Airport Registry, Tourism Authority)
- Create and implement internship programme for graduates in various occupations
- Expand apprenticeship and certification programmes to develop entry level opportunities for Bermudians in various industry sectors
- Establish relations with overseas partners to unveil work opportunities for Bermudians abroad (particularly construction related occupations)

The Department was mandated to consolidate the policies and procedures of all three sections (Labour Relations, Career Development and Training) into one, looking at where efficiencies and synergy could be maximized for the department as a whole.

As such, the Department was moved into one office in the Old Magistrates' Court Building at 23 Parliament Street. This has improved efficiencies within the department, removing administrative redundancies and saved the government in excess of \$500,000 annually on rental expenditure.

The 2014-2015 strategic plan established a goal of earning gold accreditation against the Investors in People Standard, the international standard for people management, defining what it takes to lead, support and manage people effectively to achieve sustainable results. Fewer than 7 per cent of accredited organisations earn the gold level award.

This accreditation was awarded in May 2016.



Apprenticeships/Student Funding

Individuals 18 years or older who would like to expand their skills, knowledge and aptitude at varying levels of education are provided with financial support by the Department.

2014

SCHOOL	LOCATION	NO
A Plus Institute	Ontario, Canada	1
Acadia University	Wolfville, Nova Scotia	1
Accademia Italiana	Florence, Italy	1
Adult Education School	Hamilton, Bermuda	4
Andrew University	Atlanta Georgia, US	1
Barry University	Miami Shores, Florida	1
Beadazzled	Maryland, US	1
Berkeley College	Boston, Massachusetts	1
Bermuda College	Paget ,	74
Buffalo State University	New York, US	1
C.A.R.E. Learning Centre	Pembroke, Bermuda	15
Central Arizona College	Arizona, US	1
Chichester College	West Sussex, UK	1
College of Haringey	London, UK	1
Dalhousie University	Halifax, Nova Scotia, Canada	1
Endicott College	Beverly, Massachusetts, US	1
Florida Gateway College	Florida, US	1
Florida Institute of Technology	Florida, US	1
Florida State College	Jacksonville, Florida, US	1
FULL Sail University	Florida, US	1
George Brown College	Ontario, Canada	1
Holland College	Charlottetown, Prince Edward Island	11
Howard University	Washington, US	1
International Training Massage School	Thailand	1
Johnson & Wales	Miami, Florida, US	1
Johnson & Wales	North Carolina, US	1
Keiser University	West Palm Beach, Florida, US	1
Kingston University	Surrey,	1
La Sierra University	California, US	1
London College	London, UK	1
London Metropolitan University	London,	1
Marine Mechanics Institute	Orlando , Florida	1
Media Tek	Pembroke, Bermuda	1
Mercy College	New York, US	1

SCHOOL	LOCATION	NO
Motorcycle Mechanics Institute	Orlando, Florida	1
Mount Saint Vincent Univerity	Halifax, Nova Scotia, Canada	2
NET Training Institute	Florida, US	1
New England Institute of Technology	Warwick, Rhode Island	15
New York Film Academy	New York, New York	1
Niagara College	Welland, Ontario	1
Northeast Maritime Institute	Fairhaven, MA	1
Nova Scotia Community College	Lawrencetown, Nova Scotia	1
OLCI Construction Training	Manchester, UK	1
Oakwood University	Huntsville, Alabama, US	2
Point Blank Music School	London, UK	1
Rutgers Professional Golf Turf Management School	New Jersey, US	1
Ryerson University	Toronto, Ontario	1
S&B Automotive Academy Ltd.	Bristol,	1
Saint Mary's University	Halifax, Nova Scotia, Canada	2
Sasoon Academy	London, UK	1
Sault College	Sault STE., Marie, Ontario	1
Savannah College of Art and Design	Savannah, Georgia	1
The Art Institute of Atlanta	Atlanta, Georgia	2
The City University, The City Law School	Northampton Square, London	1
Thomas College	Waterville, Maine	2
Toronto College of Dental Hygiene	Toronto, Ontario	2
Unitek Education	USA	1
Universal Technical Institute	Arizona, US	1
Universal Technical Institute	Florida, US	1
University College, Birmingham	Birmingham, UK	1
University of East London	London, UK	1
University of Kent LLB	Kent, UK	1
University of Law	London, UK	2
University of South Florida	Tampa, Florida	1
Warsach Maritime Academy	Southampton, UK	1
West London College	London, UK	1
TOTAL NUMBER OF STUDENTS		187

Apprenticeships/Student Funding

2015

SCHOOL	LOCATION	NO
Acadia University	Wolfville, Nova Scotia, Canada	1
Accomplishment Coaching in San Diego, California	San Diego, California	1
Adult Education School	Hamilton, Bermuda	2
American Motorcycle Institute	Daytona Beach, Florida	1
Atlanta Technical College	Atlanta, Ga.	2
Barry University	Miami, Florida	1
Berkeley College	Boston, Massachusetts	2
Bermuda College	Paget , Bermuda	66
C.A.R.E. Learning Centre	Pembroke, Bermuda	7
Cambrian College of Applied Arts and Technology	Sudbury, Ontario	2
CBT Campus LLC	Tarpon Springs, Florida	1
Central Philippine University	Iloilo City, Philippines	1
Chetawan Health School	Thailand	1
City & Guilds	London, UK	1
City University of London	London, UK	1
Compu College	Ontario, Canada	2
Dalhousie University	Halifax, Nova Scotia, Canada	1
Devry University, Georgia	Decatur, Georgia	1
Devry University, Orlando	Orlando, Florida	1
Drexel University, Pennsylvania	Philadelphia, Pennsylvania	1
Durham University	Durham, UK	1
Full Sail	Florida, US	1
Gateway	Pembroke , Bermuda	1
Georgia State University	Atlanta, Georgia	1
Herzing College	Ontario, Canada	1
Hobart Institute	Troy, Ohio	1
Holland College	Charlottetown, Prince Edward Island	2

SCHOOL	LOCATION	NO
Howard University	Washington, US	1
International Maritime Training	Fort Lauderdale, Florida	1
ITT Technical Institute	Florida, US	1
Johnson & Wales	Charlotte, North Carolina	1
Kean University	Union, New Jersey	1
Kingston University	London, UK	1
Kingsway College	Oshawa, Ontario	1
Lake City Community College	Lake City, Florida	1
Lincoln Technical Institute	Mahwah, New Jersey	1
London Metropolitan University	London, UK	1
London Southbank University	London,	1
Marca College	Toronto, Ontario	1
Marine Mechanics Institute	Orlando , Florida	2
Media Tek	Hamilton,	6
Miami University	Oxford, Ohio	1
Motorcycle Mechanics Institute	Orlando, Florida	2
Mount Saint Vincent Univesrity	Halifax, Nova Scotia, Canada	2
New England Institute of Technology	Warwick, Rhode Island	16
New Horzions	Various locations	1
New York Film Academy	New York, US	1
Niagara College	Ontario, Canada	1
North Iowa Community College	Iowa, US	1
Nova Scotia Community College	Lawrencetown, Nova Scotia	1
Oakwood University	Huntsville, Alabama	1
Old Dominion University	Norfolk, Virginia	1
Ontario College of Art and Design	Toronto, Ontario	1
Onyx University	Connecticut, US	1
Oxford Brooks University	Oxford, UK	1

SCHOOL	LOCATION	NO
Ryerson University	Ontario, Canada	1
S&B Automotive Academy Ltd.	Bristol, UK	1
Samuel Jackman Prescod Polytechnic	St. Michael, Barbados	2
Sheridan College	Oakville, Ontario	1
Shiatsu School of Canada	Ontario, Canada	1
South Tyneside College	Southampton, UK	1
Southern Adventist University	Collegedale, Tennessee	1
Spelman College	Atlanta, GA	1
St. John's University	Queens, New York	2
Temple University	Philadelphia, Pennsylvania	2
The Academy of Contemporary Music	Surrey, UK	1
The Art Institute of Atlanta	Atlanta, Georgia	1
Thomas College	Waterville, Maine	1
Trade Skills 4 U Training Center	UK	1
Trane Technical Service Training	Various locations	1
Trent University, Ontario, Canada	Peterborough, Ontario	1
Unitek Education	USA	1
Universal Technical Institute	Arizona, US	1
Universal Technical Institute	Orlando, Florida	2
University of Derby, UK	Derby, UK	1
University of Kent	Kent, UK	1
University of North Texas	Denton, Texas, US	1
University of Sunderland, UK.	Sunderland, UK	1
University of West of England	UK	1
Warsash Maritime Academy	Warsash, Southampton	3
Wentworth Institute of Technology	Boston, Massachusetts	1
Whistling Woods - India	Goregaon East, Mumbai, India	1
TOTAL NUMBER OF STUDENTS		188

Apprenticeship and Trainees for the year 2014 included the following:

Tyree Armstrong, Bermuda Motors, Auto Collision Repair Technician;

Damali Bell, Ministry of Public Works, Heavy Vehicle Maintenance;

Kamal Bashir, Ministry of Public Works, Plumbing;

Kai Chioke Edwards, Air Care, Building Automation Systems Technician;

George Fubler, BELCO, Electrical Fitter;

Jabari Hollis, Bermuda Motors, Auto Collision Repair Technician;

Ciara Muat, Hair Stylist, Pinks Salon;

Joshun Stovell, Apple's Electronics, Information Technology;

Denzell Vickers, BELCO, Millwright – Industrial Mechanic.

Those entering the apprenticeship and trainee programmes for 2015 include:

Teko Bean, TELCO, Cable Splicer;

Warren Bean, TELCO, Cable Splicer;

Giniko Butterfield, TELCO, Cable Splicer;

Staphen Dill, TELCO, Cable Splicer;

Davon Gibbs, TELCO, Cable Splicer;

Kumar Grant, TELCO, Cable Splicer;

Akeem Ible, TELCO, Cable Splicer;

Justin Simons, Bermuda Motors, Automotive Service Technician

Rahiem Steede, TELCO, Cable Splicer;

Jahkote Webb, TELCO, Cable Splicer;

Stuart Wilson, TELCO, Cable Splicer;

Quinn White, Fairmont Southampton Princess, Culinary.

In 2014, tuition funding was provided for the Department of Works and Engineering Apprentices to study at the New England Institute of Technology in the trade of Automotive Service Technician (auto mechanics). Six individuals have graduated and all are employed and working towards their Automotive Service Excellence Certification.

By December 2014, the first set of individuals completed the 2-year associate's nursing programme.

The Department also assists BELCO with payment of tuition for apprentices who undergo training at the Nova Scotia Community College and Swales Training Centre in the UK.

In professional accounting programmes total dispersed by 2015 is \$240,000; the number of students funded in 2015 were:

- Certified Professional Accountant CPA – 3
- Associate of Chartered Certified Accountant, ACCA – 15
- Certified Public Accountant CPA – 3

Two teacher certification programmes were launched in 2014, one is in association with the University of the West Indies (UWI) and Miami University (MU). The 12-week UWI pilot was successful and a new cohort of students began it in 2015 as well. The 2-year MU programme has also been deemed successful and will continue. Total spent on teaching certifications through these programmes is \$77,000.

The Department has a solid working relationship with Fairmont Southampton and the two organisations are working together to develop Bermudians in the area of culinary arts. In 2014 three Apprentices attended Holland College to study. Two continue their training; the third successfully wrote the Red Seal Exam in February 2015.

JESSICA ANDRADE

Commis/Apprentice, Fairmont Southampton

Field of Study: Culinary Arts
Degree/Diploma achieved: Red Seal Certificate in Culinary Arts, Culinary Institute of Canada

Support/Funding received: National Training Board covered cost of tuition and flights to attend 6-week class training once a year for four years at Culinary Institute of Canada, Holland College, PEI; internship at Fairmont Hotels & Resorts



“My goal is to be a well-rounded cook who can do anything in the kitchen. And eventually I want to bake and design the best wedding cakes in Bermuda.”

Success Stories

Jessica Andrade loves art and loves to cook. But, like many young people, it didn't occur to her to turn her passions into a career. She considered becoming a veterinarian, then after talking to an Aunt who makes wedding cakes – a combination of artistry and baking – she realized that she could, in fact, pursue a career doing what she really loves to do.

With her focus turned to art, Ms. Andrade attended the GCSE art programme at CedarBridge Academy. Once she successfully completed the intense course – earning an impressive B+ on her final masterpiece creation that was judged by a panel in the UK – she set her sights on cooking and contacted the Fairmont Hotels regarding the organisation's chef programme. Ms. Andrade met with the chef at Fairmont Southampton and was hired into the Apprentice Trainee Programme.

The four-year Apprentice Trainee Programme requires annual six-week training sessions at the Culinary Institute of Canada at Holland College in PEI and 5,400 to 6,000 work hours to complete. Ms. Andrade's tuition and flights for her time at the Culinary Institute were paid for by the National Training Board.

During her on-the-job training in Bermuda, Ms. Andrade was introduced to all aspects of culinary arts at various Fairmont properties. She worked as a commis/apprentice for Fairmont Southampton and at various stations in the kitchens at Waterlot Inn, Newport Gastropub, Jasmine Lounge, as well as the hotel's room service department, where she has now worked for approximately five months.

Because Ms. Andrade was on an internship through Fairmont Hotels, she was eligible to write the final Red Seal exam after

5,400 work hours and was able to complete her programme after just three years. She graduated on March 8, 2016 with a Red Seal Certificate in Culinary Arts.

Ms. Andrade is happy with her career move, and pleased that she didn't take career advice from friends and family before she started her training: "So many people tried to discourage me from being a cook. They said it's a male dominated profession and not a good move for a woman. They said the hours would be awful and the pay is bad. But I pushed through the negative, and I'm so happy that I did."

She says that few Bermudians are attracted to culinary arts because they think it requires long hours with little pay. But there are exciting career options on the island and

internationally for someone with Ms. Andrade's training. "The job requires hard work, physical labour, some long hours and you need to work your way up. But it's not that difficult and is worth it, if that is your passion, like it is for me."

And her ultimate goal takes her right back to where it all began: a love of art and cooking. "My goal is to be a well-rounded cook who can do anything in the kitchen. And eventually I want to bake and design the best wedding cakes in Bermuda."

Ms. Andrade is thankful for the opportunity to follow her passion with assistance from Fairmont Hotels and the National Training Board. She is now enjoying her rewarding new career.

JOHN CROCKWELL

Certified Plumber

Field of Study: Plumbing

Degree/Diploma achieved: Certificate in Plumbing Technology with Distinction, Bermuda College

Support/Funding Received: National Training Board sponsorship and funding

John Crockwell has worked as a plumber since he was nine years old, yet it wasn't until the age of 52 that he earned his certificate in plumbing. Despite an early interest in the field, his road to becoming a certified plumber was rocky.

As a young boy, Mr. Crockwell watched his uncle plumb a new house his parents were building. He knew at that time that plumbing was what he wanted to do, and under guidance from his uncle, he began to learn the trade.

But then he hit his first roadblock; there was no training for trades at school and he dropped out. "If I had been able to learn my trade in high school at the time, I would likely have stayed in school. But it was not available and I didn't think it was worth my time to continue, so I left."

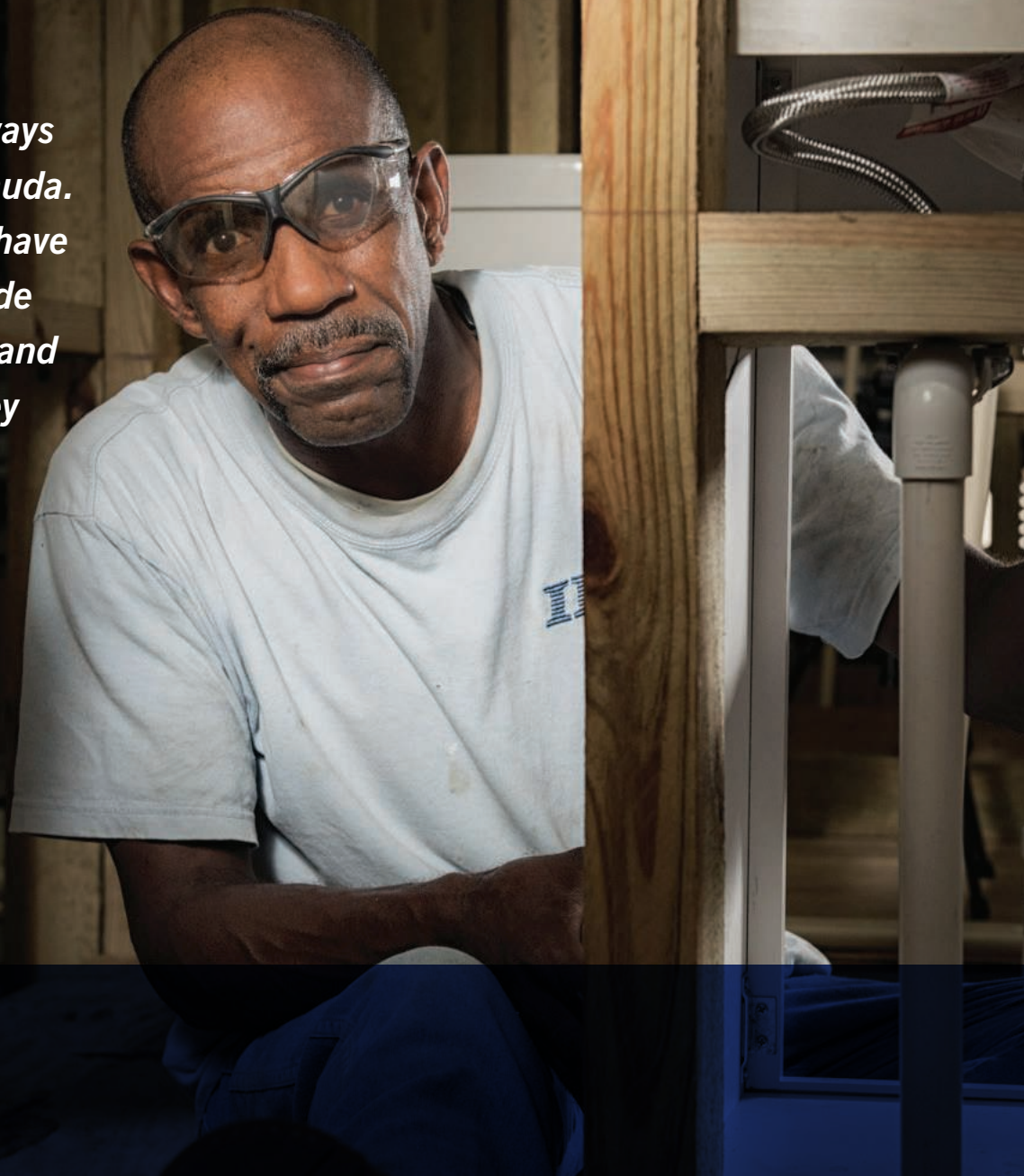
Mr. Crockwell continued to work in plumbing, however he fell into addiction in 1984 and remained an addict for several years. Finally, in 2011, after

finding Christianity and realizing that he needed to turn his life around, he spoke with the supervisor on the job he was working at the time and was given the phone number to call the National Training Board.

That phone call to the National Training Board changed his life. Under the sponsorship of the NTB, Mr. Crockwell completed high school at Cedarbridge Academy and began the National Centre for Construction Education and Research (NCCER) Core training, as well as courses to achieve his Certificate in Plumbing Technology at Bermuda College, from which he graduated this past May.


During his time at Cedarbridge Academy and Bermuda College, Mr. Crockwell took the opportunity to encourage his fellow students to get involved in the trades. "The trades will always be needed in Bermuda. Young people who have an interest in a trade need to work hard and get trained and they will do well."

“The trades will always be needed in Bermuda. Young people who have an interest in a trade need to work hard and get trained and they will do well.”



Mr. Crockwell, now a certified plumber, works for Island Engineering Limited Plumbing. He plans to eventually go back to school to get certified as an electrician. He would also like to work with young people to encourage them to get involved in the trades. According to Mr. Crockwell, it is very important for today's youth to teach them about the trades in high school or even in earlier grades.

Mr. Crockwell is now enjoying success later in life thanks to his close relationship with Christ, hard work and that one special call to the National Training Board. He's an inspiring example that it's never too late to accomplish one's goals.



“I have received a lot of support from DWD and I appreciate everything the Department has done for me. I would not be as far as I am today in achieving my goals if it weren’t for their assistance.”

TY-RIQUE BERKELEY

Mariner in training

Field of Study: Seamanship

Degree/Diploma achieved: Bridge Watch Rating Certificate, Holland College, PEI

Support/Funding received: DWD \$11,000 to cover the cost of the Bridge Watch Rating course, \$400 stipend/month



For Ty-Rique Berkeley, being on the water is second nature. An early fascination with boats and time spent on his father's Boston Whaler gave him a taste for boating. He has since spent many days on boats, both training and volunteering his time to get as much experience as possible on the water.

Mr. Berkeley really got his feet wet, so to speak, when he learned to sail in middle school. He then sailed on the Spirit of Bermuda during a Middle School Voyage Programme and on a Summer Follow-up Voyage which travelled to Jamestown, Virginia, USA.

After graduating from CedarBridge in 2014, Mr. Berkeley worked on Bermuda ferries, shadowed marine pilots and spent time on the St. David pilot boat through a Department of Workforce Development work release programme. From this experience, he knew that he wanted to build a career on the water, and he met with DWD to discuss his training options.

As a result of that meeting, Mr. Berkeley attended the Bridge Watch Rating training at Holland College in Prince Edward Island, Canada. The programme requires three months of in-class training and a minimum

of two months at sea. During the in-class portion, students are trained in chart work and pilotage, navigational systems, emergency process and other aspects of the mariner's trade.

Mr. Berkeley fulfilled the at sea requirement for the course during a six-month stint on the Barque Picton Castle, a three-masted tall ship based in Nova Scotia, Canada. He is thankful to DWD for making arrangements for him to spend time on the ship and for covering the cost of his time on board.

He describes his stay on the Picton Castle, which began in September 2015, as life changing: "Working on the ship was hard work; we worked shifts of four hours on duty, eight hours off, every day. It was difficult to adapt to the environment and I didn't know anyone on board when I started. But I met and worked with people from all over the world, I learned a lot about traditional tall ships and I visited some interesting places."

While on board, Mr. Berkeley travelled to many distant shores, from Canada to the Azores, Morocco, the Canary Islands, Senegal and the Windward Islands, with stops in between, before disembarking six months later in Bermuda.

But he didn't stay on dry land for long. Shortly after his return to Bermuda in April 2016, he was back on the Spirit of Bermuda to volunteer for the Middle School Voyage Programme, and he recently acted as watch leader during a voyage to deliver the ship to Newport, RI to race in this year's Newport Bermuda Race.

"Ultimately I'd like to become a Master Mariner, which requires a lot of school training and a lot of time at sea; I plan to eventually attend the Warsash Maritime Academy in Southampton, UK to achieve this. In the meantime, I like to keep busy, so who knows how long it will be before I get on a ship again," he says, when asked how long he will stay on land.

"I have received a lot of support from DWD and I appreciate everything the Department has done for me. I would not be as far as I am today in achieving my goals if it weren't for their assistance."

From a boyhood fascination with boats to a goal of a career as Master Mariner, Ty-Rique's journey is an example of exciting opportunities that are available to Bermudians.



Ricardo Graham-Ward chose to study engineering, a discipline in which there is high demand but few Bermudians with professional skills and training. This was not happenstance – he was very aware of the fact that there will always be a demand for engineers in Bermuda. Luckily for him, an early interest in engineering, combined with hard work and good marks at school, made it an easy decision to pursue a career as a civil engineer.

Prior to heading to Loughborough University to begin his Bachelor of Engineering degree in 2010, Mr. Graham-Ward submitted the application for the National Technical Vocational Training Award, a \$5,000 per year scholarship granted annually to cover the cost of tuition at an accredited school. He was called in for an interview with the National Training Board and received the scholarship to be paid each year of his four-year course, provided he maintained a minimum GPA of 2.7.

The award made his years abroad at school much easier, according to Mr. Graham-Ward: “I would definitely have struggled financially had I not had this assistance with covering the cost of my tuition. Without it, I would have had to work, which would have taken time and attention away from my studies. I was grateful to have the support.”

RICARDO GRAHAM-WARD

Trainee Civil Engineer, Bermuda Government

Field of Study: Civil Engineering

Degree/Diploma achieved: Bachelor of Engineering (Hons) from Loughborough University, UK and Master of Science, Civil Engineering, University of Southampton, UK

Support/Funding received: National Technical Vocational Training Award: \$5,000 per year of undergraduate studies; additional year of funding provided for completion of Master’s degree; \$10,000 Public Service Bursary Award 2010



“I would definitely have struggled financially had I not had this assistance with covering the cost of my tuition. Without it, I would have had to work, which would have taken time and attention away from my studies. I was grateful to have the support.”

Mr. Graham-Ward graduated from Loughborough University in 2014 with a Bachelor of Engineering Degree. He then approached the NTB for an extension of the award to cover his Master’s degree, which was approved. He graduated in 2015 with his Master of Science, Civil Engineering from the University of Southampton.

Mr. Graham-Ward now works as a trainee civil engineer with the Department of Works and Engineering in structural engineering. His current goal is to get chartered through the trainee programme.

In the meantime, he has had exciting work experience, including a chance to work on capital projects such as the America’s Cup land reclamation project in Dockyard. “I have been lucky to have the opportunity to work on a project of this scale so early in my career,” he said. “This is a big project for Bermuda. Opportunities like this are available to Bermudians with the right training; I’m fortunate to have chosen a career for which there is always high demand in Bermuda.”

Mr. Graham-Ward’s experience is an excellent example of how Bermudians can access funding and support to establish a rewarding career in Bermuda.



JENEKO PLACE

Motorcycle Technician Specialist,
Cycle Zone

Field of Study: Motorcycle mechanics

Degree/Diploma achieved: Diploma,
Motorcycle Technician Specialist
from Motorcycle Mechanics Institute,
Orlando, USA

Support/Funding received: National
Technical Trainee Sponsorship

“Follow your dreams.”

Jeneko Place has always had a love for motorbikes. He spent breaks from school working on motorbikes with his dad, who was a mechanic, and as a teenager he raced bikes. So the decision for the 22-year-old to become a motorcycle technician was an easy one.

When it was time to get his certification, Mr. Place contacted the National Training Board for help with attending school overseas. After completing the application process, Mr. Place was awarded a Trainee Sponsorship, which covered more than half of the tuition for the 60-week programme at the Motorcycle Mechanics Institute in Orlando.

Without that assistance, Mr. Place would have found it difficult to pursue his studies and graduate with his diploma. “The cost of going to school in Orlando would have been a lot without the funding from the NTB,” he says. He graduated on May 6 this year.

Now back in Bermuda, Mr. Place works for Cycle Zone in Somerset. He is happy to be trained in a field that he loves and which has a solid future in Bermuda. When asked what advice he has for young Bermudians making career decisions, his advice is simple: “Follow your dreams.”

Career Development

The Department of Workforce Development assists Bermudians to ‘up skill’ to better position themselves in the job marketplace. The goal of the Career Development Section is to provide Bermudians with exceptional service and assist them to become ‘job ready’ using various methods for preparedness. The section coordinates training and arranges workshops aimed to help sharpen one’s skills and broaden their knowledge based to boost confidence as they prepare to face potential employers. Clients should expect to undergo assessment tests as a part of the process of identifying their strengths and gaps. These services are available at no charge to the community at age 18 years or older.

During 2014, approximately 2,075 candidates approached the Department for Career Development Services and there were approximately 2,214 unemployed people registered in the Department’s database. Throughout the year, approximately 588 individuals were referred to employers, with 120 hired throughout the year.

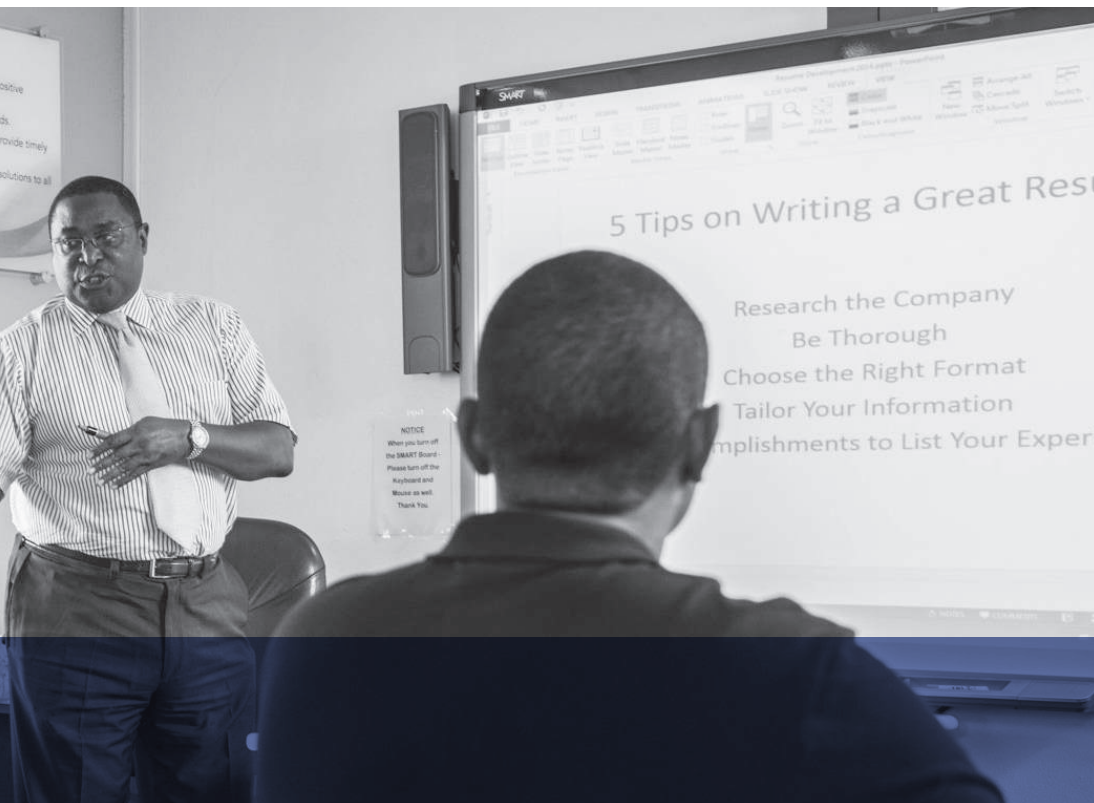
In 2015, 2,655 people were registered with Career Development as either unemployed or seeking alternative

employment. During the year, 644 candidates were referred to employers’ requests and 82, or 13 per cent of those referred were hired.

The King Edward VII Memorial Hospital Re-Development Project completion forecast 450 Bermudians and Spouses of Bermudians to be displaced. Of the 450 workers, 146 individuals registered with the Department, several of which were identified as potential labour issues. In response, a meeting was held in April 2014 between all of the Department’s Managers and the 40 contractors that were involved in the project. This resulted in 146 individuals going back to the contractors to adhere to contractual agreements. This is an example of assistance that is available to the workforce through effective synergy among all sections of the Department.

The section considers alternative ways to reach the needs of clients and prepare them for the workforce. Activities for 2014 included a job fair with the Royal Caribbean Cruise Line, a job readiness event at Somerset Cricket Club, two events hosted by Pembroke Parish Council and representation at the Mount Saint Agnes School Career Day.





In addition to workshops for students pursuing the City & Guilds Employability Skills Award, the Department also made presentations to S4 students at Berkeley and CedarBridge Academy to present the National Training Plan Part I and to convey the importance of learning, acquiring more education and advanced skills to compete in a global market.

Relationships were forged in 2015 with the Department of Community and Cultural Affairs, Community Education and Development Programme and the Centre on Philanthropy. This builds on initiatives with the Housing Corporation and the Department of Parks that proved successful in 2014.

Outreach efforts for 2015 included events with Corporation of Hamilton staff, CedarBridge Academy “100 Men on Campus”, Mid-Atlantic Wellness

Institute, the Technology Leadership Forum, Mount Saint Agnes School Career Day, co-sponsorship of a forum with Bermuda Economic Development Corporation, Department of National Security and MIRRORS. A Career Development representative meets monthly as a member of the Youth Development Empowerment Zone steering committee.

The Department also assisted Bermuda Gas employees who were affected by the closure of the Bermuda Gas showroom in 2015.

Over the period of 2014 and 2015, Career Development Officers completed relevant training and certifications to remain current with trends, employment guidance, service delivery and labour market information. In 2014 all Career Development Officers completed the

Global Career Development Facilitator (GCDF) Training with the National Career Development Association. Training in ethics and assessment tools were also completed.

In 2015, the section continued career development, including Certified Tourism Ambassador training. One Officer achieved GCDF certification and another obtained a Bachelor of Business Administration. Career development and training programmes will continue to be a focus of this section in 2015-2016.

The Career Development section worked diligently in 2015 to redevelop the section’s policies and procedures to improve efficiencies and work towards continuous and quality improvement. The new policies and procedures took effect in August 2015.

Summer Employment Programme

In 2014, 150 college and university students participated in the Summer Employment Programme; in 2015 102 students were placed in work experience positions in their area of study. Each intern works a ten-week placement with a \$5,000 stipend.

The Summer Employment Programme is a programme for college and university students to gain work and training experience that connects theory to real world experience. Through the programme, students are placed in 10 week placements within government, private enterprise and not-for-profit agencies.

The Summer Employment Programme attracts students in a wide range of industries, including health sciences, criminology and finance and insurance. **Students can register with the programme at www.careers.gov.bm**, then submit an application and provide supporting documents to qualify for the programme. Applications are accepted until April every year.

Students completing the programme gain valuable on-the-job training to complement their formal training. This can also be used towards work time required in courses with practicum requirements.

The Department has tracked Summer Employment Programme applicants using the www.careers.gov.bm database to gather data to assist employers in determining the future talent pool for Bermuda. This data will be used to implement Part II of the National Training Plan.

Job Board



Bermuda Job Board is an electronic job board available to employers to post jobs and employees to find and apply for jobs across the Island. It was launched in 2013. The goal of the Bermuda Job Board is to provide maximum outreach of employment opportunities for Bermudians, and assist in matching suitable candidates with the right employers.

For the year 2014, the Job Board had 3,349 candidates and 502 employers registered and approximately 10,034 job applications submitted.

As of the end of 2015, there were 1,113 employers and 6,530 clients registered on the Job Board and approximately 36,400 applications submitted through the Board.

The Job Board was updated in 2015 to enhance functionality, improve on reporting of the Board's use and provide practical information to Bermudians.

The website update incorporated security enhancements and improved functionality. New technologies were used to enhance usage and make future upgrades easier and more cost effective.

Information on expiring work permits is now available on the site, with the job title, work permit expiration date and job details from the original job post accessible for those who might prepare for an upcoming job listing once a permit expires.

A new resources tab links visitors to resources on resume development, cover letters, interview skills, interview follow-up and other general employment information.



These updates were completed through extensive consultation with employers and job searchers; information sessions were held with the Bermuda Human Resources Association (BHRA), Bermuda Employer’s Council (BEC), Association of International Companies (ABIC), Chamber of Commerce and the Bermuda Hotel Association. The upgrades were made possible through collaboration with Fireminds, LANSA, W&W Solutions Ltd., Department of E-Government, Government’s Information Technology Office and the Department of Immigration.

Weekly training sessions on the use of the Job Board, both for employers and potential employees, are held to assist with using it to its full potential.

All jobs in Bermuda are required to be listed on the Job Board for a minimum of eight days prior to them being eligible for a work permit. The Job Board is available at www.BermudaJobBoard.bm and, through a partnership with CableVision, on channel 87, which is provided free of charge to the Department of Workforce Development.

Work Readiness Programmes

Work readiness programmes are available to Bermudians who are out of work, as well as those who are interested in making a career transition into another field.

The Department of Workforce Development holds regular sessions at the Department of Financial Assistance to assist those looking for jobs with finding and keeping the right job for them. The sessions cover topics such as career assessment, skills assessment, interview skills, soft skills and time management, among others.

The Department is currently working with Community Education to organize and manage these sessions. These sessions are available to individuals of all ages who are out of work or seeking to change their career. The department is upgrading the website to make a calendar of work readiness programmes available.

In 2014, DWD held outreach initiatives to communicate to a wider audience the services available from the department and to help Bermudians with finding jobs. One such initiative was co-hosted with the Bermuda Industrial Union to promote registration with the DWD. Approximately 85 individuals attended. In 2015, similar outreach initiatives

were held to educate the public on Department services.

DWD Career Development Officers were invited to present a series of workshops for students pursuing the City & Guilds Employability Skills Award. Approximately 120 students participated in the interactive sessions. The section deems this type of partnership as valuable in training young people in soft skills including appropriate work ethic and the skills and qualities employers seek in employees. CedarBridge Academy has recognised the Department as a useful resource to augment the College and Career Course.

Collaboration with Industry Partners

Hospitality Industry

Service positions have the least representation of - and are of least interest to - Bermudians, according to the National Training Plan. There is a cultural bias against service industry jobs that has emerged through a lack of understanding of, and appreciation for, what these jobs can offer in terms of hours, salary and work variety.

Programmes for students to foster relationships, establish a culture of accountability and establish work skills are therefore essential to nurture a positive attitude and appreciation for these types of careers.

The Bermuda Hospitality Industry funds Skills, Tasks and Results Training (START), a programme from the American Hotel and Lodging Educational Institute that offers 180 classroom hours of instruction and 180 hours (two summers) of on the job training. The programme is offered to students 16 to 18 years of age at the same time as they complete high school. Once complete, START graduates can gain certification as a front desk representative, a guest room attendant, a maintenance employee or a restaurant server.

Through programmes such as these, young Bermudians can be exposed to industries in which they can enjoy full and rewarding careers in Bermuda and overseas. It is imperative to change attitudes at a young age, as well as attitudes of parents who influence their children's' decisions. Future collaborations between DWD and the Hospitality industry to focus on training

programmes for young people as well as those transitioning from another industry.

DWD has a valuable relationship with the Fairmont Southampton Princess in developing students in culinary arts.

Partnership with Financial Assistance

Through the 2014-2015 period, Bermuda saw an approximately 300 per cent increase in able-bodied unemployed and earnings low individuals registered with the Department of Financial Assistance. This significant increase resulted in an average of 523 able-bodied unemployed individuals registered with Financial Assistance and 493 earnings low registrants. This compares to 133 able-bodied unemployed and 185 earnings low registrants during the 2011-2012 period.

In 2014, the Department of Financial Assistance made it a requirement that all individuals who register for Financial Assistance also register with the Department of Workforce Housing.

The goal of Financial Assistance is to get people into jobs as quickly as possible, however many who register with Financial Assistance require training in basic and soft skills to become sufficiently employable. This sometimes means going back to basics; teaching them to read, how to behave in a work environment and appropriate dress for an interview. Continued

efforts between the two Departments focus on these skills. Throughout the 2014/2015 period, the Department presented monthly orientation sessions at the Department of Financial Assistance for their clients. The presentation addresses an introduction to services of the section, Department initiatives, goal setting and driving clients' personal career plan. These workshops highlight the importance of retooling to better position for career opportunities.

Community Service is an initiative by the Department of Financial Assistance through which persons who have been registered for more than three months and have not found a job are placed to work in a rotating pool of community service roles. This motivates individuals to get out into the workforce and gives them a sense of accomplishment. The programme was soft launched in 2014, and it is the intention that the two departments work together to increase the scope of the programme.

The Department has been working closely with the Director of Financial Assistance to reduce the number of required weekly job searches for clients who are actively engaged in training initiatives. The previous requirement of 20 searches per week was reduced to 15 per week during the 2014-2015 period, with those involved in the Department of Financial Assistance Community Service initiative required to conduct five searches per week. This allows for clients to spend less time on searches and more time to focus efforts on training to better prepare for opportunities.

Communication between the two Departments is the key to ensuring that Bermudians are getting the training that they need to get jobs, and assisting them in finding the right job.

Partnership with Construction Association

The Department's collaborative efforts with the Construction Association of Bermuda (CAOB) have addressed the need to reach young Bermudians through the public school system as well as non-traditional opportunities.

CAOB reaches out through activities in public schools such as training days, career fairs, high school outreach programmes and the Centre for Talented Youth Bermuda Science and Engineering Day. A need for additional opportunities for middle schools to prepare students for high school design and technology classes has been identified and a standardized curriculum across all middle schools to value and push applied technologies has been recommended to the Ministry of Education.

Efforts to create awareness about the construction trade and accompanying jobs continue as CAOB researches new ways to raise awareness and communicate opportunities. Particularly in the middle schools, there are opportunities to reach young Bermudians and efforts to integrate the messages into existing curriculum are ongoing.

In 2015 CAOB began the work of assembling an inventory of derelict public buildings across the island. These sites could present basic trades training opportunities to students in both public school and Bermuda College students in construction and infrastructure studies. The existing facilities would work as training centres to provide basic renovation of the buildings.

CAOB acknowledges outstanding work done by trades instructors in assisting and encouraging students who are interested in getting involved with the trades. Good quality instruction by NCCER Core training instructors and other teachers will continue to be appreciated and highlighted by the Association.

Following community meetings held by the Bank of Bermuda in 2011/2012, MyFuture.Bermuda was formed to tackle underlying economic development challenges in Bermuda with a focus on the increasing number of Bermudian adults who were unemployed or underemployed and young adults who were considered disengaged and vulnerable to economic marginalization.

As part of the outcome of these meetings, DWD, Bermuda College and Adult Education School working with CAOB established a partnership to establish an electronic National Intake Process, which includes registration, career planning, assessments and the establishment of career training goals.

The registration was launched in 2015 and acts as a robust database with general information about all graduating students in Bermuda including general information, volunteer work, future education and career plans. The database is to be available to all workforce development organizations, which streamlines registration for clients.

The Construction Association of Bermuda Scholarships are awarded in partnership with DWD and are granted to outstanding students studying towards professional and managerial degrees in construction.

Scholarship recipients in 2014 were **David Vincent Hunt** who was awarded \$15,000 who entered the Bachelor of Engineering in Mechanical Engineering at the University of Sunderland, UK and **Sean Crockwell**, who received \$15,000

to attend the University of Liverpool UK, for his Master of Engineering, Mechanical Engineering.

The Scholarship was awarded to three students in 2015: **Kurt Repose** received \$10,000 as he entered the first year of MEng at the University of Southampton; **Kobe Richardson** was awarded \$10,000 as he entered the first year of BEng at Purdue University, US; and **Vernon Santee Symonds-Dill** received \$5,000 as he entered the first year in Mechanical Engineering at Niagara College, Canada.

CAOB plans a restructuring of the Scholarship programme to share the funding with more individuals, particularly those in studies in applied technologies. New parameter will ensure that recipients have a need for assistance. CAOB also continues to look at creative ways to raise money towards the Scholarship so additional funds can be awarded.

Allanette Hayward is recognized by CAOB as an exceptional student who maximized the help that she received during her time in school and who now gives back and supports new students with their efforts. Ms. Hayward is like many in the industry in Bermuda who completed a university degree and then discovered that they would prefer to work in construction and have gone on to become certified and start success businesses, which in turn provide employment opportunities for more Bermudians.

When she was young, Allanette Hayward thought she might like to be a lawyer. Then she studied accounting, but decided it was boring. Finally, she became an engineer. But above all, Ms Hayward has become a role model for young Bermudians, particularly girls, who might consider a career in construction and engineering.

Left to take care of herself at 14 years old, Ms. Hayward always knew that school was important. She graduated from high school in 1991, but with a young baby to raise and no support from her family, continuing her education was not an option at that time. She knew, however, that someday she would go back to school.

Meanwhile she gained experience in everything from sweeping streets to detailing cars to working as a heavy labourer. "I worked my way up with the Bermuda Government and tried working in different areas," she says. "This is when I discovered that I like to work outside with tools. I still have a

hard time not picking up a tool and doing the physical work myself."

And eventually she did make it back to school. She entered Bermuda College in 2004 as a part-time student, and graduated in 2007 with an Associate's Degree in Arts and Science. She worked in accounting, but was not excited about the work.

In 2009, Ms. Hayward attended a college fair at which she spoke with a representative from Bradford College who recognized that she would be a perfect fit for the one-year Construction Management programme. For Ms. Hayward, financial restraints held her back. However, through determination and some funding from generous friends at work, she was eventually able to attend the programme.

Soon funding came through the Construction Association of Bermuda Scholarship, for which she was the first female



ALLANETTE HAYWARD
Trainee Civil Engineer,
Bermuda Government

Field of Study: Civil Engineering

Degree/Diploma achieved: BTEC Construction Management, Bradford College, UK; Bachelor of Civil Engineering (Hons), Coventry University, UK; Master of Science, Civil Engineering, Coventry University, UK

Support/Funding Received: \$15,000 Construction Association of Bermuda Scholarship Award 2010; \$10,000 Public Service Bursary Award, 2012

“I tell students it’s not hard, it just takes dedication,”

recipient in 2010. Additional assistance came from the Public Service Bursary Award in 2012. Both awards were paid annually based on proof of maintaining a required grade level. Ms. Hayward also received the Mature Student Award from Bermuda Government.

Ms. Hayward went on to study at Coventry University, where she earned her Bachelor of Civil Engineering (Hons) in 2013 and her Master of Science, Civil Engineering in 2015.

Now a trainee civil engineer with the Ministry of Works and Engineering, Ms. Hayward’s next goal is to attain her Professional Engineer Licence, which will take a minimum of three years of additional training and work experience. Ms. Hayward also sits on the CAOB Workforce Development Committee and was recently named Chair of the CAOB Masters Training Committee.

“Through all of my experience, I have learned the importance of working as a team, meeting deadlines and, above all, dedication. I have never stopped learning; there is always something new to learn,” she says.

Ms. Hayward is very grateful for the assistance she has received along the way, particularly from the CAOB. And she’s happy to share her experience with public school students through the Career Pathways programme. She says students are surprised at what options are available for them, and she believes introducing young people, particularly girls, to these opportunities is important for them to realize their potential as they make career choices later on.

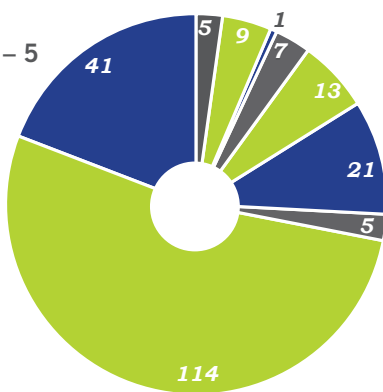
“I tell students it’s not hard, it just takes dedication,” she says when asked what she tells young Bermudians who are interested in engineering. And dedication is definitely something that Ms. Hayward knows a lot about.

Labour Relations

During 2014 there were approximately 661 matters lodged with the Labour Relations section, of which 445 were consultations, 198 were complaints and 18 were grievances:

DISPUTES:

- Constructive dismissal – 5
- Layoffs – 9
- Maternity leave – 1
- Vacation pay – 7
- Reduced work week/overtime – 13
- Redundancy – 21
- Sick pay – 5
- Terminations – 114
- Wages/pay – 41



Approximately 80 to 85% of complaints lodged during 2014 were successfully resolved with the assistance of a Labour Relations Officer.

The section played a pivotal role in some very public labour disputes involving Bermuda Industrial Union and the Hamilton

Princess & Beach Club, the Department of Marine and Ports, Department of Parks, Whitney Middle School and BTUC. The section also worked with the Bermuda Public Service Union and Clarien Bank Ltd. on the bank's certification as well as certification for BIU at Masters Home Centre Ltd., BIU at DHL and BIU at Brown and Co. (although certification for Brown and Co. was not successful for the BIU).

Labour Relations participated in eight public outreach efforts during 2014. The section also began a campaign to educate students about good employment practice to enable them to think about employment in terms of not merely jobs but the development of an ongoing relationship. The section met with all senior school by the end of the 2014-2015 academic year.

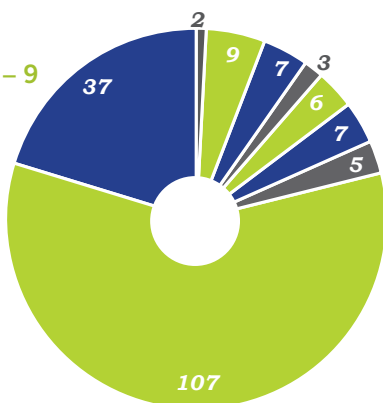
In 2014, 10 matters were referred to the Permanent Arbitration Tribunal and one additional that was completed in 2015. Twenty-six matters were referred to the Employment Tribunal.

In 2015 the section conducted a complete overhaul of their Policies and Procedures, which took effect in August.

During the 2015 (up to February 22, 2016) there were approximately 641 complaints lodged with Labour Relations of which 458 were consultations, 160 were complaints and 23 were grievances:

DISPUTES:

- Agency shop – 2
- Constructive dismissal – 9
- Layoffs – 7
- Vacation pay – 3
- Reduced work week/overtime – 6
- Redundancy – 7
- Sick pay – 5
- Terminations – 107
- Wages/pay – 37



Sixty-seven of the complaints filed have been resolved. During 2015 Labour Relations played a pivotal role in public labour disputes involving BIU and the Bermuda Post Office and the Electricity Supply Trade Union and BELCO. The section facilitated the process for seven certifications.

During the year 37 cases were referred to the Employment Tribunal with 31 matters completed. Of these, 18 were settled in favour of the employee.

National Training Plan

The Department is developing the National Training Plan in two parts to allow for continued stakeholder input and involvement and ensure adequate time is allowed for consultation and input before moving forward with the Plan's implementation.

Part I of the Plan covered analysis of the economic sectors that the Board focused on with the goal of understanding the current job market and determining how best to move Bermuda from a largely uncoordinated workforce training regime to the adoption of short, medium and long-term views. This approach will enable Bermuda to become more self-sufficient in the supply of human resources to support and sustain our economy and, more importantly, position us for economic growth.

Part II of the Plan will focus on the development and implementation of training and entry-level positions across industry sectors, as well as identifying the resources required to do so - and, where appropriate, policy considerations. Part II has not yet been released.

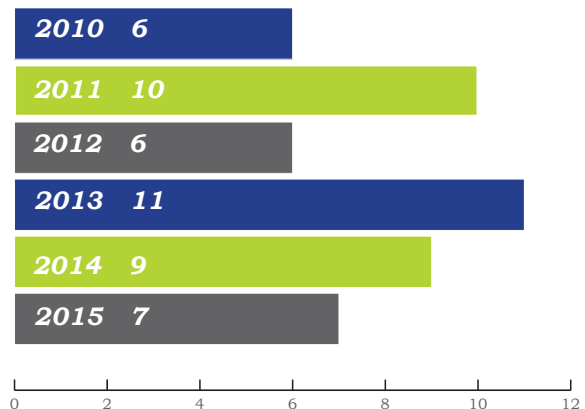
Tax Waiver Programme

In accordance with Section 23 of the Payroll Tax Act 1995 employers can apply to the Tax Commissioner's Office for a payroll tax waiver on behalf of their Bermudian employees who are participating in a training scheme approved by the National Training Board (NTB).

Employers must satisfy the Commissioner by providing the following details:

- Time allotted to training during work hours;
- Time allotted to training after working hours;
- Estimated costs of training;
- Details of examinations (if applicable);
- Names and occupations of individuals receiving training;
- Total length of time to complete the training;

The NTB advises the Tax Commissioner of their approval of the scheme before waiver is applied. This is not a retroactive process. Approvals must be obtained prior to the engagement of any training. Over the past 6 years a small number of companies requested this exemption:



Initiatives for 2015-16

For the fiscal year 2015 – 2016, the following has been identified:

- Implementation of Internal Audit recommendations;
- Working with Investors in People (IIP) with a view to receiving accreditation (completed May 2016);
- Update policies and procedures for all Sections;
- Complete and implement Phase II of the Bermuda Job Board;
- Review and implement enhancements to CIDS workflow and reporting;
- Continue to work with the National Training Board on development of National Training Plan Part II;
- Implement actions prescribed by the National Training Plan Part II;
- Review National Certification processes and continue to 'upskill' the local workforce to meet industry demand;
- Assist with legislative amendments to the Legislation that govern the Department;
- Assist with the creation of a National Database to capture a Bermudian work ready talent pool;
- Implement comprehensive "soft skills" training programme to prepare job searchers for the workforce;
- Pilot an Internship programme for recent college graduates to gain work experience in partnership with industries, advocating for incentives to those developing entry level positions;
- Improve the Employment Tribunal and Arbitration process
- Strengthen the provision of mediation services

Labour Relations objectives for 2015-2016:

- Enhance and improve the dispute resolution process (mediation, tribunals and arbitration)
- Propose amendments to the Legislation (Employment Act 2000, Labour Relations Act 1975, Labour Disputes Act 1975, Trade Unions Act 1965)


- Promote mediation as a worldwide trend to effective dispute resolution (training and workshop opportunities)
- Develop a mechanism to publish tribunal and arbitration decisions
- Systematise the process of sharing information with the public

Career Development objectives for 2015-2016

- Develop and implement policies and procedures from intake to job readiness and referrals
- Develop and implement strategy for the unskilled unemployed
- Implement strategy for job readiness for the unemployed
- Develop and implement Phase II Job Board
- Develop relationship with global employers to explore the facilitation of overseas employment opportunities for Bermudians
- Expand employment opportunities with existing cruise lines

Training objectives for 2015-2016:

- Develop certification capacity (legislative reform)
- Implement the actions prescribed by the National Training Plan Part II
- Launch training programme for gaming industry in collaboration with Bermuda College
- Launch employability skills certification programme
- Create and implement internship/apprenticeship programmes for graduates in various occupations
- Create and implement an action plan based on recommendations stemming from Investor in People diagnostic report

A black and white photograph of a computer lab. In the foreground, a young man in a hoodie sits at a desk with a computer monitor. In the background, a woman sits at a desk while a man stands behind her, pointing at the screen. The room has a large arched window and several computer workstations. A green text box is overlaid on the right side of the image.

Develop and implement policies and procedures from intake to job readiness and referrals

National Training Board of Directors 2014

Jeff Sousa – Chairman	Owner of Sousa’s Landscape Management Co. Ltd. and Member of Parliament
Vince Ingham – Deputy Chairman	Former Chief Executive Officer of BELCO (retired)
Mr. Christopher Allington	President, Dental Association
Ms. Lisa Almeida	Co-owner Almeida Landscaping & Estate Maintenance
Mr. Patrick Caton	President, Caliper and Construction Association of Bermuda
Mr. Mark Cave	President, Bermuda International Shipping Association
Mr. Richard Davidge	President, Euro Car
Ms. Karla Lacey	Chief Operating Officer, Bermuda Tourism Authority
Mrs. Leila Madeiros	Senior Vice President, Deputy Director and Corporate Secretary of Association of Bermuda International Reinsurers (ABIR)
Mrs. Anarita Marion	President, The Institute of Chartered Accountants of Bermuda
Mr. Jay O’Connor	Professional Engineers Registration Council (PERC)
Ms. Loumeeka Orgill	Representative, Nursing Association
Mrs. Lisa Robinson	Director, Human Resources, Catlin and Representative of the Bermuda Human Resources Association
Mr. Collin Simmons	Education Officer, Bermuda Industrial Union
Mrs. Laretta Stoneham	Representative of Bermuda Bar Association
Ms. Tona Symonds	Representative from the Bermuda Arts Association
Mr. Simon Tully	Representative of the Construction Association of Bermuda
Dr. Dawnell Walker	CEO of the Bermuda Insurance Institute
Mr. William Graham-Welton	Representative from Bermuda Institute of Ocean Sciences
Mr. Richard Winchell	Representative of Association of Bermuda International Companies (ABIC)

National Training Board of Directors 2015

Jeff Sousa – Chairman	Owner of Sousa’s Landscape Management Co. Ltd. and Member of Parliament
Lisa Robinson – Deputy Chairman	Director, Human Resources, Catlin and Representative of the Bermuda Human Resources Association
Ms. Lisa Almeida	Co-owner Almeida Landscaping & Estate Maintenance
Ms. Karlisia (Nesi) Armstrong	President & CEO, Island Organics (Bermuda) Ltd.
Mr. Patrick D. Caton	President, Caliper and Construction Association of Bermuda
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Mr. William Graham-Welton	Representative from Bermuda Institute of Ocean Sciences
Ms. Karla Lacey	Chief Operating Officer, Bermuda Tourism Authority
Mr. David Lovell	President & CEO, Intelisign Ltd.
Ms. Leila Madeiros	Senior Vice President, Deputy Director and Corporate Secretary of Association of Bermuda Insurers & Reinsurers (ABIR)
Mrs. Anarita Marion	President, The Institute of Chartered Accountants of Bermuda
Ms. Patrice Morgan	Business and Marketing Consultant, Morgan Media
Mr. Collin Simmons	Education Officer, Bermuda Industrial Union
Ms. Erica Smith	Manager, Bermuda Economic Development Corporation
Mrs. Loretta Stoneham	Representative of Bermuda of Bar Association
Ms. Tona Symonds	Representative from the Bermuda Arts Association
Mr. Simon Tully	Representative of the Construction Association of Bermuda
Dr. Dawnell Walker	CEO of the Bermuda Insurance Institute
Mr. Richard Winchell	Representative of Association of Bermuda Insurance Companies (ABIC)

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